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## **The Role of Job Satisfaction as a Mediating Variable on the Effect of Reward and Work-Life Balance on Employee Retention**

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### **Abstract**

This study aims to analyze the effect of reward and work life balance on employee retention both directly and indirectly through job satisfaction as mediation. The study applied quantitative method. The population used in this study is all employees working at the Genuk District Office, Semarang City, which totals 94 employees. The sampling technique is the census method or saturated samples. Thus, the number of samples used was 94 respondents. The data source used was primary data, with a questionnaire data collection method. The data analysis technique used is Structural Equation Modeling-Partial Least Square (SEM-PLS) version 3. The results of the study show that rewards have a positive and significant effect on job satisfaction, and work life balance has a positive and significant effect on job satisfaction. Rewards have a positive and significant effect on employee retention, work life balance has a positive and significant effect on employee retention, and job satisfaction has a positive and significant effect on employee retention. The results of the mediation test were obtained that job satisfaction can mediate the effect of rewards on employee retention, and job satisfaction can mediate the effect of work life balance on employee retention. This research has both theoretical and practical implications.

**Keywords:** Reward, Work Life Balance, Job Satisfaction, and Employee Retention.

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## INTRODUCTION

The sub-district as a local government unit plays an important role in public services and regional administration, so the performance of human resources within it greatly affects the effectiveness of services and the image of the bureaucracy. However, challenges such as an imbalance between the number of employees and workload can reduce productivity and work accuracy (Indarwati et al., 2022). Given the importance of human resources as the main asset of the organization, sustainable management and development of human resources is a strategic investment to create adaptive, qualified, and highly competitive individuals in the face of the dynamics of change (Bagaskoro & Suhana, 2022).

One of the main challenges of organizations today is not only managing human resources (HR), but also how to retain them so that they continue to contribute in the long term. Although technology plays an important role in organizational development, the existence of employees remains irreplaceable because humans continue to be the main drivers of technological functions (Disa & Djastuti, 2019). Employee retention is crucial because employees not only determine productivity but also become the key to organizational success and development. Therefore, the right strategy is needed so that employees remain motivated, loyal, and feel attached to the organization. In this context, employee retention refers to a strategy or approach designed to motivate employees to continue working in the organization in the long term (Syal et al., 2024).

Employee retention is a strategic process that includes various organizational efforts to encourage and retain employees to stay employed in the long term. The goal is to create employee loyalty and commitment to the sustainability and success of the organization (Widiani & Mas'ud, 2023). Employees in the organization are valuable assets, so organizations need to ensure they have competence and significant contributions, both in quantity and quality. Therefore, retention strategies are implemented through various programs aimed at retaining high-performing and valuable employees (Alferaih et al., 2018). The organization's ability to retain employees has a positive impact on work efficiency and service quality. Competent and dedicated employees help ensure smooth operations and achievement of targets. Effective retention also supports productivity and continuity of work programs. Therefore, organizations need to continue to improve their HR management strategies to maintain the sustainability of achieving their vision and mission (Low & Tanaraj, 2022).

The study of employee retention in this research was conducted in Genuk District, Semarang City. Retention refers to the organization's ability to retain quality employees over a long period of time. In the context of government, such as in Genuk District, retention is a crucial aspect because the continuity of performance is highly dependent on employee loyalty and job satisfaction. Factors such as rewards, work-life balance, and job satisfaction levels also affect retention success. However, retaining employees in government agencies is not easy, especially amid competition with other agencies that may offer compensation or a more attractive work environment. The retention problem in Genuk District is still an important issue, as the retention rate has not reached ideal conditions. Low retention can have a negative impact on stability and performance effectiveness, especially in the implementation of public services. An initial picture of this condition can be seen through the results of a pre-survey of 31 employees, which showed their perception of a number of retention indicators.

