



OPEN ACCESS

Volume: 5

Issue: 1

Month: March

Year: 2026

ISSN: 2583-7117

Receiving Date 21.03.2026

Acceptance Date 25.03.2026

Published: 28.03.2026

Citation:

Dr. Ankesh Anand "Job Satisfaction and Employee Retention: A Psychological Approach in Management" International Journal of Innovations in Science Engineering and Management, vol. 5, no. 1, 2026, pp. 226-234.

DOI:

10.69968/ijsem.2026v5i1226-234



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Job Satisfaction and Employee Retention: A Psychological Approach in Management

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Abstract

Job satisfaction and retention are critical factors to organizational development, performance, and sustainability. The following review paper focuses on the psychological perspective behind the employee satisfaction and retention in contemporary management practices. The paper dwells on the key psychological theories in explaining employee motivation and commitment namely, Maslows Hierarchy of Needs, Herzbergs Two-Factor Theory, McGregors Theory X and Theory Y and Vrooms Expectancy Theory. The paper also discusses how job satisfaction is influenced such as compensation, leadership style, work environment, career development and work-life balance. Also, the contribution of organizational culture to employee loyalty and turnover intentions are explained. The results in the literature show that the employees with psychological support and recognition and the opportunities of professional growth show greater job satisfaction and organizational commitment. The review emphasizes the need to establish favorable working conditions and organizational policies that support employees in order to enhance their retention and organizational performance..

Keywords; Job Satisfaction, Employee Retention, Psychological Motivation, Organizational Culture, Employee Engagement.

INTRODUCTION

Two most critical issues of contemporary organizational management are job satisfaction and employee retention. In the current competitive business world, companies are paying more attention to the well-being of employees, their motivation, and psychological stability, in order to be successful in the long run. Job satisfaction is a term that is used to refer to the degree of satisfaction that employees have with their job, their workplace, their roles, remunerations and even with their relationships at work. When it comes to employee retention, it is the capacity of an organization to maintain skilled and experienced employees [1]. The high employee turnover may have adverse impacts on productivity, organizational image, financial success, and general working morale. Thus, the psychological interdependence of job satisfaction and employee retention is critical to the management professionals and researchers. When employees feel that they are satisfied with their jobs, they tend to be more loyal to the organization, more productive and make positive contributions towards organizational objectives [2]. The psychological variables of motivation, emotional well-being, recognition, trust, work-life balance, and organizational support are some of the most effective variables that affect employee attitudes and behaviors. Employees will have a great attachment to the organization when they are valued, respected, and motivated; this will help to decrease turnover intentions. On the other hand, discontent due to stress, ineffective leadership, absence of promotion and insufficient remuneration usually culminates in employees turning out to other job prospects [3]. The psychological approach to management focuses on the behavior of people, their emotions and how people relate with one another at their workplace. By employing principles of psychology, managers can make the work environment supportive and motivating to improve the satisfaction and retention of the employees. The growing significance of human resource management, organizational psychology, and employee engagement strategies has prompted organizations to implement policies

that focus on employee mental health and professional development [4], [5].

A. Psychological Theories Related to Employee Motivation and Retention

The psychological theories are very important in explaining how employees are motivated and retained in organizations. These theories describe the impact of human needs, behavior, attitudes and emotions to workplace performance and commitment to an organization. Psychological theories are usually applied by managers in the establishment of effective strategies that enhance job satisfaction and prevents employee turnover [6]. Among the theories that have had the highest impact is the Hierarchy of Needs Theory formulated by Maslow according to which, employees are driven by five layers of needs namely physiological, safety, social, esteem and self-actualization needs. This theory states that to retain and keep the employees motivated, organizations have to satisfy their basic and psychological needs. When employees are secure, respected and valued, they are more likely to be committed to the organization [7].

Another significant theory of psychology that pertains to job satisfaction and retention is the Two-Factor Theory by Herzberg. Herzberg divided factors at workplace into motivators and hygiene factors. Hygiene factors are salary, job security, company policies and working conditions whereas motivators are recognition, achievement, career growth and responsibility. When hygiene factors are not present, it leads to dissatisfaction, and motivators boost employee satisfaction and long-term commitment. Theory X and Theory Y by McGregor also describes the way employees behave in organizations. Theory X believes that employees do not like working and that they need to be closely monitored whereas Theory Y believes that employees are self motivated, responsible and are able to be creative. Companies that implement Theory Y management tend to have greater employee satisfaction and retention as they are trusted, given an opportunity to participate and develop [8], [9].

