INCOME JOURNAL OF ECONOMICS DEVELOPMENT
Volume 7, No. 2, July 2027, pp. 541-556
e-ISSN: 3025-3225, DOI : 10.54065/ijed.7.2.2027.946

Employee Experience and Employee Engagement as Determinants of Employee Retention: Evidence from PT Air Tech Inti Karawaci Indonesia

Riska Indriyani
Universitas Bina Sarana Informatika, Indonesia
email: riskaindriyani101@gmail.com

Article Info

Corresponding Author:
Riska Indriyani, Universitas Bina Sarana Informatika, Indonesia

Keywords:
Employee Experience, Employee Engagement, Employee Retention

Abstract

Perceived retention-supporting conditions represent an important aspect of human resource management in promoting workforce stability. This study aimed to examine the individual and simultaneous associations of employee experience and employee engagement with perceived retention-supporting conditions at PT Air Tech Inti Karawaci Indonesia, West Jakarta. A quantitative cross-sectional survey design was employed, involving all 35 employees through saturated sampling. Data were collected using structured five-point Likert-scale questionnaires and analyzed through multiple linear regression using IBM SPSS Statistics version 27. The results indicated that employee experience had a positive and statistically significant association with perceived retention-supporting conditions ($\beta = 0.787$, $t = 7.687$, $p < 0.001$), whereas employee engagement showed a positive but non-significant association ($\beta = 0.150$, $t = 1.466$, $p = 0.153$). The overall regression model was statistically significant ($F(2, 32) = 56.254$, $p < 0.001$), explaining 77.9% of the in-sample variance in the measured outcome ($R^2 = 0.779$). Employee experience emerged as the stronger independent predictor of perceived retention-supporting conditions. However, the findings should be interpreted cautiously due to the small sample size, cross-sectional design, potential construct overlap, and reliance on self-reported measures. Future research should incorporate validated intention-to-stay measures and actual employee retention records to establish a clearer understanding of workforce stability.

How to Cite:
Indriyani, R. (2027). Employee experience and employee engagement as determinants of employee retention: Evidence from PT Air Tech Inti Karawaci Indonesia. Income Journal of Economics Development, 7(2), 541-556. https://doi.org/10.54065/ijed.7.2.2027.946

1. Introduction

The dynamics of the global labor market have undergone substantial changes in recent years, driven by digital transformation, evolving employee expectations, and increasing workforce mobility. These developments have encouraged organizations to move beyond conventional productivity-oriented human resource management toward strategies that emphasize employee well-being, positive workplace experiences, and long-term workforce sustainability. Employee retention has consequently become a strategic organizational concern because the loss of skilled employees can disrupt operational continuity, increase recruitment and training requirements, and weaken organizational competitiveness. Contemporary research highlights the importance of effective talent management practices and employee engagement in reducing turnover intentions and supporting workforce stability (Sinisterra et al., 2024; Wittenberg et al., 2024). Furthermore, research on digital transformation in human resource management indicates that the adoption of artificial intelligence and data-driven technologies is associated with employee satisfaction and engagement, emphasizing the growing relevance of technology-supported workplace experiences (Qawasmeh et al., 2024).

Employee experience has emerged as an important dimension of human resource management, encompassing employees' perceptions of their interactions with the organization throughout their employment. These experiences involve workplace

conditions, organizational culture, managerial support, communication, and opportunities for professional development. A positive employee experience may strengthen employees' psychological connection with their organization and encourage their willingness to remain employed. Empirical evidence from the Indian corporate sector indicates that employee experience is positively associated with employee well-being and negatively associated with turnover intention, suggesting its relevance to organizational retention strategies (Nair et al., 2025). Similarly, research involving employees across different organizational sectors demonstrated that perceived organizational support was associated with improved employee well-being and reduced intentions to leave, reinforcing the importance of supportive organizational experiences (Viot & Benraiss-Noailles, 2025).

Employee engagement represents another important factor in sustaining organizational commitment and workforce stability. It reflects employees' psychological involvement, enthusiasm, and dedication toward their work and organization. Engaged employees are generally more motivated to contribute to organizational objectives and may demonstrate stronger intentions to remain with their employers. A systematic review of 43 empirical studies demonstrated that effective talent management practices were associated with greater employee engagement and lower turnover intentions. Similarly, research in the hospitality sector identified positive relationships between employee engagement and retention, while a meta-analysis involving nursing professionals demonstrated an inverse association between work engagement and turnover intention (Islam et al., 2025; Sinisterra et al., 2024; Zhu et al., 2023). Additional research involving information and communication technology professionals demonstrated the relevance of supervisor support to work engagement and turnover intention, while evidence from public and private organizations indicated that organizational and supervisory support were associated with lower intentions to leave (Mosquera & Branco, 2025; Wanyama et al., 2025).

The relationship between employee experience and employee engagement can also be understood through the Job Demands–Resources (JD-R) theory, which emphasizes the importance of organizational resources in supporting employee motivation and psychological well-being. Adequate workplace facilities, supportive management, accessible technology, and effective communication may function as organizational resources that help employees manage occupational demands. These resources may encourage greater work engagement, whereas excessive workloads and insufficient organizational support can contribute to employee strain. This theoretical perspective highlights the distinction between employee experience as an evaluation of workplace conditions and employee engagement as a motivational state associated with work participation and organizational outcomes (Bakker et al., 2023).

The importance of workplace conditions has also been documented in recent Indonesian organizational research. A study conducted at PT Spesial Pipa Indonesia in West Jakarta demonstrated that the work environment and organizational communication were positively associated with employee job satisfaction. Similar evidence from PT Gabag Indonesia indicated that job satisfaction and the work environment were significant predictors of employee performance. These findings suggest that employees' evaluations of their working conditions represent important considerations in developing human resource management strategies, although employee performance and satisfaction are conceptually distinct from retention outcomes (Nabila & Erica, 2026; Sari et al., 2026). Furthermore, research in the Indonesian organizational context has examined workplace incivility, perceived supervisor support, and job satisfaction in relation to organizational identification, employee performance, and turnover intention, highlighting the relevance of interpersonal and managerial factors to employment-related outcomes (Nilasari & Utama, 2024).

Additional evidence emphasizes the importance of workload management, role clarity, and organizational support in shaping employees' workplace experiences. Research published in *Journal Social Society* demonstrated significant associations between workload, role ambiguity, and employee work stress. Another study identified job description clarity and work system effectiveness as significant predictors of employee productivity. Although these studies did not directly investigate employee retention, they provide relevant empirical support for considering organizational working conditi

ons as potential elements of employee experience (Juhernawati et al., 2026; Tahir et al., 2026). Research in the Malaysian private sector also demonstrated significant relationships among perceived organizational support, job insecurity, and organizational commitment, suggesting that employment conditions and psychological security are relevant to organizational attachment (Hngoi et al., 2024). Similarly, research involving Indonesian public employees demonstrated that family-supportive organizational practices could reduce job insecurity and turnover intention, although workplace incivility could weaken these beneficial relationships (Normawati et al., 2025).