The results of a pre-survey of 31 employees of Genuk District, Semarang City, indicate

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that employee retention is still a problem that needs more attention. Some respondents expressed hesitation about staying in the organization for the long term, reflecting low levels of loyalty. This distrust is reinforced by dissatisfaction with the work environment, where several employees stated that current working conditions do not support comfort and productivity. This less conducive work environment has the potential to be one of the main causes of low retention. Although most employees have a commitment to the organization, some have not fully shown attachment. In addition, quite a few respondents expressed a desire to seek job opportunities outside the organization, indicating a lack of emotional or professional attachment. This dissatisfaction and lack of attachment signal that the employee retention strategy in Genuk District is not optimal and needs improvement through a better work environment, strengthened commitment, and increased job satisfaction.

Overall, the pre-survey results show that the problem of employee retention in Genuk District, Semarang City is still significant and needs serious attention. Low employee desire to remain long term, dissatisfaction with the work environment, and a tendency to look for opportunities elsewhere reflect suboptimal retention conditions. This has the potential to disrupt organizational stability, especially in maintaining the smooth operation of public services. Therefore, strategic steps are needed to increase employee retention by paying attention to influencing factors such as providing decent rewards, implementing a good work-life balance, and increasing job satisfaction (Putri & Adnyani, 2021; and Tirta & Enrika, 2020). These efforts are important so that employees feel valued, comfortable, and committed to continue contributing in the long term.

Research on the influence of rewards and work-life balance on employee retention has also been conducted by previous researchers. Based on previous research, there are differences in findings: Disa & Djastuti (2019); Tirta & Enrika (2020); Putri & Adnyani (2021); and Syal et al. (2024) found that rewards had a positive and significant effect on employee retention. Different results are presented in the research of Khristian et al. (2022) and Low & Tanaraj (2022), which stated that rewards do not have a significant effect on employee retention. Sindhuja & Subramanian (2020); Tirta & Enrika (2020); Panda & Sahoo (2021); and Syal et al. (2024) stated that work-life balance has a positive and significant effect on employee retention, in contrast to Hadi & Ahmed (2018); Aufa et al. (2023); and Widiani & Mas'ud (2023), who stated that work-life balance does not have a significant effect on employee retention.

The diversity of previous research results shows that contextual factors and organizational characteristics can affect the extent to which rewards and work-life balance impact employee retention. For this reason, job satisfaction was added as a mediating variable to bridge the influence of these two factors on retention. Job satisfaction, which reflects an individual's attitude toward their job based on aspects such as work environment, supervision, salary, promotion, and social relationships (Agustine & Suhana, 2022), is a critical element in ensuring the effectiveness of retention efforts. Employees who are satisfied tend to stay longer, while dissatisfaction increases the tendency to leave the organization (Widiani & Mas'ud, 2023). Thus, increased rewards and work-life balance accompanied by high job satisfaction will be more effective in retaining employees in the long term.

Job satisfaction was chosen as a mediating variable because it bridges the effects of *rewards* and *work-life balance* on employee retention. Proper *rewarding* can increase

feelings of appreciation, which in turn leads to higher job satisfaction and ultimately encourages employees to stay in the organization. Research by Disa & Djastuti (2019), Tirta & Enrika (2020), and Syal et al. (2024) shows that job satisfaction mediates the effect of *rewards* on employee retention. Meanwhile, *work-life balance* also contributes to job satisfaction as it provides comfort and reduces stress, leading to a desire to stay in the organization. This is reinforced by the findings of Tirta & Enrika (2020), Sindhuja & Subramanian (2020), and Syal et al. (2024), who stated that job satisfaction can mediate the influence of *work-life balance* on employee retention. Thus, job satisfaction becomes a strategic link that strengthens the positive impact of both *rewards* and *work-life balance* on employee retention.

### **Hypothesis Development**

#### **The Effect of *Rewards* on Job Satisfaction**

*Rewards* that are given fairly and in accordance with employees' contributions can increase the motivation to work better, which in turn strengthens the relationship between *rewards* and job satisfaction. Employees who receive adequate *rewards* that meet their expectations are more likely to feel satisfied because they see their work as valued by the organization. Research by Disa & Djastuti (2019) shows that providing fair and appropriate *rewards* can increase employee job satisfaction, as employees feel appreciated for their contributions. Tirta & Enrika (2020) explain that awards given by organizations, both in the form of financial and non-financial compensation, significantly affect employee job satisfaction. This is strengthened by Syal et al. (2024), which states that *rewards* have a significant effect on job satisfaction. Based on this description, the hypothesis proposed is:

H1: *Rewards* have a positive effect on job satisfaction.