The other key concept is the Expectancy Theory by Vroom, indicating that employees will be motivated when they see that their efforts will result in an improvement in performance and rewards. Employees can be motivated to remain in the organization through fair reward system, recognition and performance based incentives. These theories are psychological and offer a powerful basis of comprehending employee motivation and retention. Using such theories, organizations are able to come up with

supportive management practices, enhance employee involvement, and have a good working environment that promotes long-term employee commitment and organizational performance [10].

B. Factors Influencing Employee Job Satisfaction

There are a number of organizational, psychological and social factors that determine employee attitudes and behavior in workplace which is a determinant of employee job satisfaction. These directly influence motivation, productivity, commitment and retention of employees in an organization. Knowing these is useful in enabling the management to develop a healthy and conducive work environment. Compensation and benefits are one of the crucial determinants of job satisfaction. The employees want to be paid well, given rewards, bonuses and other monetary gains based on their skills and contribution [11]. Inadequate compensation often leads to dissatisfaction and increased turnover intentions. In addition to financial gains, job security is also important in enhancing confidence and organizational loyalty of employees. Employee satisfaction is also largely influenced by the work environment and organizational culture. An affirmative work environment characterized by supportive coworkers, good communication, teamwork and respectful relations bring emotional comfort and mental stability to the employees. By working in an inclusive environment that embraces diversity and employee well-being, workers feel happier to work in a safe environment [12].

Employee satisfaction is highly dependent on the leadership and management style. Leaders who are supportive, appreciative and motivational make employees feel that they are valued and respected. Good communication among employees and managers boosts trust as well as enhancing relationships in the workplace [13]. Conversely, a bad leadership, over pressure and insufficient recognition can lower the morale and performance of employees. Some of the career development opportunities include promotions, training programs, and enhancement of skills which also influence job satisfaction. Employees like to work in organizations that facilitate professional development and learning and advancement opportunities. Failure to grow will lead to frustrations and low employee commitment [14].

Another factor that has a significant impact on satisfaction is work-life balance. Flexible working schedules, work loads that can be handled and policies that support the personal life of employees are some of the factors that lead to psychological well-being and less stress

[15]. When employees balance their professional and personal life, they tend to be more productive and dedicated to the organization. In general, job satisfaction among employees is determined by both psychological and organizational factors. Companies that prioritize employee welfare, motivation, reward, and well-being in workplaces have better chances of realizing high employee satisfaction, employee retention, and long-term organizational success [16].



Figure 1: Motivational Factor of an Employee [10]

Table 1: Factors Influencing Employee Job Satisfaction

Sr. No.	Factor	Description	Impact on Employees
1	Compensation and Benefits	Salary, incentives, bonuses, and financial rewards provided by the organization	Increases motivation, satisfaction, and loyalty
2	Job Security	Assurance of stable employment and career continuity	Enhances confidence and organizational commitment
3	Work Environment	Safe, healthy, and supportive workplace conditions	Improves comfort, morale, and productivity
4	Leadership Style	Behavior and management approach of supervisors and managers	Builds trust, motivation, and employee engagement

5	Recognition and Appreciation	Acknowledgment of employee efforts and achievements	Encourages positive attitude and job satisfaction
6	Career Development	Training, promotions, and professional growth opportunities	Increases commitment and reduces turnover intentions
7	Work-Life Balance	Flexible schedules and manageable workloads	Reduces stress and improves psychological well-being
8	Communication and Teamwork	Effective interaction among employees and management	Strengthens relationships and workplace harmony
9	Organizational Culture	Shared values, ethics, and workplace practices	Creates belongingness and emotional attachment
10	Psychological Well-Being	Emotional support and mental health assistance	Enhances employee satisfaction and productivity

C. Role of Organizational Culture in Employee Retention

The organizational culture is crucial in retaining employees as it shapes the behavior, attitudes, and commitment of employees towards the organisation. It is defined as the common values, beliefs, practices and workplace which influence the way employees interact in the workplace. Positive organizational culture gives a feeling of belonging, trust, and emotional attachment to the employees and makes them stay longer with the organization [17]. An environment that is supportive and friendly to the employees enhances satisfaction and motivation at the workplace. The turnover rates are usually lower in organizations where teamwork, open communication, mutual respect, and involvement of employees are encouraged. When employees feel valued, recognized and psychologically secure they will tend to remain in the organization. Good working relations with fellow workers and superiors enhance work involvement and retention [18].