Within this context, PT Air Tech Inti Karawaci Indonesia, a company operating in the technical distribution and refrigeration service sector in West Jakarta, faces human resource management challenges associated with maintaining a stable and competent workforce. Preliminary internal information indicates fluctuations in employee turnover, particularly among technical and administrative personnel. The company also encounters potential challenges involving demanding work schedules, administrative workloads, and organizational communication. These conditions warrant further investigation because employee experiences may differ across operational responsibilities and employment arrangements. Furthermore, the presence of permanent and non-permanent employees, alongside a workforce largely comprising secondary and vocational school graduates, provides a relevant organizational context for examining perceptions of workplace support, engagement, and willingness to remain employed. Previous evidence concerning organizational support and job insecurity reinforces the relevance of examining employment arrangements and workplace perceptions, although these relationships require direct assessment within the company under investigation (Hngoi et al., 2024; Wanyama et al., 2025).

Employment characteristics may also influence how employees perceive organizational support and evaluate their continued employment opportunities. Differences in employment status, occupational responsibilities, and organizational tenure can shape perceptions of job security, workplace stability, and career development. Empirical research involving employees in the Malaysian private sector demonstrated that perceived organizational support was negatively associated with job insecurity, while organizational support, job involvement, and job insecurity were significantly associated with organizational commitment. These findings suggest that workforce characteristics and perceived employment security are relevant considerations when examining retention-related attitudes in organizations employing workers with different contractual arrangements and professional responsibilities (Hngoi et al., 2024).

Previous studies have established important relationships between employee experience, engagement, and turnover-related outcomes. Research involving Indonesian digital startup employees examined employee experience and employee engagement simultaneously in relation to intention to leave, incorporating innovative work behavior as a mediating variable. Another study investigated employee experience initiatives and engagement programs in relation to turnover intention within a financial services company. Meanwhile, research in the Indian corporate sector examined employee experience, well-being, and turnover intentions, whereas a Malaysian hospitality study explored the relationship between employee engagement and retention through team-level organizational processes (Darmawan & Napitupulu, 2023; Islam et al., 2025; Mashanafi & Putranta, 2024; Nair et al., 2025). Other empirical investigations have examined supervisor support and turnover intention among information technology professionals and the relationships between organizational retention strategies, perceived support, and turnover intentions across different organizational sectors (Mosquera & Branco, 2025; Wanyama et al., 2025).

Another important consideration concerns the measurement of employee retention across organizational studies. Previous investigations have frequently examined turnover intention or intention to leave as indicators of employees' employment-related attitudes, whereas other studies have focused directly on employee retention. Although these outcomes are conceptually related, employees' intentions to leave, perceptions of retention-supporting conditions, and actual employment continuity represent different aspects of workforce stability. In the present study, employee retention is assessed

through perceived organizational conditions, including job security, career opportunities, compensation, job suitability, and interpersonal support. Recognizing these distinctions is important for interpreting the findings and comparing them with previous empirical evidence (Islam et al., 2025; Mashanafi & Putranta, 2024; Nair et al., 2025).

Despite these contributions, an empirical research gap remains concerning the relative explanatory contributions of employee experience and employee engagement to employee retention. Previous studies have primarily examined turnover intention, employee well-being, and mediating mechanisms across digital startups, financial services, hospitality, and information technology organizations (Darmawan & Napitupulu, 2023; Islam et al., 2025; Mashanafi & Putranta, 2024; Mosquera & Branco, 2025; Nair et al., 2025; Wanyama et al., 2025). At PT Air Tech Inti Karawaci Indonesia, the workforce comprises 35 employees facing reported challenges related to work schedules, administrative workloads, and organizational communication. Although historical turnover figures are not presented, these organizational conditions provide a practical rationale for examining retention-related perceptions. The present study addresses this empirical gap by assessing the independent contribution of each predictor while controlling for the other and determining whether employee engagement provides additional explanatory value beyond employee experience. Rather than proposing theoretical novelty based solely on the organizational setting, this study contributes empirical evidence regarding the relative importance of both predictors in supporting managerial decisions related to workforce stability.

The novelty of the present study lies in its organizational context and focused empirical model, rather than in proposing an entirely new combination of variables. Specifically, this study simultaneously examines employee experience and employee engagement as predictors of employee retention at PT Air Tech Inti Karawaci Indonesia, considering the characteristics of its technical and administrative workforce. The study also evaluates the relative contribution of each predictor to provide a more focused understanding of factors associated with retention-supporting workplace perceptions. This approach is expected to offer practical insights for developing workplace improvements, employee development initiatives, and engagement strategies that correspond to the company's operational needs.

Accordingly, this study aims to examine the individual and simultaneous associations of employee experience and employee engagement with employee retention at PT Air Tech Inti Karawaci Indonesia, West Jakarta. A quantitative survey was conducted among 35 employees between June 3 and June 9, 2026. The data were analyzed using multiple linear regression with IBM SPSS Statistics version 27 to evaluate the partial and simultaneous relationships between the independent variables and the retention outcome. The findings are expected to contribute context-specific empirical evidence to human resource management literature and provide managerial considerations for strengthening employee engagement, improving workplace experiences, and supporting workforce stability.

2. Literature Review

2.1 Employee Experience

Employee experience refers to employees' overall perceptions of their interactions with an organization, including workplace culture, technological support, and physical working conditions. It comprises three main dimensions: cultural environment, technological environment, and physical environment. Positive employee experiences may strengthen organizational attachment, improve employee well-being, and support favorable employment-related attitudes (Harlianto & Rudi, 2023; Nair et al., 2025).

In this study, employee experience is measured using six indicators covering organizational culture, employee recognition, technology accessibility, technological effectiveness, workplace comfort, and facility adequacy. Previous research has demonstrated that organizational culture, communication, and workplace conditions contribute to employee satisfaction and performance, supporting their relevance to employee experience (Nabila & Erica, 2026; Sari et al., 2026).

2.2 Employee Engagement

Employee engagement represents a positive psychological state characterized by enthusiasm, dedication, and involvement in work activities. It comprises three dimensions: vigor, reflecting energy and persistence; dedication, representing enthusiasm and meaningful involvement; and absorption,

describing concentration and deep engagement in occupational activities (Heveri et al., 2025; Schaufeli et al., 2006).

These dimensions are operationalized through six indicators assessing work enthusiasm, persistence, pride, meaningful work, concentration, and absorption. Previous studies have identified employee engagement as an important factor associated with organizational commitment, employee retention, and reduced turnover intention (Islam et al., 2025; Sinisterra et al., 2024).

2.3 Employee Retention

Employee retention refers to an organization's ability to maintain its workforce and encourage continued employment. Retention is associated with organizational stability, career development, rewards, job characteristics, and workplace relationships. Favorable organizational conditions may strengthen employees' willingness to remain employed and reduce turnover-related intentions (Islam et al., 2025; Sinisterra et al., 2024).