#### **The Effect of *Work-Life Balance* on Job Satisfaction**

*Work-life balance* (WLB) can affect job satisfaction, as work-life balance improves employee well-being. When employees can manage their time and energy well, they feel more satisfied with their work. This balance helps reduce stress and conflict between work and personal life, which is often a source of dissatisfaction. Research by Sindhuja & Subramanian (2020) shows that *work-life balance* can improve job satisfaction by reducing stress and improving employee well-being. Tirta & Enrika (2020) found that good *work-life balance* management has a positive impact on job satisfaction because it creates conditions that support employees to work better. This is reinforced by Syal et al. (2024), which states that *work-life balance* has a significant effect on job satisfaction. Based on this description, the hypothesis proposed is:

H2: *Work-life balance* has a positive effect on job satisfaction.

#### **The Effect of *Rewards* on Employee Retention**

Providing the right *rewards* can increase employee satisfaction and commitment to the organization. When an organization provides fair compensation, incentives, or recognition for employee performance, it encourages employees to stay. Research by Disa & Djastuti (2019) shows that the right *rewards* can increase employee motivation, which in turn affects their retention. Tirta & Enrika (2020) reported that an effective reward system will make employees feel valued, contributing to satisfaction and the decision to stay in their jobs. This is reinforced by Putri & Adnyani (2021) and Syal et al. (2024), who stated that *rewards* affect employee retention. The hypothesis proposed is:

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H3: *Rewards* have a positive effect on employee retention.

### **The Effect of *Work-Life Balance* on Employee Retention**

Organizations that support this balance, through flexible policies such as flexible hours, adequate leave, and support for personal needs, can build a healthier and more productive work environment. Employees who feel valued and have control over their *work-life balance* are more likely to stay, reducing turnover rates. Research by Sindhuja & Subramanian (2020) showed that good *work-life balance* can increase employee loyalty, positively impacting retention. Tirta & Enrika (2020) revealed that effective *work-life balance* policies encourage employees to remain longer because they feel more valued and less burdened by work. This is reinforced by Panda & Sahoo (2021) and Syal et al. (2024), who stated that *work-life balance* affects employee retention. Based on this description, the proposed hypothesis is:

H4: *Work-life balance* has a positive effect on employee retention.

### **The Effect of Job Satisfaction on Employee Retention**

Employees who feel valued and satisfied with the work environment, salary, relationships with colleagues, and self-development opportunities are more motivated to stay. Organizations that create conditions supporting job satisfaction—such as providing appropriate *rewards*, listening to employee aspirations, and creating a positive atmosphere—will better retain employees and reduce turnover. Research by Disa & Djastuti (2019) found that job satisfaction plays an important role in increasing employee retention, with satisfied employees tending to be more loyal. Sindhuja & Subramanian (2020) found that high job satisfaction is directly related to retention rates, while Tirta & Enrika (2020) and Syal et al. (2024) reported similar findings. The hypothesis proposed is:

H5: Job satisfaction has a positive effect on employee retention.

Disa & Djastuti (2019) showed that providing appropriate *rewards* can increase job satisfaction, which in turn strengthens retention in the organization. Tirta & Enrika (2020) found that job satisfaction plays a significant mediating role between *rewards* and retention, highlighting the importance of fair and transparent reward management. Syal et al. (2024) also stated that satisfaction mediates the relationship between *rewards* and retention. The hypotheses proposed are:

H6: Job satisfaction mediates the effect of *rewards* on employee retention.

Research by Sindhuja & Subramanian (2020) shows that optimal *work-life balance* significantly increases job satisfaction, positively influencing long-term retention. Tirta & Enrika (2020) found that job satisfaction plays a key mediating role in the relationship between *work-life balance* and employee retention. Syal et al. (2024) further explains that job satisfaction can mediate the effect of *work-life balance* on retention. The hypotheses proposed are:

H7: Job satisfaction mediates the effect of *work-life balance* on employee retention.

