

The Effect of Recruitment Practices and Job Welfare on Employee Retention, with Job Satisfaction as a Mediator, at Sari Asih Hospital in Serang City

Ayat Muhammad Ayatullah^{1*}, Khaeruman², Tata Rustandi³

^{1,2,3}Universitas Bina Bangsa, Indonesia

**Corresponding Author: ayat.tulloh777@gmail.com*

Article History

Received: 14-09-2026

Revised: 20-09-2026

Published: 30-09-2026

Keywords: *Recruitment Practices, Employee Welfare, Job Satisfaction, Employee Retention, SEM-PLS*

ABSTRACT

This study aims to analyze the effect of recruitment practices and workplace welfare on employee retention through job satisfaction as a mediating variable at Sari Asih Hospital in Serang. This study was motivated by the importance of retaining competent human resources to support the quality of hospital services. The study employed a quantitative approach using a survey method. The population consisted of 250 permanent employees, and a sample of 154 respondents was determined using the Slovin formula. Data were collected via a Likert-scale questionnaire and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4. The model evaluation results showed that all indicators met the validity and reliability requirements with outer loading values > 0.70 , AVE > 0.50 , and Composite Reliability and Cronbach's Alpha > 0.70 . R^2 values of 0.72 for job satisfaction and 0.76 for employee retention indicate that the model has strong predictive power. The results of the hypothesis testing confirm that recruitment practices and workplace well-being have a positive and significant effect on both job satisfaction and employee retention. Job satisfaction also has a positive effect on employee retention and was found to mediate the influence of recruitment practices and workplace well-being on employee retention. This study concludes that employee retention can be improved through effective recruitment practices, enhanced workplace well-being, and increased job satisfaction. These findings are expected to provide insights for hospital management in developing human resource management policies

INTRODUCTION

The role of human resources (HR) in modern organizations has shifted from a mere administrative function to a strategic one that determines the achievement of organizational goals. Human resource management encompasses a series of interrelated practices ranging from workforce planning, recruitment and selection, competency development, performance management, to employee rewards and welfare—all of which collectively influence job satisfaction and employees' decisions to stay with or leave the organization (Shahzad, 2024). In the context of healthcare, the quality of human resources directly impacts the quality of patient care; therefore, workforce retention is a critical issue for hospitals seeking to maintain service continuity and reduce costs resulting from staff turnover (Wardhani & Hariyati, 2023).

Recruitment is not merely an administrative process to fill vacant positions but also a strategic step in fostering a good fit between prospective employees and organizational values. Transparent, fair, and communicative recruitment enhances candidates' perceptions of procedural justice and fosters positive experiences, which in turn contribute to initial commitment and the likelihood of long-term retention (Shahzad, 2024). On the other hand, poor recruitment—such as lax screening, weak communication, or unrealistic job expectations—can trigger job dissatisfaction from the outset, thereby increasing the risk of early turnover.

In addition to recruitment practices, workplace well-being is a key factor in determining employees' decisions to stay. Workplace well-being encompasses physical, psychological, social, and professional aspects; hospitals that provide a safe work environment, managerial support, adequate compensation, development opportunities, and recognition of employee contributions tend to have higher job satisfaction and better retention (Gazi et al., 2024). Particularly for healthcare workers, work-related stress, emotional strain, and professional demands make well-being and career development programs critical to the sustainability of their careers at specific institutions (Wardhani & Hariyati, 2023).

In many empirical studies, job satisfaction serves as a key mediating variable in the relationship between HR practices and retention. Job satisfaction is an affective and cognitive indicator of one's work, including satisfaction with tasks, the work environment, relationships with supervisors and colleagues, compensation, and development opportunities—all of which are strongly linked to *the intention to stay* and actual retention behavior (Fischetti et al., 2024). When recruitment practices and welfare policies result in high job satisfaction, retention is also likely to increase; conversely, when job satisfaction is low, the positive impact of HR practices on retention is often weakened (Gazi et al., 2024).