In this study, employee retention is operationalized through six indicators representing organizational culture, employment security, career development, compensation fairness, job suitability, and interpersonal support. These indicators primarily assess organizational conditions supporting retention rather than actual employee retention rates. Previous research has emphasized the importance of workload management, role clarity, and effective work systems in shaping employee-related outcomes (Juhernawati et al., 2026; Tahir et al., 2026).

2.4 Previous Studies and Research Gap

Previous studies have demonstrated relationships among employee experience, employee engagement, and turnover-related outcomes. Positive employee experience has been associated with lower turnover intention, while employee engagement has demonstrated varying relationships with employees' intentions to remain employed across organizational settings (Islam et al., 2025; Mashanafi & Putranta, 2024; Nair et al., 2025).

Studies conducted in Indonesia have also identified workplace environment, communication, and job satisfaction as important factors associated with employee performance and organizational outcomes. However, these studies primarily examined performance, satisfaction, or occupational stress rather than employee retention (Juhernawati et al., 2026; Nabila & Erica, 2026; Sari et al., 2026; Tahir et al., 2026).

Despite these contributions, limited contextual evidence is available concerning the simultaneous relationships of employee experience and employee engagement with retention-related perceptions in technical distribution and refrigeration service companies. Therefore, this study examines these relationships at PT Air Tech Inti Karawaci Indonesia to provide context-specific empirical evidence.

2.5 Conceptual Framework and Hypothesis Development

According to the Job Demands–Resources (JD-R) theory, supportive organizational culture, employee recognition, accessible technology, and adequate physical working facilities function as job resources that facilitate work activities, reduce occupational demands, and support employee well-being (Bakker et al., 2023). Favorable perceptions of these resources may strengthen organizational attachment and employees' assessments of conditions supporting continued employment. Employee experience represents employees' evaluations of workplace resources and organizational conditions, whereas employee engagement reflects a distinct psychological state characterized by vigor, dedication, and absorption. Although favorable workplace experiences may foster engagement, both constructs are modeled as parallel predictors to assess their independent relationships with employee retention rather than to establish a mediating or sequential mechanism. Previous studies reporting negative relationships between employee experience and turnover intention provide empirical support for the proposed positive association with retention-related perceptions (Mashanafi & Putranta, 2024; Nair et al., 2025). Accordingly, the following hypothesis is proposed:

H1: Employee experience has a positive and significant relationship with employee retention, as measured by perceptions of retention-supporting organizational conditions.

Employee engagement reflects employees' psychological involvement and dedication toward their work. Higher engagement may strengthen organizational attachment and encourage continued employment, although its relationship with

retention-related outcomes may vary across organizational contexts (Islam et al., 2025; Sinisterra et al., 2024; Zhu et al., 2023). H2: Employee engagement has a positive and significant relationship with employee retention.

Employee experience and employee engagement represent distinct but related organizational factors. Workplace experiences reflect employees' evaluations of organizational conditions, whereas engagement represents their psychological involvement in work. Examining both variables simultaneously may provide a broader understanding of their combined explanatory contribution to employee retention (Mashanafi & Putranta, 2024; Nair et al., 2025; Sinisterra et al., 2024).
H3: Employee experience and employee engagement simultaneously explain a significant proportion of the variance in employee retention.

3. Method

3.1 Research Design

This study employed a quantitative cross-sectional survey design to examine the relationships between employee experience (X1), employee engagement (X2), and employee retention (Y) at PT Air Tech Inti Karawaci Indonesia, West Jakarta. The explanatory approach was used to assess the individual and simultaneous statistical relationships among these variables through multiple linear regression. Similar quantitative approaches have been applied in organizational research using structured questionnaires and regression analysis (Nabila & Erica, 2026; Tahir et al., 2026).

3.2 Population and Sampling

The study population comprised all 35 employees of PT Air Tech Inti Karawaci Indonesia, including technical and administrative personnel with permanent and non-permanent employment status. A saturated sampling technique was employed, involving the entire identified workforce as research respondents. The final dataset consisted of 35 respondents, representing 100% coverage of the stated population, with no additional exclusions reported in the available analysis. This approach is consistent with census-based sampling practices in previous organizational studies (Osiani et al., 2026; Sari et al., 2026). Despite complete population coverage, the relatively small number of observations may limit the statistical precision and stability of the regression estimates. Therefore, the findings should be interpreted within the context of the investigated organization rather than generalized to other companies or industrial settings.

3.3 Research Variables and Measurement

This study examined three variables, each measured using six questionnaire indicators, resulting in 18 measurement items. Employee experience (X_1) comprised cultural, technological, and physical environments, operationalized through organizational culture, employee recognition, technology accessibility, technological effectiveness, workplace comfort, and facility adequacy (Harlianto & Rudi, 2023; Nair et al., 2025). Employee engagement (X_2) was measured through vigor, dedication, and absorption, encompassing work enthusiasm, persistence, pride, meaningful work, concentration, and psychological involvement in occupational activities (Heveri et al., 2025; Schaufeli et al., 2006).

Employee retention (Y) was assessed through organizational culture, employment security, career development, compensation fairness, job suitability, and interpersonal support. These indicators reflect employees' perceptions of organizational conditions supporting continued employment rather than actual employee retention rates or turnover behavior.

Potential conceptual overlap exists between employee experience and employee retention, particularly regarding organizational culture and workplace support. Furthermore, all variables were measured using self-reported responses collected from the same respondents during the same period, potentially introducing common method bias. Although item validity and internal consistency were assessed, discriminant validity was not independently established. Consequently, the observed statistical relationships should be interpreted cautiously as associations between the measured constructs rather than definitive evidence of actual employee retention.

3.4 Data Collection

Data were collected from June 3 to June 9, 2026, through direct observation, structured questionnaires administered using Google Forms, and organizational documentation. The questionnaire employed a five-point Likert scale ranging from strongly disagree (1) to

INCOME JOURNAL OF ECONOMICS DEVELOPMENT
Volume 7, No. 2, July 2027, pp. 541-556
e-ISSN: 3025-3225, DOI : 10.54065/ijed.7.2.2027.946

strongly agree (5). This measurement approach facilitates the systematic assessment of employees' perceptions through standardized response categories (Osiani et al., 2026; Taufique et al., 2026).

The survey targeted employees working at PT Air Tech Inti Karawaci Indonesia during the data collection period, with 35 respondent records included in the final statistical analysis. However, the available research documentation does not provide detailed information regarding the questionnaire invitation procedure, informed consent, confidentiality arrangements, or formal ethics approval or exemption. Given the employer-linked nature of the survey, potential response bias associated with workplace authority and employees' perceptions of organizational expectations should be acknowledged when interpreting the findings.

3.5 Data Analysis

Data were analyzed using IBM SPSS Statistics version 27. Instrument validity was assessed using Pearson product–moment correlation, while internal consistency was evaluated using Cronbach's alpha, with $\alpha \geq 0.60$ adopted as the study's minimum reliability criterion (Park, 2024). Regression assumptions were examined using the Kolmogorov–Smirnov residual normality test, residual scatterplots for heteroscedasticity, and tolerance and variance inflation factor (VIF) values for multicollinearity.