## **MATERIALS AND METHODS**

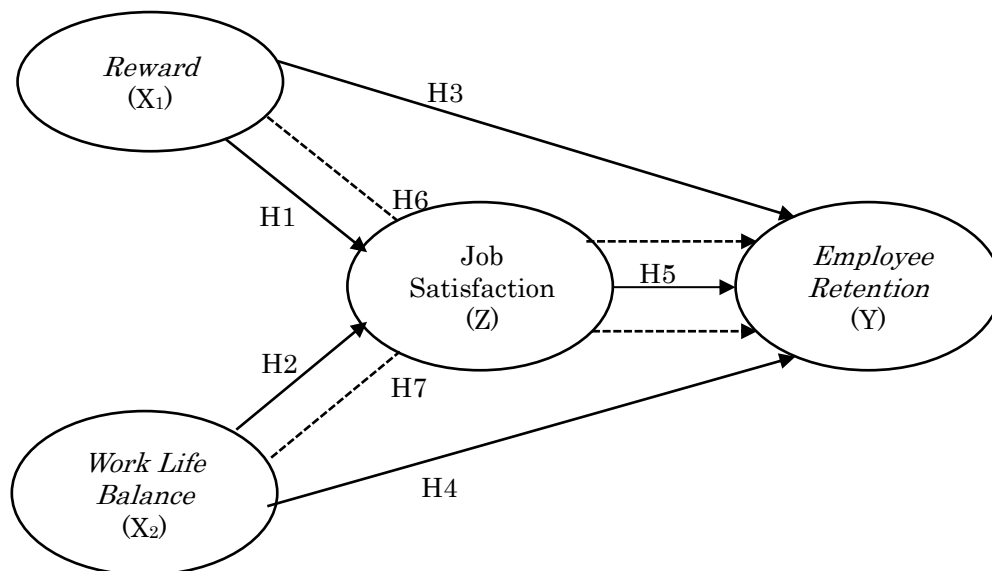
The study applied a quantitative method. The population used in this study consists of all Civil Servants (*Pegawai Negeri Sipil* or *PNS*) who work in Genuk District, Semarang City, with a total of 94 people. Considering that the population in this study comprises only 94 *PNS* in Genuk District, Semarang City, the entire population will be used as the research sample. Therefore, the sampling technique in this study uses the *census method* or *saturated*

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*sample*, which is a sample determination technique when all members of the population are used as samples (Sugiyono, 2019). The number of samples in this study was 94 respondents.

The type of data plays an important role in research because it determines the source and method of data collection to be used. In this study, the data source used is primary data, which refers to data obtained directly by the researcher from the original source. The data collection method in this study uses a *questionnaire*, namely collecting data from respondents through a set of questions to be answered (Sugiyono, 2019).

The research data used is primary data, with the data collection technique carried out using two methods, namely *questionnaire* and *literature study*. Variables will be measured using a *Likert Scale* from 1 to 5, with a breakdown of a score of 1 = strongly disagree up to a score of 5 = strongly agree. The descriptive testing tool will use a frequency distribution table to analyze and interpret data regarding the characteristics or identities of the respondents, as well as descriptions of the study variables. The analysis tool used to test the hypothesis is the *Structural Equation Model (SEM)* through *SmartPLS 3.233* software.