In the Indonesian context, empirical studies show that factors such as professional career development, compensation and benefits, and employee recognition are the main drivers for employees—particularly healthcare workers—to remain at the hospital (Wardhani & Hariyati, 2023). A phenomenological study of Indonesian nurses identified key themes driving employee retention: a cohesive team, adequate compensation, and opportunities for professional development (Wardhani & Hariyati, 2023). This underscores that holistic wellness policies and continuous career development programs play a central role in retention strategies.

Continuous career development is also a key determinant of long-term retention. Employees—particularly medical staff and nurses—are more likely to stay if the organization provides clear development pathways (e.g., clinical training, assistance with the cost of continuing education, career rotations, mentoring) that enable professional growth and enhanced competencies (Idrus, 2023). According to Gazi et al. (2024). Consistent development not only enhances the organization's capabilities but also gives employees a sense of job significance, enabling them to envision a future career within the organization.

Sari Asih Serang Hospital, as the research site, is an ideal setting to test this model. As one of the private hospital groups with a long history (spanning more than four decades), eight branches, and a reputation for professional service, Sari Asih faces both challenges and opportunities in human resource management, including the need to retain qualified healthcare personnel, adapt development programs to modern medical technology, and implement a recruitment system capable of attracting and placing the right talent in appropriate positions. Sari Asih's vision to become the hospital of choice and its mission to provide Islamic-based care, affordable rates, and high-quality service demonstrate the organization's commitment to sustainable service; however, the implementation of HR policies that support employee satisfaction and well-being still needs to be empirically examined to ensure optimal retention.

Based on a review of theory and empirical evidence, this study aims to examine (1) the effect of recruitment practices on employee retention, (2) the effect of job well-being aspects (continuous career development and employee recognition) on retention, and (3) the role of job satisfaction as a mediator in the relationship between recruitment practices and job well-being on employee retention at Sari Asih Hospital in Serang. The research findings are expected to provide practical policy recommendations for the management of Sari Asih Serang Hospital to design effective recruitment strategies, well-being programs, and recognition mechanisms that enhance employee satisfaction and retention, which in turn will strengthen the quality of patient care and organizational sustainability.

Preliminary survey results indicate that employee retention remains an issue that requires serious attention. Some employees expressed a desire to seek other job opportunities if better options became available, particularly regarding workplace well-being and satisfaction with the human resources management system. This situation indicates that although Sari Asih Serang Hospital has a reputation as a large and experienced private hospital, challenges in retaining employees persist amid increasing work demands in the healthcare sector.

In terms of recruitment practices, some respondents assessed that the recruitment process has been fairly transparent and objective; however, there remains a perception of a mismatch between the competencies they possess and the job demands they face once hired. This points to a potential person-job fit issue that, in the long term, could impact employee satisfaction and their decision to stay. A recruitment process that fails to align the expectations of the organization and the candidate risks causing job dissatisfaction early in the employment period.

Workplace well-being was also a key concern in the preliminary survey. Some employees stated that a heavy workload, the emotional demands of caring for patients, and limited break times affect their work–life balance. Although compensation and basic benefits are considered adequate, psychological well-being and the perception of organizational support are still not perceived as optimal by all employees. These conditions have the potential to reduce job satisfaction and increase the risk of turnover.

Job satisfaction, as the mediating variable in this study, showed varying assessments among respondents. Employees who felt they received support from their supervisors and had good working relationships with colleagues tended to exhibit higher levels of satisfaction. Conversely, employees who felt their contributions were undervalued or who were burdened by work pressure showed lower satisfaction and a tendency not to stay with the organization long-term.

Based on personnel data from Sari Asih Serang Hospital, employee turnover rates in recent years indicate a workforce turnover that warrants management attention. High turnover can lead to increased recruitment costs, training expenses for new employees, and has the potential to disrupt the quality of healthcare services provided to patients.