Multiple linear regression was employed to examine the individual and simultaneous relationships between the independent and dependent variables, expressed as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

where Y represents employee retention, X_1 represents employee experience, X_2 represents employee engagement, β_0 denotes the regression intercept, β_1 and β_2 represent the regression coefficients, and ε denotes the regression error term.

Partial relationships were evaluated using t-tests, while the overall regression model was assessed using an F-test at a significance level of 0.05. The coefficient of determination (R^2) measured the proportion of variation in employee retention scores explained by the independent variables (Nabila & Erica, 2026; Sari et al., 2026; Tahir et al., 2026).

Approximate 95% confidence intervals were calculated from the regression coefficients and their standard errors to assess estimation precision. The absence of influence diagnostics, potential conceptual overlap, and limitations associated with the small sample size were considered when interpreting the results.

4. Result and Discussion

4.1 Respondent Characteristics

The study involved 35 employees of PT Air Tech Inti Karawaci Indonesia, West Jakarta. Respondent characteristics were examined according to gender, age, and length of employment to provide an overview of the workforce represented in the study.

Table 1. Respondent Characteristics by Gender

Gender	Frequency	Percentage (%)
Male	19	54.3
Female	16	45.7
Total	35	100.0

Source: Questionnaire data (2026).

Table 1 shows that 19 respondents (54.3%) were male, while 16 respondents (45.7%) were female. The distribution indicates a relatively balanced gender composition, with a slightly higher proportion of male employees.

Table 2. Respondent Characteristics by Age

Age group (years)	Frequency	Percentage (%)
18–29	20	57.1
30–39	9	25.7
40–49	1	2.9
Over 50	5	14.3
Total	35	100.0

Source: Questionnaire data (2026).

As presented in Table 2, most respondents were aged 18–29 years (57.1%), followed by those aged 3 0–39 years (25.7%). The remaining respondents were aged over 50 years (14.3%) and 40–49 years (2.9%). These findings indicate that the surveyed workforce was predominantly composed of younger employees.

Table 3. Respondent Characteristics by Length of Employment

Length of employment	Frequency	Percentage (%)
Less than 1 year	5	14.3
1–3 years	11	31.4
3–6 years	8	22.9
More than 6 years	11	31.4
Total	35	100.0

Source: Questionnaire data (2026).

Table 3 indicates that employees with 1–3 years and more than 6 years of employment each represented 31.4% of respondents. Employees with 3–6 years of service accounted for 22.9%, while 14.3% had worked for less than one year. Overall, 85.7% of respondents had at least one year of organizational experience, providing a relevant basis for

INCOME JOURNAL OF ECONOMICS DEVELOPMENT
Volume 7, No. 2, July 2027, pp. 541-556
e-ISSN: 3025-3225, DOI : 10.54065/ijed.7.2.2027.946

assessing workplace perceptions.

4.2 Descriptive Analysis of Research Variables

Descriptive analysis was conducted to summarize respondents' assessments of employee experience (X1), employee engagement (X2), and employee retention (Y). Each variable was represented by six questionnaire indicators measured using a five-point Likert scale.

Table 4. Descriptive Scores of Employee Experience (X1)

Item	Strongly disagree	Disagree	Less agree	Agree	Strongly agree	Total score
X1.1	2	4	21	56	50	133
X1.2	0	8	27	68	25	128
X1.3	0	6	21	72	35	134
X1.4	3	2	21	68	35	129
X1.5	3	6	27	60	25	121
X1.6	1	8	21	60	40	130
Total score						775
Mean item score total						129.17
Minimum item score						121
Maximum item score						134

Source: SPSS output (2026). Note: Response-category entries represent weighted score contributions rather than respondent frequencies.

Table 4 shows that employee experience obtained an average item score total of 129.17. The highest score was recorded for X1.3 (134), reflecting favorable perceptions of technology accessibility. Meanwhile, X1.5 obtained the lowest score (121), indicating that physical workplace comfort received the least favorable assessment among the employee experience indicators.

Table 5. Descriptive Scores of Employee Engagement (X2)

Item	Strongly disagree	Disagree	Less agree	Agree	Strongly agree	Total score
X2.1	0	16	18	64	50	148
X2.2	0	2	9	80	55	146
X2.3	1	6	15	64	50	136
X2.4	0	4	15	68	55	142
X2.5	1	4	21	72	35	133
X2.6	1	2	9	68	65	145
Total score						850
Mean item score total						141.67
Minimum item score						133
Maximum item score						148

Source: SPSS output (2026). Note: Entries are weighted scores. X2.1 requires verification (40 responses vs. 35 respondents).

Table 5 presents a provisional average item score of 141.67 for employee engagement. Although X2.1 recorded the highest reported score (148), its weighted contributions correspond to 40 responses, exceeding the stated sample of 35 respondents, while the remaining items reconcile with the reported sample size. Item X2.5 obtained the lowest score (133), suggesting comparatively less favorable perceptions of sustained concentration during work. The inconsistency in X2.1 requires verification against the original respondent-level data. If the discrepancy originates from the analysis dataset rather than a transcription error, all affected descriptive statistics, validity and reliability tests, and regression analyses must be recalculated before the findings can be finalized.

Table 6. Descriptive Scores of Employee Retention (Y)

Item	Strongly disagree	Disagree	Less agree	Agree	Strongly agree	Total score
Y1	2	4	36	60	20	122
Y2	0	4	27	64	40	135
Y3	1	6	15	56	60	138
Y4	2	6	15	64	45	132
Y5	0	2	27	64	45	138
Y6	4	2	21	72	25	124
Total score						789
Mean item score total						131.50
Minimum item score						122
Maximum item score						138

Source: SPSS output (2026). Note: Response-category entries represent weighted score contributions rather than respondent frequencies.

Table 6 presents an average item score total of 131.50 for the employee retention variable. Items Y3 and Y5 obtained the highest scores (138), reflecting favorable perceptions of career development opportunities and job–competency alignment. Conversely, Y1 received the lowest score (122), indicating comparatively less favorable perceptions of organizational culture and values.

4.3 Instrument Validity and Reliability

4.3.1 Validity Test

The validity assessment employed Pearson product–moment item–total correlations, with a critical correlation coefficient of 0.3338 at a significance level of 0.05 and 33 degrees of freedom. Cronbach's alpha was evaluated using a minimum threshold of 0.60 as a preliminary reliability criterion, considering that each variable comprised six measurement items. However, these statistical procedures provide preliminary evidence of item consistency rather than comprehensive content or construct validity. Given the small sample size and limited evidence regarding expert review, pilot testing, and discriminant validity, the instrument

INCOME JOURNAL OF ECONOMICS DEVELOPMENT
Volume 7, No. 2, July 2027, pp. 541-556
e-ISSN: 3025-3225, DOI : 10.54065/ijed.7.2.2027.946

assessment should be interpreted cautiously.