**Figure 1. Hypothesis**

## RESULTS AND DISCUSSION

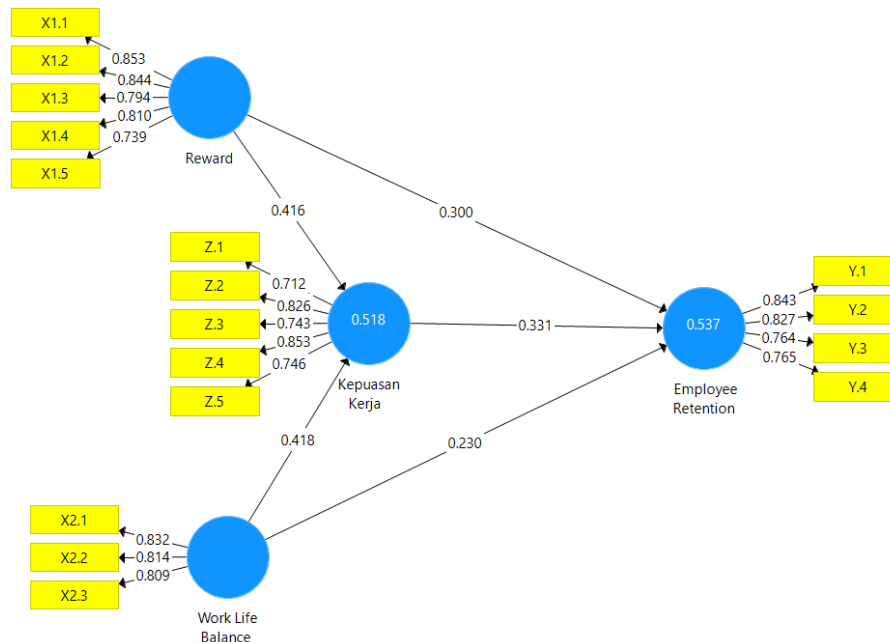
### Identity of Research Respondents

The identity of the respondents was seen from gender, age, education level, and working period, successfully collected through questionnaires. Of the 94 employees in Genuk District, Semarang City, the majority are men as many as 56 people (59.6%) and women as many as 38 people (40.4%), showing the dominance of the male workforce which is likely to be more suitable for structural or technical tasks. The highest age was in the range of 41–50 years as many as 39 people (41.5%), while the lowest age was 21–30 years with 8 people (8.5%), reflecting that the majority of employees are at a productive age and mature in terms of work experience. The last education was dominated by 73 Bachelor (S1) graduates (77.7%) and at least 3 high school/vocational/equivalent graduates (3.2%), indicating the high academic qualifications of employees. The most working period is 11–20 years with 39 people (41.5%), while the fewest are employees with more than 30 years of service, namely 3 people (3.2%),

which overall shows stability, medium competence, and continuity of human resource management in the sub-district.

### Full Model Structural

External model test results obtained through Smart Partial Least Square (SMART-PLS) software



**Figure 2. Construct Validity and Reliability Test Results**

Based on the results of the research analysis, it was obtained that the results of the validity test and the variable reliability test can be seen in the following table:

**Table 1. Construct Validity and Reliability Test**

Variable	Indicator	Item	Loadings	AVE	Cronbach-Alpha	Composite Reliability
Reward (X1)	Salary	X1.1	0,853	0,655	0,869	0,904
	Incentive	X1.2	0,844			
	Other benefits	X1.3	0,794			
	Recognition of contributions	X1.4	0,810			
	Fair promotion system	X1.5	0,739			
Work Life Balance (X2)	Flexibility of working time	X2.1	0,832	0,670	0,753	0,859
	Supportive work facilities	X2.2	0,814			
	Friendly working environment	X2.3	0,809			
Job	Satisfaction with the	Z.1	0,712	0,605	0,835	0,884

Variable	Indicator	Item	Loadings	AVE	Cronbach-Alpha	Composite Reliability
Satisfaction (Z)	work itself					
	Satisfaction with salary	Z.2	0,826			
	Satisfaction with promotions	Z.3	0,743			
	Satisfaction with supervision	Z.4	0,853			
	Satisfaction with relationships with colleagues	Z.5	0,746			
Employee Retention (Y)	Desire to stay in the organization	Y.1	0,843	0,641	0,813	0,877
	Satisfaction with the work environment	Y.2	0,827			
	Commitment to the organization	Y.3	0,764			
	Desire not to change jobs	Y.4	0,765			

\*) The Loading Factor must be greater than 0.7; \*\*) AVE must be greater than 0.5 \*\*\*) Cronbach's Alpha and Composite reliability should be greater than 0.7;

Source: Primary data processed, 2025.