It appears that the employee retention rate at Sari Asih Serang Hospital falls into the “moderate” category, with an average score of 2.97. The indicator of retention intent suggests that some employees still intend to remain with the organization, though this intention is not yet strong enough to resist job opportunities elsewhere. Regarding the loyalty indicator, the scores indicate that emotional attachment and a sense of belonging to the organization still need to be strengthened. Meanwhile, the employee engagement indicator showed the lowest score, particularly regarding participation in organizational activities, which suggests a lack of active employee involvement beyond their primary duties. Overall, this situation indicates that employee retention is not yet optimal and remains influenced by various factors such as job satisfaction, well-being, and the organization’s recruitment practices.

This situation highlights the need for the organization to implement effective strategies to retain employees and ensure their long-term loyalty and productivity.

At Sari Asih Hospital in Serang City—a private hospital that has grown and earned a strong reputation for providing healthcare services—the need for a competent and stable workforce is critical. However, in practice, there remains a trend of employees choosing to change jobs or showing a tendency not to stay long. This indicates underlying issues in employee retention that require further in-depth analysis.

One factor suspected of influencing employee retention is the organization’s recruitment practices. A recruitment process that lacks transparency, does not align with competencies, or fails to provide a clear job description can create a mismatch between employees’ expectations and the reality of the job. This mismatch can ultimately reduce job satisfaction and increase employees’ desire to leave the organization.

Work well-being is also a critical factor influencing employees’ decisions to stay. Work well-being encompasses not only financial aspects such as salary and benefits but also work

environment conditions, work-life balance, and organizational support. If work well-being is not optimally met, employees tend to experience dissatisfaction, which leads to low loyalty and increased turnover intention.

Another phenomenon that warrants attention is the role of job satisfaction as a psychological factor that bridges the relationship between recruitment practices and workplace well-being in relation to employee retention. Employees who are satisfied with their jobs tend to have higher commitment and a stronger desire to remain with the organization. Conversely, job dissatisfaction can be a primary trigger for an increased desire to leave the organization.

The main issue lies in the suboptimal integration between recruitment practices and employee welfare programs in fostering sustainable job satisfaction. A mismatch between employees' competencies and job requirements—resulting from inadequate recruitment—can lead to dissatisfaction from the very beginning of their employment. Furthermore, disparities in the provision of workplace welfare—such as limited career development and a lack of employee recognition—lead to decreased motivation and loyalty. If this situation is not addressed strategically, it will increase turnover intention, which ultimately compromises the quality of hospital services and raises operational costs due to re-recruitment and training of new employees.

Various previous studies have examined the relationship between HR management practices, job satisfaction, and employee retention. A study by Shahzad (2024) found that strategic HR practices, including effective recruitment, have a significant influence on employee retention through job satisfaction as a mediator. This indicates that job satisfaction is a crucial mechanism in strengthening the link between organizational policies and employee behavior.

Almashyakhi (2024) emphasizes that talent management practices—which encompass recruitment, development, and employee recognition—play a crucial role in improving retention by enhancing job satisfaction. Overall, the results of these previous studies show a consistent pattern that recruitment practices and workplace well-being influence employee retention, both directly and through job satisfaction as a mediator. However, research that specifically tests this model in the context of private hospitals in Indonesia—particularly Sari Asih Serang Hospital—remains limited, creating a significant *research gap* that warrants further investigation.

Table 1.3 Research Gap

No	Researcher	Findings	Type of Research Gap	Discrepancy (Gap)
1	Shahzad (2024)	HR practices influence retention through job satisfaction	Variables	Does not specifically examine workplace well-being
2	Gazi et al. (2024)	Job satisfaction influences work behavior and retention	Model	Does not include recruitment practices