Table 7. Validity Test Results for Employee Experience (X1)

Item	Pearson correlation	Critical value	Decision
X1.1	0.870	0.3338	Valid
X1.2	0.902	0.3338	Valid
X1.3	0.887	0.3338	Valid
X1.4	0.904	0.3338	Valid
X1.5	0.772	0.3338	Valid
X1.6	0.848	0.3338	Valid

Source: SPSS output (2026).

Table 7 shows that all six employee experience items had correlation coefficients exceeding the specified critical value. The coefficients ranged from 0.772 to 0.904, indicating that all items satisfied the correlation-based validity criterion used in the study.

Table 8. Validity Test Results for Employee Engagement (X2)

Item	Pearson correlation	Critical value	Decision
X2.1	0.901	0.3338	Valid
X2.2	0.871	0.3338	Valid
X2.3	0.850	0.3338	Valid
X2.4	0.758	0.3338	Valid
X2.5	0.831	0.3338	Valid
X2.6	0.755	0.3338	Valid

Source: SPSS output (2026).

As shown in Table 8, all employee engagement indicators met the specified validity criterion, with Pearson correlation coefficients ranging from 0.755 to 0.901. These results indicate satisfactory item-level correlations under the adopted assessment procedure.

Table 9. Validity Test Results for Employee Retention (Y)

Item	Pearson correlation	Critical value	Decision
Y1	0.794	0.3338	Valid
Y2	0.839	0.3338	Valid
Y3	0.799	0.3338	Valid
Y4	0.855	0.3338	Valid
Y5	0.573	0.3338	Valid
Y6	0.811	0.3338	Valid

Source: SPSS output (2026).

Table 9 indicates that all six employee retention indicators met the adopted correlation criterion. The coefficients ranged from 0.573 to 0.855, with Y5 showing the lowest correlation. Nevertheless, all coefficients remained above the critical value of 0.3338.

4.3.2 Reliability Test

Table 10. Reliability Test Results

Variable	Cronbach's alpha	Criterion	Decision
Employee experience (X1)	0.927	0.60	Reliable
Employee engagement (X2)	0.904	0.60	Reliable
Employee retention (Y)	0.871	0.60	Reliable

Source: SPSS output (2026).

Table 10 shows Cronbach's alpha coefficients of 0.927 for employee experience, 0.904 for employee engagement, and 0.871 for employee retention. All values exceeded the study's predetermined threshold of 0.60, indicating high internal consistency among the items within each variable.

4.4 Classical Regression Assumption Tests

4.4.1 Normality Test

Table 11. One-Sample Kolmogorov–Smirnov Test Results

Statistic	Value
Number of observations	35
Residual mean	0.0000000
Residual standard deviation	2.19933675
Asymptotic significance (two-tailed)	0.200

Source: SPSS output (2026).

Table 11 presents a Kolmogorov–Smirnov significance value of 0.200, exceeding the threshold of 0.05. This result provides insufficient evidence to reject residual normality but does not establish that the residuals are normally distributed. Additional assessments of linearity, error independence, and influential observations, including Q–Q plots, leverage values, and Cook's distance, were not available in the reported analysis. Therefore, the regression results should be interpreted cautiously, particularly given the relatively small sample of 35 respondents and the potential sensitivity of coefficient estimates to individual observations.

4.4.2 Heteroscedasticity Test

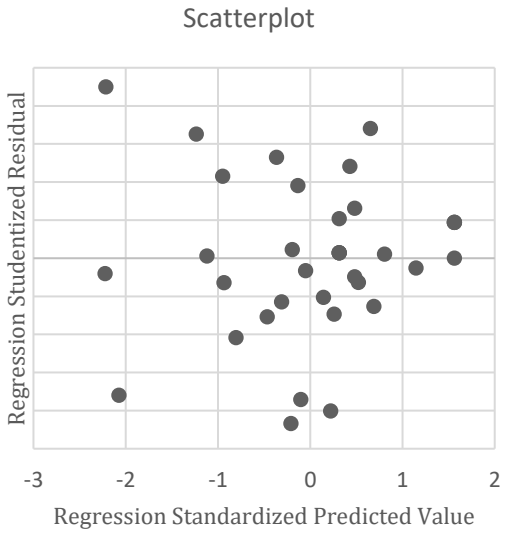

Figure 1. Scatterplot of Standardized Predicted Values and Studentized Residuals.
Source: SPSS output (2026).

INCOME JOURNAL OF ECONOMICS DEVELOPMENT
Volume 7, No. 2, July 2027, pp. 541-556
e-ISSN: 3025-3225, DOI : 10.54065/ijed.7.2.2027.946

According to the description accompanying the original analysis, the residuals were distributed above and below zero without a recognizable systematic pattern. This visual interpretation suggests no obvious heteroscedasticity pattern in the plotted residuals. However, the original scatterplot should be examined before this conclusion is finalized.

4.4.3 Multicollinearity Test

Table 12. Multicollinearity Test Results

Independent variable	Tolerance	VIF	Assessment
Employee experience (X1)	0.661	1.513	No severe multicollinearity
Employee engagement (X2)	0.661	1.513	No severe multicollinearity

Source: SPSS output (2026).

Table 12 indicates that both independent variables had tolerance values of 0.661 and VIF values of 1.513. As the tolerance values exceeded 0.10 and the VIF values were below 10, the results did not indicate severe multicollinearity under the adopted diagnostic criteria.

4.5 Hypothesis Testing

4.5.1 Partial Significance Test (t-Test)

Table 13. Partial Regression Significance Test Results

Predictor	t-value	p-value	Decision
Constant	1.465	0.153	—
Employee experience (X1)	7.687	< 0.001	Significant
Employee engagement (X2)	1.466	0.153	Not significant

Source: SPSS output (2026). Significance level: $\alpha = 0.05$.

Table 13 demonstrates that employee experience was significantly associated with employee retention after controlling for employee engagement ($t = 7.687$, $p < 0.001$). Thus, H1 was supported. In contrast, employee engagement did not demonstrate a statistically significant partial relationship with employee retention after controlling for employee experience ($t = 1.466$, $p = 0.153$). Consequently, H2 was not supported.

4.5.2 Simultaneous Significance Test (F-Test)

Table 14. Simultaneous Regression Significance Test Results

Source	Sum of squares	df	Mean square	F	p-value
Regression	578.225	2	289.112	56.254	< 0.001
Residual	164.461	32	5.139	—	—
Total	742.686	34	—	—	—

Source: SPSS output (2026).

Table 14 indicates that the overall regression model was statistically significant, $F(2, 32) = 56.254$, $p < 0.001$. This finding demonstrates that employee experience and employee engagement jointly accounted for statistically significant variation in employee retention scores. Accordingly, H3 was supported at the overall model level.

4.6 Coefficient of Determination

4.6.1 Employee Experience and Employee Retention

Table 15. Model Summary for Employee Experience (X1)

R	R^2	Adjusted R^2	Standard error
0.874	0.764	0.757	2.30611

Source: SPSS output (2026). Predictor: Employee experience.