The results of the convergent validity test were carried out by referring to the *value of the loading factor* and the *Average Variance Extracted (AVE)*, all indicators in this study were declared valid because they had a loading factor value above 0.70 and AVE exceeded 0.5 according to the criteria. In addition, the reliability test seen from the Cronbach Alpha and Composite Reliability values also showed that all constructs were reliable, as each of these values was above 0.70. Thus, it can be concluded that all instruments used in this study have met the requirements for validity and reliability, so that the analysis can be continued to the next stage.

**Table 2. Fornell-Lacker Criterion Results**

	Employee Retention	Job Satisfaction	Reward	Work Life Balance
Employee Retention	<b>0,801</b>			
Job Satisfaction	0,660	<b>0,778</b>		

Reward	0,618	0,621	<b>0,809</b>	
Work Life Balance	0,583	0,622	0,491	<b>0,818</b>

Source: Primary data processed, 2025.

The discriminant validity test showed that the square root value of AVE on each variable was higher than the correlation value between the other variables, according to the Fornell-Larcker criteria. This indicates that each variable has good discriminative validity and can be clearly distinguished from other variables in the research model.

### R-Square

R-Square is used to assess how much an independent variable is able to explain the variation in the dependent variable. An R-Square value of 0.67 or more indicates a strong model, a value between 0.33 to 0.66 of a medium or moderate model, and a value between 0.19 to 0.32 of a weak model:

**Table 3. R-Square Results**

	<b>R Square</b>	<b>R Square Adjusted</b>
Job Satisfaction	0,518	0,507
Employee Retention	0,537	0,522

Source: Primary data processed, 2025.

The R-Square value for job satisfaction is 0.518, which means that rewards and work-life balance are able to explain this variable by 51.8%, and this model falls into the medium or moderate category. Meanwhile, the R-Square value for employee retention is 0.537, showing that rewards, work-life balance, and job satisfaction can simultaneously explain employee retention of 53.7%. Both values indicate that the model used is quite good at explaining the dependent variables and can be used as a basis for further analysis.

### Q-Square

Hair et al., (2019) stated that the value of Q-Square is more than 0 and the model can be said to have predictive relevance, while the value of Q-Square is less than 0, then there is no predictive relevance. The results of the Q-Square analysis are presented in the following table:

**Table 4. Q-Square Results**

	<b>SSO</b>	<b>SSE</b>	<b>Q<sup>2</sup> (=1-SSE/SSO)</b>
<i>Employee Retention</i>	376,000	253,542	0,326
Job Satisfaction	470,000	326,744	0,305
<i>Reward</i>	470,000	470,000	
<i>Work Life Balance</i>	282,000	282,000	

Source: Primary data processed, 2025.

The Q-Square value of the job satisfaction variable is 0.305, greater than 0. This means that rewards and work life balance have predictive relevance or can predict job satisfaction variables well. The Q-Square value of the retention variable is 0.326, and greater than 0. This means that rewards, work life balance, and job satisfaction have predictive relevance values or can predict employee retention variables well.

### Hypothesis Test Results

The hypothesis test was carried out to analyze the influence of tax audits, tax collection, and taxpayer awareness on taxpayer compliance, as well as the influence of tax audits and tax collection on taxpayer awareness. This test was carried out by comparing the t-statistical value to 1.96 and the p-value to 0.05. The bootstrapping results regarding the influence between variables are presented in the table in order:

**Table 5. Hypothesis Test Results**

	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>	<b>Decision Making</b>
Reward -> Job Satisfaction	0,416	4,662	0,000	H1 accepted
Work Life Balance - > Job Satisfaction	0,418	4,717	0,000	H2 accepted
Reward -> Employee Retention	0,300	2,278	0,023	H3 accepted
Work Life Balance -> Employee Retention	0,230	2,294	0,022	H4 accepted
Job Satisfaction - > Employee Retention	0,331	2,586	0,010	H5 accepted

Source: Primary data processed, 2025.