3	Fischetti et al. (2024)	Job satisfaction as a mediator of working conditions	Context	Focus on mental health, not direct retention
4	Wardhani & Hariyati (2023)	Healthcare worker retention is influenced by compensation and the work team	Variables	Did not test job satisfaction as a mediator
5	Idrus (2023)	Career development improves employee retention	Variables	Does not include recruitment and job satisfaction
6	Almashyakhi (2024)	Talent management improves retention	Model	Does not test the mediating relationship of job satisfaction
7	Jo et al. (2025)	Employee recognition increases job satisfaction	Variables	Does not directly relate to retention
8	Sutanto (2023)	Compensation and motivation influence healthcare worker retention	Context	Does not discuss recruitment practices
9	Rahman et al. (2022)	Work environment affects job satisfaction	Variables	Does not relate to retention
10	Putri & Santoso (2021)	Recruitment affects employee performance	Variables	Did not examine retention and job satisfaction
11	Hidayat (2022)	Job satisfaction influences turnover intention	Model	Does not test recruitment factors
12	Kurniawan (2023)	Job well-being increases employee loyalty	Variables	Did not test the mediation of job satisfaction
13	Lestari (2024)	Job satisfaction mediates the relationship between compensation and retention	Model	Does not include recruitment practices
14	Pratama (2025)	Engagement affects retention	Variables	Did not examine job well-being and

				recruitment
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Based on the table above, it can be concluded that there are several research gaps that form the basis for this study. Most previous studies have only examined partial relationships between variables—such as the effect of job satisfaction on retention or the effect of well-being on loyalty—without comprehensively integrating all key variables into a single model. Furthermore, there is a discrepancy regarding the variables, as recruitment practices are rarely examined alongside job well-being in terms of their impact on employee retention.

From a modeling perspective, many studies have not positioned job satisfaction as a mediating variable linking the two independent variables to employee retention. Meanwhile, in terms of context, research specifically conducted in the hospital sector—particularly private hospitals in Indonesia such as Sari Asih Hospital in Serang—remains very limited. Therefore, this study aims to fill this gap by simultaneously testing the effects of recruitment practices and workplace well-being on employee retention, with job satisfaction serving as the mediating variable within the context of a healthcare organization.

The implications of this study at Sari Asih Hospital in Serang—which simultaneously examines recruitment practices and workplace well-being (specifically career development and recognition), with job satisfaction as the mediator and employee retention as *the outcome*—will fill an important empirical gap, provide contextual quantitative evidence in the Indonesian healthcare sector, and test a comprehensive mediation model.

By integrating variables that have not been extensively studied together in a hospital context, this study combines two human resource management variables—*recruitment practices* and *workplace well-being* (which includes *continuous career development* and *employee recognition*)—simultaneously to examine their impact on employee retention.

This study presents job satisfaction as a mediating variable, with Sari Asih Serang Hospital serving as the specific and current research context. The study focuses on a large private hospital in Indonesia with high work complexity among medical staff, thereby yielding contextual findings that are critically needed for HR policies in the healthcare sector. This study provides quantitative empirical evidence using mediation analysis, making the results more robust for managerial decision-making.

The emphasis is on the dimensions of career development and employee recognition; while these two dimensions of workplace well-being are often cited as important, they are rarely analyzed as separate constructs. This study provides a deeper understanding of which has a greater influence on satisfaction and retention.

METHOD

The research method used in this study is a quantitative method with a survey approach. The quantitative approach was chosen because this study aims to empirically and measurably test the relationships between variables—specifically, the effects of recruitment practices and job well-being on employee retention, with job satisfaction serving as the mediating variable.

Research data were collected using a questionnaire designed based on the indicators of each research variable. The measurement scale used in this study was the Likert scale.

Data analysis was conducted using path analysis or Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). This technique was used to analyze the complex relationships between latent variables and to test both direct and indirect (mediation) effects.

Mediation analysis was used to determine the role of job satisfaction in mediating the effects of recruitment practices and workplace well-being on employee retention.

The population in this study consisted of all permanent employees at Sari Asih Serang Hospital who had been employed for at least 1 (one) year, totaling 250 individuals. This population comprised 40 medical staff (doctors), 120 nursing staff, 60 administrative staff, and 30 support staff.

The sample size was determined using the Slovin formula with a 5% margin of error. Based on a population of 250 employees, a sample size of 154 respondents was obtained. This sample consisted of medical staff, nursing staff, administrative staff, and support staff working at Sari Asih Hospital in Serang City.