Table 15 shows that employee experience, when examined as the sole predictor, explained 76.4% of the observed variation in employee retention scores ($R^2 = 0.764$). This result indicates a strong bivariate statistical relationship between employee experience and the measured retention outcome.

4.6.2 Employee Engagement and Employee Retention

Table 16. Model Summary for Employee Engagement (X2)

R	R^2	Adjusted R^2	Standard error
0.608	0.370	0.351	3.76660

Source: SPSS output (2026). Predictor: Employee engagement.

Table 16 shows that employee engagement, when examined independently, explained 37.0% of the observed variation in employee retention scores ($R^2 = 0.370$). This value describes the explanatory capacity of the single-predictor model and does not represent the unique contribution of employee engagement after controlling for employee experience.

4.6.3 Employee Experience, Employee Engagement, and Employee Retention

Table 17. Model Summary for the Combined Regression Model

R	R^2	Adjusted R^2	Standard error
0.882	0.779	0.765	2.26702

Source: SPSS output (2026). Predictors: Employee experience and employee engagement.

Table 17 indicates that the combined

INCOME JOURNAL OF ECONOMICS DEVELOPMENT
Volume 7, No. 2, July 2027, pp. 541-556
e-ISSN: 3025-3225, DOI : 10.54065/ijed.7.2.2027.946

model explained 77.9% of the observed variation in employee retention scores, with an adjusted R^2 of 0.765. The remaining 22.1% of the variation was unexplained by the fitted model. Compared with the employee experience-only model, the inclusion of employee engagement increased R^2 from 0.764 to 0.779, representing an additional 1.5 percentage points of explained variance.

4.6.4 Multiple Linear Regression Analysis

Table 18. Multiple Linear Regression Coefficients

Predictor	B	Standard error	Standardized β	t	p-value
Constant	3.240	2.211	—	1.465	0.153
Employee experience (X1)	0.699	0.091	0.787	7.687	< 0.001
Employee engagement (X2)	0.159	0.109	0.150	1.466	0.153

Source: SPSS output (2026). Dependent variable: Employee retention.

Based on Table 18, the estimated multiple linear regression equation was:

$$Y = 3.240 + 0.699X1 + 0.159X2$$

The coefficient for employee experience was positive and statistically significant (B = 0.699, β = 0.787, $p < 0.001$), indicating that a one-unit increase in employee experience was associated with a 0.699-unit higher predicted retention score when employee engagement was held constant.

Meanwhile, employee engagement showed a smaller positive coefficient (B = 0.159, β = 0.150), but the relationship was not statistically significant (p = 0.153). Thus, the analysis did not provide sufficient evidence to establish an independent relationship between employee engagement and retention after accounting for employee experience.

5. Discussion

5.1 The Relationship Between Employee Experience and Employee Retention

The findings demonstrate that employee experience was positively and significantly associated with employee retention at PT Air Tech Inti Karawaci Indonesia. The regression analysis produced an unstandardized coefficient of 0.699 and a standardized coefficient of 0.787, with a t-value of 7.687 and $p < 0.001$. These results indicate that employees reporting more favorable workplace experiences also tended to report higher retention-related perceptions, even after employee engagement was statistically controlled. The employee experience-only model explained 76.4% of the observed variation in retention scores, suggesting that employee experience represented the stronger predictor within the investigated organizational context.

This finding is consistent with previous research demonstrating the relevance of employee experience to employment-related attitudes. Research involving corporate employees in India found that positive employee experience was associated with improved well-being and reduced turnover intention. Similarly, research involving Indonesian digital startup employees identified a negative relationship between employee experience and intention to leave. Although these studies examined turnover intention rather than the retention-related conditions measured in the present study, their findings provide complementary evidence regarding the organizational importance of workplace experiences (Mashanafi & Putranta, 2024; Nair et al., 2025).

The descriptive findings further indicate that technological accessibility received the highest employee experience score, whereas physical workplace comfort received the lowest score. This pattern suggests that employees evaluated access to work-related technology more favorably than physical working conditions. However, these descriptive differences do not establish that a particular dimension was responsible for the significant regression coefficient. Previous research examining cultural, technological, and physical dimensions of employee experience found that organizational culture significantly predicted employee performance, whereas technological and physical environments were not significant predictors in that particular setting. These differences highlight the importance of distinguishing individual workplace dimensions from the overall employee experience construct (Harlianto & Rudi, 2023).

Additional evidence from Indonesian organizational studies supports the relevance of workplace conditions and organizational communication. Research at PT Spesial Pipa Indonesia in West Jakarta demonstrated significant positive relationships between the work environment, communication, and job satisfaction. Another study found that job satisfaction and the work environment were positively associated with employee performance. Although neither study directly examined employee retention, their findings

support the broader argument that favorable organizational conditions are associated with positive employee outcomes (Nabila & Erica, 2026; Sari et al., 2026).

The present results therefore suggest that maintaining favorable employee experiences may be an important managerial consideration for PT Air Tech Inti Karawaci Indonesia. In particular, the relatively low assessment of physical workplace comfort provides a practical starting point for reviewing facilities and daily working conditions. Nevertheless, the observed statistical relationship should not be interpreted as evidence that workplace improvements will necessarily cause higher actual retention, because the study employed a cross-sectional survey and measured perceived organizational conditions rather than employee departure behavior.

5.2 The Relationship Between Employee Engagement and Employee Retention

The findings indicate that employee engagement did not demonstrate a statistically significant independent relationship with employee retention after employee experience was included in the regression model. Although the estimated regression coefficient was positive (B = 0.159; β = 0.150), the corresponding t-value of 1.466 and p-value of 0.153 did not meet the predetermined significance threshold. Consequently, the second research hypothesis was not supported.

The descriptive findings suggest that respondents generally reported favorable engagement-related perceptions, particularly concerning energy, persistence, and involvement in occupational activities. However, comparatively favorable engagement scores did not correspond to a statistically significant unique contribution to retention scores in the multiple regression analysis. The single-predictor model showed that employee engagement explained 37.0% of retention-score variation, but this association became statistically non-significant when employee experience was controlled. This distinction indicates that the bivariate association should not be interpreted as evidence of an equally strong independent relationship.

Employee engagement independently explained 37.0% of the variance in employee retention (R^2 = 0.370), but its contribution became statistically non-significant after controlling for employee experience (β = 0.150, p = 0.153). Its inclusion increased the model's R^2 from 0.764 to 0.779, indicating an additional explanatory contribution of 1.5 percentage points. This finding may reflect shared explanatory variance, measurement overlap, or limited statistical precision. Previous studies have reported favorable associations between employee engagement, retention, and reduced turnover intention, although differences in measurement and organizational contexts limit direct comparisons (Islam et al., 2025; Sinisterra et al., 2024; Zhu et al., 2023). Therefore, the non-significant result does not imply that employee engagement is unimportant but indicates that its independent contribution was not statistically established in the present model.