The original value of the sample was 0.416 (positive), the statistical t-value was greater than the table t-value which was  $4.662 > 1.96$ , and the P value of 0.000 was smaller than 0.05. The decision to accept an alternative hypothesis ( $H_a$ ), can be concluded if hypothesis one ( $H_1$ ) which states that rewards have a positive and significant effect on job satisfaction is acceptable. This means that by increasing the value of rewards given to employees, it can increase job satisfaction felt by employees.

The original value of the sample was 0.418 (positive), the statistical t-value was greater than the table t-value of  $4.717 > 1.96$ , and the P value of 0.000 was smaller than 0.05. The decision to accept the alternative hypothesis ( $H_a$ ), it can be concluded that the second hypothesis ( $H_2$ ) which states that work-life balance has a positive and significant effect on job satisfaction is acceptable. This means that with an increase in work-life balance felt by employees, it can increase job satisfaction experienced by employees.

The original value of the sample was 0.300 (positive), the statistical t-value was greater than the table t-value of  $2.278 > 1.96$ , and the P value of 0.023 was smaller than 0.05. The decision to accept an alternative hypothesis ( $H_a$ ), it can be concluded that hypothesis three ( $H_3$ ) which states that rewards have a positive and significant effect on employee retention can be accepted. This means that with an increase in the value of rewards given to employees, it can

increase employee retention in the agency.

The original value of the sample was 0.230 (positive), the statistical t-value was greater than the table t-value of  $2.294 > 1.96$ , and the P value of 0.022 was smaller than 0.05. The decision to accept the alternative hypothesis ( $H_a$ ), it can be concluded that hypothesis four ( $H_4$ ) which states that work life balance has a positive and significant effect on employee retention can be accepted. This means that the higher the level of work-life balance felt by employees, it can increase employee retention in the agency.

The original value of the sample was 0.331 (positive), the statistical t-value was greater than the table t-value of  $2.586 > 1.96$ , and the P value of 0.010 was smaller than 0.05. The decision to accept an alternative hypothesis ( $H_a$ ), it can be concluded that hypothesis five ( $H_5$ ) which states that job satisfaction has a positive and significant effect on employee retention is acceptable. This means that the higher the level of job satisfaction felt by employees, it can increase employee retention in the agency.

### Mediation Test

The mediation test in this study aims to analyze the effect of reward and work life balance on employee retention through job satisfaction as mediation. The results of the mediation test can be seen in the following table:

**Table 6. Mediation Test Results**

	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>	<b>Decision Making</b>
Reward -> Job Satisfaction -> Employee Retention	0,137	2,063	0,039	H6 accepted
Work Life Balance -> Job Satisfaction -> Employee Retention	0,138	2,297	0,022	H7 accepted

Source: Primary data processed, 2024.

The P-values value of the effect of rewards on employee retention through job satisfaction is less than 0.05. This means that rewards have a positive and significant effect on employee retention through job satisfaction. The results can be concluded that hypothesis six ( $H_6$ ) which states that job satisfaction mediates the effect of rewards on employee retention is acceptable. These results also show that job satisfaction plays a role as a partial mediation, considering that rewards also have a direct effect on employee retention.

The P-values of the effect of work-life balance on employee retention through job satisfaction are less than 0.05. This means that work-life balance has a positive and significant effect on employee retention through job satisfaction. The results can be concluded that hypothesis seven ( $H_7$ ) which states that job satisfaction mediates the influence of work life balance on employee retention is acceptable. These results also show that job satisfaction plays a role as a partial mediation, considering that work-life balance also has a direct effect on employee retention.

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## Discussion

The results of the analysis show that rewards play an important role in job satisfaction, which means that the better the reward system implemented, the higher the level of employee job satisfaction. These findings support Herzberg's two-factor theory that external rewards such as salary, incentives, benefits, and recognition are important factors in creating job satisfaction. In the context of employees of Genuk District, Semarang City, rewards given fairly, transparently, and in accordance with the contribution of each employee have been proven to be able to increase the sense of appreciation and recognition, thus having an impact on increasing job satisfaction (do Nascimento et al., 2022; Kim & Cho, 2024; Villar & de Andrade, 2024). To sustain this positive impact, organizations need to continually evaluate reward systems to remain relevant and meaningful, not only financially but also through non-financial forms such as self-development opportunities and recognition of achievements. These results support the research results of Disa & Djastuti (2019); Tirta & Enrika (2020); and Syal et al., (2024) who stated that rewards have a significant effect on job satisfaction.