RESULTS AND DISCUSSION

After the structural model (inner model) met the evaluation criteria, the next step was to conduct hypothesis testing. Hypothesis testing aims to determine whether the relationships between variables in the research model are statistically significant in accordance with the formulated hypotheses. According to Hair et al. (2022), hypothesis testing in the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method is performed using the bootstrapping procedure, taking into account the Original Sample (O) value, T-statistics, and P-values. The Original Sample (O) value indicates the direction and magnitude of the influence between variables, while the significance of the relationship is determined based on a T-statistic > 1.96 and a P-value < 0.05 at a 5% significance level. If both criteria are met, the research hypothesis is accepted. The results of the hypothesis testing are presented in Table 4.25.

Table 4.24 Hypothesis Test Results

Relationship	Original Sample (O)	T-Statistics	P-Values	Notes
Recruitment Practices → Job Satisfaction	0.71	10.33	0.00	H1 Accepted
Job Well-Being → Job Satisfaction	0.16	2.56	0.01	H2 Accepted
Recruitment Practices → Employee	0.37	3.02	0.00	H3 Accepted

Retention				
Workplace Well-being → Employee Retention	0.18	2.39	0.01	H4 Accepted
Job Satisfaction → Employee Retention	0.37	4.06	0.00	H5 Accepted

Based on Table 4.24, the results of the hypothesis testing show that all direct relationships between variables have T-statistics greater than 1.96 and P-values less than 0.05; therefore, all direct hypotheses in this study are accepted. In addition, all Original Sample (O) values are positive, indicating that the relationships between variables are positive.

The effect of Recruitment Practices on Job Satisfaction has a path coefficient (Original Sample) of 0.71, with a T-statistic of 10.33 and a P-value of 0.00, indicating a positive and significant effect. Furthermore, the effect of Recruitment Practices on Employee Retention has a coefficient of 0.37, with a T-statistic of 3.02 and a P-value of 0.00, so the hypothesis is also accepted.

For the Job Well-Being variable, the effect on Job Satisfaction has an Original Sample value of 0.16, a T-statistic of 2.56, and a P-value of 0.01, while the effect on Employee Retention had an Original Sample coefficient of 0.18, a T-statistic of 2.39, and a P-value of 0.01. Both relationships indicate a positive and significant effect.

The effect of Job Satisfaction on Employee Retention has an Original Sample value of 0.37, a T-statistic of 4.06, and a P-value of 0.00, thus proving a positive and significant effect on employee retention.

Overall, the test results show that all direct hypotheses (H1, H2, H3, H4, and H5) are accepted. These findings indicate that recruitment practices, workplace well-being, and job satisfaction make a positive contribution to improving employee retention at Sari Asih Hospital in Serang. Among all the relationships tested, the relationship between recruitment practices and job satisfaction was the strongest, as indicated by the path coefficient (0.71) and the highest T-statistic value of 10.33.

DISCUSSION

The discussion of hypotheses aims to interpret the results of testing the relationships between variables based on theory and previous research. The testing was conducted using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method via the bootstrapping procedure in SmartPLS 4. Based on the test results, all hypotheses proposed in this study were accepted. This indicates that Recruitment Practices and Workplace Well-being influence both Job Satisfaction and Employee Retention, both directly and through the mediating role of Job Satisfaction. These findings suggest that an organization's success in retaining employees is not

only determined by the quality of the recruitment process and workplace well-being but is also influenced by the level of job satisfaction experienced by employees.

The Effect of Recruitment Practices on Employee Retention

Test results show that recruitment practices have a positive and significant effect on employee retention at Sari Asih Serang Hospital. This is evidenced by an Original Sample value of 0.37, a T-statistic of 3.02, and a P-value of 0.000, thus accepting the hypothesis. These findings indicate that a recruitment process conducted objectively, transparently, and in accordance with job competencies can increase employees' desire to remain with the organization. Appropriate recruitment practices ensure a good match between individual competencies and job requirements, enabling employees to adapt more quickly, feel comfortable, and commit to staying with the organization in the long term. These findings also support the research by Memon (2021) and Murfat et al. (2025), which concluded that good recruitment practices can reduce turnover rates and increase employee retention.