Another aspect that makes leadership behavior relevant to organizational culture and retention is leadership behavior. Managers fostering equity, openness and integrity contribute towards establishing trust amongst employees. Employees are more committed to the organization when they are not only convinced that management cares about their well-being and career development but also about this [19]. The employee morale and satisfaction are further

boosted through recognition programs, rewards and appreciation. An organizational culture also influences the chances of employees to develop professionally. Organizations that promote learning, innovation and career development provide an environment that is motivating and contributes to retention. Employees would want to work in places where they can have a chance of growth and where they will be in a position to support their personal and professional objectives [20].

Conversely, a toxic organizational culture of discrimination, ineffective communication skills, too much work, and unsupportive work environment can result in increased stress and dissatisfaction, which increases employee turnover. Hence, companies have to create a positive and inclusive culture that fosters the well-being, trust, and motivation of employees. Effective organizational culture does not only lead to better employee retention, but also increased productivity, interactions and overall organizational performance [21].

Table 2: Role of Organizational Culture in Employee Retention

Sr. No.	Organizational Culture Element	Description	Effect on Employee Retention
1	Teamwork and Collaboration	Encouraging cooperation and group participation	Builds strong workplace relationships and loyalty
2	Open Communication	Transparent communication between employees and management	Increases trust and employee confidence
3	Employee Recognition	Rewarding and appreciating employee contributions	Enhances morale and long-term commitment
4	Ethical Leadership	Fairness, honesty, and integrity in management practices	Strengthens employee trust in the organization
5	Inclusive Work Environment	Equal opportunities and respect for diversity	Improves employee belongingness and satisfaction
6	Career Growth Opportunities	Support for learning, promotions, and skill development	Motivates employees to remain in the organization
7	Supportive Management	Guidance and emotional	Reduces stress and improves

		support from supervisors	employee engagement
8	Work-Life Balance Policies	Flexible work practices and employee welfare programs	Minimizes burnout and turnover intentions
9	Positive Workplace Relationships	Healthy interaction among coworkers and managers	Encourages emotional attachment to the organization
10	Innovation and Learning Culture	Encouraging creativity and continuous improvement	Increases motivation and organizational commitment

LITERATURE REVIEW

(Almarzooqi et al., 2025) [22] evaluate the degree of job satisfaction among public sector workers in the United Arab Emirates' Emirate of Sharjah, pinpoint important influencing factors, and investigate the connection between burnout and job satisfaction. From October to December 2023, 22 public sector organisations in Sharjah participated in a cross-sectional study. However, there was room for growth in areas like autonomy, possibilities for advancement, and the perceived worth of work. While non-UAE citizens reported greater levels of satisfaction, sociodemographic characteristics such as lower income and having children under 12 were linked to lower levels of satisfaction. Furthermore, a high correlation was found between decreased job satisfaction and professional burnout, particularly emotional tiredness and depersonalisation. The several variables affecting job satisfaction among Sharjah's public sector workers are highlighted in this study. The results highlight the necessity of a cooperative, cross-organizational strategy to enhance job satisfaction and create focused interventions for professional burnout. In order to investigate the relationships between burnout, job satisfaction, and personal characteristics, future study should take a longitudinal approach.

(Ariffin et al., 2025) [23] Analyse data on the elements that influence job satisfaction in order to find aspects that are similar in different industries. Peer-reviewed research published between 2010 and 2024 was the main focus of a comprehensive literature review. The databases Emerald Insight and Scopus provided 129 entries. 27 publications were included in the qualitative synthesis after 80 records were evaluated using inclusion and exclusion criteria. Pay, leadership style, workplace culture, work-life balance, and professional advancement are important variables. The

findings acknowledge industry-specific context-specific variations while highlighting universal factors influencing job satisfaction. To improve organisational methods targeted at increasing employee satisfaction and efficiency, future study should delve further into these traits.

(Dutta & Sawaitul, 2025) [10] Employee retention continues to be a major obstacle for businesses looking to succeed over the long term in the present competitive and dynamic employment environments. Psychological factors have a significant influence on an employee's decision to quit or remain with a company, even though traditional retention strategies like pay and perks are still crucial. In order to comprehend how mental and emotional elements influence people's decisions to quit your organization, this study examines psychological theories such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Self-Determination Theory (SDT). The study highlights the many tactics that companies may use to improve employee retention and satisfaction using these psychological frameworks in a practical setting. These tactics include autonomy, social relationships, professional growth, a favourable work environment, and flexibility in the workplace. In the end, psychological circumstances in the workplace are advantageous to both employers and workers; the former because they feel like they belong to the company, and the latter because they are able to increase employee loyalty and hence lower turnover.