The results of this study show that work-life balance plays an important role in job satisfaction, which means that the better the work-life balance felt by employees, the higher the level of job satisfaction they experience. These findings underscore the importance of creating a flexible work environment that supports a work-life balance, as employees who are able to manage time between work and personal life well tend to feel happier, more motivated, and more loyal to the organization. Thus, organizational strategies that pay attention to the aspect of work-life balance will have a positive impact on improving the psychological well-being and job satisfaction of its employees. These results support the results of Sindhuja & Subramanian's (2020) research; Tirta & Enrika (2020); Syal et al., (2024) who stated that work-life balance has a significant effect on job satisfaction.

These results show that the reward system implemented in Genuk District, Semarang City, plays an important role in retaining employees. When employees feel that their contributions are being rewarded through decent incentives, recognition of achievements, and fair promotion opportunities, loyalty and desire to stay in the organization tend to increase. Effective rewards not only motivate performance, but also create an emotional bond and sense of ownership towards the organization, thus lowering the desire to seek job opportunities elsewhere. Thus, providing structured and transparent rewards is one of the key strategies in increasing employee retention. These results have supported the research results of Disa & Djastuti (2019); Tirta & Enrika (2020); Putri & Adnyani (2021); and Syal et al., (2024) who stated that rewarding affects employee retention.

The results of this analysis show that work-life balance has an important role in retaining employees in the organization. By creating a good balance between job demands and personal needs, employees feel more comfortable and motivated to stay in the same place. The flexibility of working hours and support for family life provide a sense of appreciation and recognition of individual needs, which ultimately reinforces employee loyalty and commitment. Therefore, the implementation of an effective work-life balance policy is an important strategy for organizations to increase employee retention, especially in Genuk District, Semarang City. These results have supported the research results of Sindhuja & Subramanian (2020); Tirta & Enrika (2020); Panda & Sahoo (2021); and Syal et al., (2024) who stated that work-life balance has an effect on employee retention.

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The results of this analysis show that job satisfaction has an important role in retaining employees in Genuk District, Semarang City. When employees are satisfied with a conducive work environment, have harmonious relationships with colleagues, receive fair rewards, and have clear career development opportunities, they tend to be more loyal and choose to stay in the organization. High job satisfaction not only increases motivation and morale, but also reduces employees' desire to change jobs, so that it can increase the long-term stability of human resources in the agency. These results have supported the research results of Disa & Djastuti (2019); Sindhuja & Subramanian (2020); Tirta & Enrika (2020) and Syal et al., (2024) who stated that job satisfaction has an effect on employee retention.

## CONCLUSION

Based on the findings of the research and the results of the discussion in the previous chapter, it can be concluded that the increase in employee retention in Genuk District, Semarang City is not solely influenced by *rewards* and *work-life balance* alone. There are other factors that also contribute, namely job satisfaction, which plays an important role in supporting increased employee retention. These findings confirm that the combination of *rewards*, *work-life balance*, and job satisfaction together has a significant impact on increasing employee retention. Based on these results, several main conclusion points can be explained: *rewards* have a positive and significant effect on job satisfaction; *work-life balance* has a positive and significant effect on job satisfaction; *rewards* have a positive and significant effect on employee retention; *work-life balance* has a positive and significant effect on employee retention; and job satisfaction has a positive and significant effect on employee retention. Furthermore, job satisfaction can mediate the effect of *rewards* on employee retention. The results of the study also show that job satisfaction can function as partial mediation on the effect of *rewards* on employee retention. In addition, job satisfaction can mediate the influence of *work-life balance* on employee retention, with the study also demonstrating that job satisfaction can function as partial mediation on the effect of *work-life balance* on employee retention.

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