Nevertheless, the present finding is consistent with evidence suggesting that engagement does not always demonstrate a statistically significant direct relationship with turnover-related outcomes. Research involving Indonesian digital startup employees found that the direct relationship between employee engagement and intention to leave was not statistically supported in the investigated model. This similarity suggests that the independent contribution of employee engagement may vary according to organizational context, model specification, and the inclusion of other explanatory variables (Mashanafi & Putranta, 2024).

One possible interpretation is that favorable workplace experiences and psychological engagement share common explanatory information regarding employees' organizational perceptions. The relatively modest increase in R^2 after employee engagement was added to the employee experience-only model supports the possibility of overlapping explanatory variance. However, the available regression results cannot establish the psychological mechanism underlying this pattern.

The findings should therefore not be interpreted as demonstrating that employee engagement is irrelevant to workforce stability. Rather, the present analysis did not identify a statistically significant unique relationship between engagement and the measured retention outcome after accounting for employee experience. For management, this suggests that employee motivation and involvement should be considered alongside workplace conditions, organizational support, and employment-related expectations rather than being treated as sufficient indicators of

retention.

5.3 The Simultaneous Relationship Between Employee Experience, Employee Engagement, and Employee Retention

The overall regression model was statistically significant, $F(2, 32) = 56.254$, $p < 0.001$, with an R^2 of 0.779 and an adjusted R^2 of 0.765, explaining 77.9% of the in-sample variance in employee retention scores. However, employee experience was significantly associated with employee retention ($B = 0.699$, 95% CI [0.514, 0.884]; $\beta = 0.787$, $p < 0.001$), whereas employee engagement remained statistically non-significant ($B = 0.159$, 95% CI [−0.063, 0.381]; $\beta = 0.150$, $p = 0.153$). These findings support the third hypothesis at the model level without establishing significant independent associations for both predictors or implying causal relationships.

The combined result is broadly consistent with research emphasizing the interrelated nature of workplace experiences, employee engagement, and employment-related outcomes. Previous studies have demonstrated that organizational conditions, talent management practices, and employee engagement can be associated with employees' intentions to remain or leave. Similarly, contemporary research on employee experience highlights the importance of organizational interactions and workplace perceptions in understanding employee-related outcomes (Islam et al., 2025; Nair et al., 2025; Sinisterra et al., 2024).

However, the significant overall F-test does not imply that both independent variables were individually significant or that their relationship produced a synergistic effect. Employee experience accounted for most of the model's explanatory performance, with an R^2 of 0.764 in the single-predictor model. Adding employee engagement increased the explained variance by approximately 1.5 percentage points, while the engagement coefficient remained statistically non-significant. The results therefore indicate a statistically significant combined regression model without demonstrating that employee experience and engagement interacted to produce an additional effect.

Organizational studies from Indonesia provide further contextual support for examining workplace factors together. Research published in Journal Social Society identified significant relationships between job description clarity, work system effectiveness, and employee productivity. Another study reported significant associations between workload, role ambiguity, and occupational stress. These investigations highlight the relevance of organizational conditions, although their dependent variables differ from employee retention (Juhernawati et al., 2026; Tahir et al., 2026).

Previous studies demonstrated that work environment, organizational communication, and job satisfaction were associated with favorable employee outcomes. These findings provide supporting evidence for the broader importance of integrated human resource management practices. Nevertheless, they should not be interpreted as direct confirmation of the present regression model because their analytical outcomes concerned job satisfaction and employee performance rather than retention (Nabila & Erica, 2026; Sari et al., 2026).

The findings suggest that employee experience is an important factor associated with retention-supporting organizational conditions. However, the relatively high R^2 (0.779) should be interpreted cautiously because all three variables were measured using self-reported questionnaires administered to the same respondents at a single time point. This approach introduces potential common-method variance, shared response tendencies, and conceptual overlap between employee experience and employee retention indicators. Furthermore, procedural measures to minimize common-method bias were not sufficiently documented. Future research should incorporate independent employee retention records, supervisory assessments, or administrative data to strengthen measurement validity and distinguish perceived retention-supporting conditions from actual employee retention.

Overall, this study contributes context-specific empirical evidence by demonstrating that employee experience was the stronger independent correlate of retention-related perceptions among employees of PT Air Tech Inti Karawaci Indonesia. Employee engagement showed a positive but statistically non-significant partial relationship, while the overall regression model remained significant. These findings suggest that workplace experiences and employee engagement warrant consideration within organizational human

resource management, although their relative contributions should be examined further using more clearly differentiated measurement constructs.

5.4 Practical Implications and Study Limitations

The findings provide several practical considerations for PT Air Tech Inti Karawaci Indonesia. First, the relatively low descriptive score for physical workplace comfort suggests that management could review workplace facilities, environmental conditions, and employee support arrangements. Second, the lower score concerning organizational culture within the retention-related indicators suggests an opportunity to evaluate communication, recognition, and employees' perceptions of organizational values. Third, career development opportunities and job–competency alignment, which received relatively favorable assessments, may represent organizational strengths worth maintaining.

These managerial considerations are consistent with research highlighting the relevance of organizational support, rewards, career development, and effective workplace systems to employees' experiences and organizational outcomes. However, the practical recommendations should be treated as areas for managerial assessment rather than interventions whose effects have been causally demonstrated by this study (Harlianto & Rudi, 2023; Sinisterra et al., 2024; Tahir et al., 2026).

Several limitations should be acknowledged. First, the study was conducted in a single company with 35 respondents, restricting the generalizability of the findings beyond the investigated workforce. Second, its cross-sectional design did not permit causal relationships to be established. Third, the dependent variable was measured through perceptions of organizational conditions that support retention rather than actual employee retention rates or a dedicated intention-to-stay scale. Fourth, potential conceptual overlap between the independent and dependent variables may have contributed to the observed explanatory performance of the regression model.

Future studies should consider larger multi-company samples, longitudinal designs, and validated retention-intention measures to distinguish employees' willingness to remain from organizational practices that may support retention. Further research could also examine whether employee engagement contributes indirectly through organizational commitment or job satisfaction, while incorporating employment status, job characteristics, and organizational tenure as relevant control variables.

6. Conclusion

This study examined the relationships between employee experience, employee engagement, and employee retention at PT Air Tech Inti Karawaci Indonesia, West Jakarta. The findings revealed that employee experience had a positive and significant relationship with employee retention ($\beta = 0.787$, $p < 0.001$), whereas employee engagement showed a positive but statistically non-significant relationship ($\beta = 0.150$, $p = 0.153$). Simultaneously, both variables explained 77.9% of the variance in employee retention scores ($R^2 = 0.779$, $p < 0.001$), indicating substantial explanatory capacity within the investigated organization. Employee experience emerged as the stronger independent predictor of retention-related perceptions.

These findings imply that organizations should prioritize improving workplace experiences, particularly physical working conditions, technological support, organizational recognition, and employee welfare. Management should also maintain employee engagement initiatives while ensuring that organizational practices adequately address employees' workplace needs.

Nevertheless, this study has several limitations, including its relatively small sample of 35 employees, single-company setting, and cross-sectional design, which restrict generalizability and causal interpretation. Furthermore, employee retention was assessed through self-reported perceptions of organizational conditions rather than actual retention rates, potentially introducing measurement overlap between variables.