Figure 2: Five-Level Pyramid as per ‘Maslow’s Hierarchy of Needs’ [10]

(Menezes et al., 2025) [24] looks at the influence of talent management (TM) on increasing employee retention

(ER) as well as the mediating role of psychological empowerment (PE). In today's competitive business environment, companies are realising more and more how crucial strategic TM is to keeping brilliant employees and fostering organisational success. This study investigates TM's impacts on ER through PE's mediating function using a cross-sectional survey of 226 employees from various industries in São Tomé and Príncipe. This study shows that TM significantly improves ER and that the association between TM and ER is mediated by PE. By empowering workers via focused TM practices, organisations may foster an atmosphere that fosters dedication, motivation, and long-term retention. This study shows that PE is essential to advance HRM theory by linking TM strategies to improved ER outcomes. The results corroborate the hypotheses that TM has a beneficial effect on both ER and PE and that PE mediates the interaction between TM and ER. This study provides valuable insights for HR professionals who want to increase employee engagement, satisfaction, and loyalty in order to stay competitive in the modern workforce.

(Oyelami et al., 2025) [25] carries out a thorough analysis of the research on psychological elements influencing employee motivation and output. Google Scholar and the PsycINFO database were used to search articles. Although there was no significant correlation between reward and job satisfaction, it was shown to have a substantial influence on work motivation. Additionally, it was shown that people with high emotional intelligence are better able to control their emotions and those of their coworkers, which improves job performance as well as organisational effectiveness and service quality. Burnout among managers and employees affects productivity and motivation. Employee motivation and productivity were significantly influenced by leadership styles, autonomy, and social relatedness. The psychology, motivation, and productivity of female employees were most adversely impacted by COVID-19. Organisations should use a comprehensive strategy that prioritises employee well-being, emotional intelligence, and leadership development while combining financial rewards with intrinsic motivators to guarantee an engaged workforce and profitability.

(Singh & Pande, 2025) [26] examines key ideas and viewpoints that influence our comprehension of this intricate issue in order to examine the changing environment of employee retention. We examine classic theories like Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, tracking their development and shortcomings in the modern setting. The study then examines more

contemporary viewpoints, such as the psychological contract, organisational justice, and social exchange theory, emphasising their applicability in understanding employee retention in the twenty-first century. Additionally, we look at how retention techniques are affected by new trends including remote work, the gig economy, and the evolving structure of employer-employee relationships. This study offers useful insights for companies trying to manage the challenges of employee retention in the contemporary period by combining several theoretical perspectives.

(Gazi et al., 2024) [27] examined how workplace behaviours that impact job performance relate to the degree of job satisfaction among Bangladeshi industrial workers. A standardised questionnaire was used to gather data from participants in this quantitative investigation. Three hundred industrial workers from Bangladesh were selected as the sample. The job performance was assessed using an 8-item self-report (JPI) measuring instrument. The job satisfaction index (JSI) was used to measure job satisfaction. A disproportionate number of respondents were found to be content with their work, according to the research. According to the study, one important job behaviour that influences job performance is job satisfaction. Additionally, the study showed that job-related criteria had a greater impact on job performance than personal characteristics. Additionally, it was shown that employees with high levels of job satisfaction also had better levels of job performance. The findings may be used by Bangladeshi mill authorities and industry regulators to create rules that improve employee satisfaction and performance. In order to inform organisational choices and efforts, it may also be used to assess how employees are treated and how job satisfaction influences other job behaviours.

(Wibowo et al., 2024) [28] Describe how the COVID-19 epidemic has affected employee job satisfaction in relation to organisational and psychological elements. In order to avoid the spread of COVID-19 in the workplace, management must modify its commitment to work safety during pandemic scenarios, particularly with regard to policies that guarantee the availability of extra requirements on health procedures. Additionally, if employees are exposed to COVID-19, the company's commitment to safeguarding their safety will be covered. Workplace facilities and equipment are no longer the only focus of occupational safety and health regulations. Companies must respond to the sense of safety and work pressure during a pandemic in accordance with their current capabilities and limits.