Future research should involve larger samples across multiple organizations and employ longitudinal designs to examine changes in employee retention over time. Researchers are also encouraged to incorporate validated retention-intention measures or actual turnover records and investigate additional variables, such as job satisfaction, organizational commitment, compensation, and career development, to provide a more

comprehensive understanding of employee retention determinants.

References

Darmawan, R. A., & Napitupulu, E. (2023). The implementation effect of employee experience journey, corporate culture internalization, and engagement programs on employee turnover intention in WOM Finance Company. *Jurnal Komunikasi dan Bisnis, 11*(2), 246–261. https://doi.org/10.46806/jkb.v11i2.924

Harlianto, J., & Rudi. (2023). Promote employee experience for higher employee performance. *International Journal of Professional Business Review, 8*(3), Article e0827. https://doi.org/10.26668/businessreview/2023.v8i3.827

Heveri, M., Novak, L., Solcova, I. P., & Tavel, P. (2025). Validation of the Utrecht work engagement scale (UWES-9) in the Czech Republic. *Scientific Reports, 15*, Article 42767. https://doi.org/10.1038/s41598-025-26907-z

Hngoi, C. L., Abdullah, N.-A., Wan Sulaiman, W. S., & Zaiedy Nor, N. I. (2024). Examining job involvement and perceived organizational support toward organizational commitment: Job insecurity as mediator. *Frontiers in Psychology, 15*, Article 1290122. https://doi.org/10.3389/fpsyg.2024.1290122

Islam, A., Adekoya, O. D., & Olawoyin, F. S. (2025). Team reflexivity for employee engagement and retention during market turbulence: A moderated mediation study. *International Journal of Tourism Research, 27*(3), Article e70067. https://doi.org/10.1002/jtr.70067

Juhernawati, J., Nur, M., & Rizaldi, A. R. (2026). The influence of workload and role ambiguity on work stress among employees of the Department of Trade and Industry of Gowa Regency. *Journal Social Society, 6*(3), 2002–2020. https://doi.org/10.54065/jss.6.3.2026.1371

Mashanafi, D. P., & Putranta, M. P. (2024). The effect of employee experience and engagement on intention to leave with innovative work behavior as a mediating variable. *Jurnal Riset Ekonomi Manajemen (REKOMEN), 7*(1), 244–259. https://doi.org/10.31002/rekomen.v7i1.1199

Mosquera, P., & Branco, M. (2025). Can supervisors dwindle turnover in virtual teams? *International Journal of Organizational Analysis, 33*(5), 1219–1235. https://doi.org/10.1108/IJOA-03-2024-4330

Nabila, G., & Erica, D. (2026). The influence of job satisfaction and work environment on employee performance at PT Gabag Indonesia Tangerang. *Income Journal of Economics Development, 6*(2), 277–296. https://doi.org/10.54065/ijed.6.2.2026.859

Nair, S., Hawaldar, A., & Kumar, A. (2025). Employee experience, well-being and turnover intentions in the workplace. *International Journal of Organizational Analysis, 33*(8), 2287–2306. https://doi.org/10.1108/IJOA-06-2024-4567

Nilasari, B. M., & Utama, M. F. R. (2024). The effect of workplace incivility, perceived supervisor support, job satisfaction on organizational identification that results employee performance and turnover intention. *International Journal of Professional Business Review, 9*(4), Article e04592. https://doi.org/10.26668/businessreview/2024.v9i4.4592

Normawati, N., Wirawan, H., Salam, R., Zahra, N. S., & Asma, A. (2025). "Support my family, and I will stay": Investigating the effect of family-supportive organisation on turnover intention in Indonesian public organisations. *International Journal of Public Sector Management, 38*(6), 698–716. https://doi.org/10.1108/IJPSM-08-2024-0269

Osiani, O., Nur, M., & Wahyuni, S. (2026). Analysis of factors affecting employee performance at the Regional Planning, Research, and Development Agency (BAPPEDA) of Wakatobi Regency, Southeast Sulawesi Province. *Journal Social Society, 6*(3), 2154–2170. https://pusdig.my.id/jss/article/view/1372

Park, C. G. (2024). Implementing alternative estimation methods to evaluate the reliability of Likert-scale instruments. *Women's Health Nursing, 30*(1), 18–25. https://doi.org/10.4069/whn.2024.03.12

Qawasmeh, E., Qawasmeh, F., & Daoud, M. K. (2024). Digital transformation in HRM: Leveraging AI and big data for employee engagement and retention. *Journal of Ecohumanism, 3*(3), 2044–2051. https://doi.org/10.62754/joe.v3i3.3479

Sari, R. W., Karlina, E., & Azlina, Y. (2026). The influence of work environment and communication on employee job satisfaction at PT Spesial Pipa Indonesia, West Jakarta. *Income Journal of Economics Development, 6*(2), 379–397. https://doi.org/10.54065/ijed.6.2.2026.885

Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement, 66*(4), 701–716. https://doi.org/10.1177/0013164405282471

Sinisterra, L., Peñalver, J., & Salanova, M. (2024). Connecting the organizational incomes and outcomes: A systematic review of the relationship between talent management, employee engagement, and turnover intention. *Frontiers in Psychology, 15*, Article 1439127. https://doi.org/10.3389/fpsyg.2024.1439127

Tahir, S., Mattalatta, M., Ansar, A., & Kurniawaty, K. (2026). The effect of job description clarity and work system effectiveness on employee productivity. *Journal Social Society, 6*(3), 2036–2046. https://doi.org/10.54065/jss.6.3.2026.1396

Taufique, K. M. R., Sabbir, M. M., & Rabbanee, F. K. (2026). A guide to key decision criteria for Likert-scale use in survey research. *Global Business and Organizational Excellence, 45*(5), 493–508. https://doi.org/10.1002/joe.70032

Viot, C., & Benraiss-Noailles, L. (2025). Advocacy versus depart: How perceived organizational support influences employee well-being and shapes their intentions. *Journal of Management & Organization, 31*(1), 195–214. https://doi.org/10.1017/jmo.2024.60

Wanyama, S. B., McQuaid, R. W., & Kittler, M. G. (2025). Employee retention strategies and turnover intentions: The role of perceived supervisor and organizational support. *Employee Relations: The International Journal, 47*(3–4), 427–449. https://doi.org/10.1108/ER-05-2024-0294

Wittenberg, H., Eweje, G., Taskin, N., & Forsyth, D. (2024). Different perspectives on engagement, where to from here? A systematic literature review. *International Journal of Management Reviews, 26*(3), 410–434. https://doi.org/10.1111/ijmr.12361

Zhu, L.-L., Wang, H.-J., Xu, Y.-F., Ma, S.-T., & Luo, Y.-Y. (2023). The effect of work engagement and perceived organizational support on turnover intention among nurses: A meta-analysis based on the Price–Mueller model. *Journal of Nursing Management, 2023*, Article 3356620. https://doi.org/10.1155/2023/3356620