(Deepak, 2023) [29] the connection between job satisfaction and psychological empowerment among employees as reported in the literature. The results of the review indicate a strong positive correlation between psychological empowerment and job satisfaction. Because this perspective increases motivation and engagement, workers who believe their work has significance and value report higher levels of job satisfaction. Workers who are competent and self-assured are more fulfilled at work, which enhances job satisfaction. Higher levels of job satisfaction are reported by workers who have autonomy and control over their responsibilities. Job satisfaction depends on autonomy and the ability to make decisions about their work. Workers are also happier in their jobs when they believe that their work advances organisational goals and that they have an impact on the business. Relationships with the company are strengthened and employee job satisfaction is increased by this sense of authority. This information may be used in a number of industries, potentially improving organisational performance and employee well-being, which will ultimately assist the nation in becoming a high-income country.

(Biaison, 2020) [30] In recent years, the academic concepts of job satisfaction and employee retention have drawn significant interest from the domains of management, social psychology, and practical operations. Over 10 years of research on the causes and effects of job satisfaction and employee retention are reviewed in this study. Thus, the present study aims to investigate the connection between employee retention and job satisfaction. The study employs a descriptive research design for this. The study's conclusions indicate that job satisfaction and employee retention were positively correlated.

RESEARCH GAP

Job satisfaction, employee motivation, and retention have been widely studied separately in past studies and in various industries and organizational contexts. But few studies have thoroughly examined these concepts in the context of an integrated approach to psychological management. There is a large body of research on financial incentives, leadership, or work environment, and relatively little has been done on the joint impact of psychological theories, emotional health, organizational culture, and employee behavior with regard to retention. Moreover, review-based research that links motivational theories with real world organizational approaches to enhance employee retention is lacking. There is also a lack of focus on the collective role of psychological factors that may influence

long-term commitment to employees including empowerment, recognition, trust, and work-life balance in the existing literature. Thus, the purpose of this review paper is to fill this gap by exploring job satisfaction and retention of employees using a broad psychological perspective in management.

OBJECTIVE

1. To study the concept of job satisfaction and employee retention.
2. To study the psychological theories related to employee motivation and retention.
3. To study the factors influencing employee job satisfaction.
4. To study the role of organizational culture in employee retention.

RESEARCH METHODOLOGY

The current research is founded on the research methodology of descriptive and review. The secondary data were gathered using different published research articles, journals, conference papers, books, and online academic databases on the topic of job satisfaction, employee motivation, psychological theories and employee retention. The review of relevant literature within the period of 2020-2025 was carried out to gain insight into the interdependence between psychological factors and employee retention in various organizational settings. The paper has examined some of the significant motivational theories, including: Maslows hierarchy of needs, Herzberg two factor theory, McGregors theory X and theory Y, and Vrinds Expectancy Theory. The gathered literature was systematically reviewed to determine the key issues that contribute to employee job satisfaction and commitment to the organization. The methodology served to comprehend the contribution of organizational culture, leadership, the workplace environment, and psychological empowerment in enhancing the employee retention and organizational performance.

DISCUSSION

The results of the review show that psychological factors and organizational factors have a strong impact on job satisfaction and employee retention. Based on the studied articles, it is found that employees who are recognized, paid well, offered career growth, and supported by their managers are more committed to stay with their organizations. Psychological theories like Maslow hierarchy of needs and Herzberg two factor theory clarify the direct relationship between motivation and emotional state of the employees and their satisfaction and retention at the workplace. Another significant point in the literature is that

organizational culture is crucial in building trust, teamwork, and engagement of employees. Healthy working conditions enhance employee morale, productivity and loyalty whereas unhealthy cultures enhance stress and turnover intentions. In addition, work-life balance, psychological empowerment and emotional intelligence are other factors that play a critical role in employee commitment and performance. It has been discussed that to ensure long-term organizational success as well as long-term retention of employees, organizations need to embrace employee-centered management approaches that focus on the psychological well-being, professional development and healthy relations with employees in the workplace.

CONCLUSION

Job satisfaction and employee retention are two inseparable terms that largely determine the productivity, stability and long-term growth of an organization. The review concludes that psychological factors are significant in determining the attitudes, motivation, and commitment of employees towards organizations. The psychological theories proposed by Maslow (Hierarchy of Needs), Herzberg (Two-Factor Theory), McGregor (Theory X and Theory Y) and Vroom (Expectancy Theory) offer a great deal of information regarding employee behavior and employee retention practices. Other determinants of employee satisfaction found in the study include compensation, leadership style, organizational culture, work-life balance and career development opportunities. A good organizational culture that fosters trust, recognition, teamwork, and employee well-being will assist companies in retaining good employees and decreasing the rate of turnover. Hence, supportive management practices and people-centered policies should be introduced into organizations to enhance workplace satisfaction and psychological empowerment. This can boost employee loyalty, commitment to the organization and performance of the business in the contemporary competitive setting.

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