The Effect of Workplace Well-Being on Employee Retention

The research results show that workplace well-being has a positive and significant effect on employee retention, as evidenced by an Original Sample value of 0.18, a T-statistic of 2.39, and a P-value of 0.010. These findings indicate that the better the well-being employees experience—whether in the form of compensation, benefits, job security, or a supportive work environment—the stronger their desire to remain employed at the hospital. Job well-being provides a sense of security, boosts motivation, and strengthens commitment to the organization, thereby reducing the desire to change jobs. These research results align with the Job Demands-Resources (JD-R) theory proposed by Bakker (2021), which explains that organizational resources, including workplace well-being, can increase employee engagement and retention. These findings also support the research by Hadi and Yusuf (2023) and De Vries et al. (2023), which states that workplace well-being is one of the key factors in improving healthcare worker retention.

The Effect of Recruitment Practices on Job Satisfaction

The research results indicate that Recruitment Practices have a positive and significant effect on Job Satisfaction, with an Original Sample value of 0.71, a T-statistic of 10.33, and a P-value of 0.000. This value represents the strongest influence in the research model. This indicates that a professionally conducted recruitment process can foster a positive perception of the organization from the very beginning of employment, thereby enhancing employee job satisfaction. Recruitment that aligns with employees' competencies and expectations leads to a good job fit, which in turn increases their satisfaction with their work. These findings are also consistent with the research by Arogundade (2021) and Ghani (2022), which concluded that an objective, competency-based selection process can increase employee job satisfaction.

The Effect of Workplace Well-Being on Job Satisfaction

The results of the study indicate that workplace well-being has a positive and significant effect on job satisfaction, with an Original Sample value of 0.16, a T-statistic of 2.56, and a P-value of 0.010. These findings suggest that good workplace well-being can enhance employees' comfort,

motivation, and satisfaction in performing their jobs. Well-being programs that include fair compensation, a safe work environment, career development opportunities, and performance-based recognition make employees feel valued by the organization. These research results align with Herzberg's (1968) theory, which states that well-being and recognition are factors that can increase job satisfaction. These findings also support the research by Kim (2024) and Gazi et al. (2024), which concluded that improvements in workplace well-being directly increase employee job satisfaction.

The Effect of Job Satisfaction on Employee Retention

The results of this study indicate that job satisfaction has a positive and significant effect on employee retention, with an Original Sample value of 0.37, a T-statistic of 4.06, and a P-value of 0.000. These findings suggest that the higher the level of job satisfaction employees experience, the greater their desire to remain with the organization. Job satisfaction reflects the fulfillment of employees' expectations regarding their work, work environment, relationships with supervisors, and career development opportunities, thereby strengthening their loyalty to the organization. These research results align with the theory proposed by Judge and Klinger (2021), which states that job satisfaction is a key determinant in employee retention. These findings also support the research by Ayalew et al. (2023) and Wardhani and Hariyati (2023), which indicates that job satisfaction has a significant effect on the retention of healthcare workers.

The results of the study indicate that job satisfaction positively and significantly mediates the effect of recruitment practices on employee retention, as evidenced by an Original Sample value of 0.26, a T-statistic of 4.20, and a P-value of 0.000. These findings indicate that effective recruitment practices not only directly increase employee retention but also enhance job satisfaction, which in turn encourages employees to remain with the organization. In other words, job satisfaction serves as a crucial mechanism explaining how recruitment practices can boost employee retention. These research results align with Baron and Kenny's (1986) theory regarding the role of mediating variables and are supported by the study by Kim and Lee (2024), which states that job satisfaction mediates the relationship between human resource management practices and employee retention.

The research results show that job satisfaction positively and significantly mediates the effect of workplace well-being on employee retention, with an Original Sample value of 0.06, a T-statistic of 2.03, and a P-value of 0.020. These findings indicate that an increase in workplace well-being enhances job satisfaction, which in turn strengthens employee retention. Although the resulting indirect effect is relatively smaller than the mediating effect of recruitment practices, these results still demonstrate that job satisfaction is a crucial mechanism in explaining the relationship between workplace well-being and employee retention. These findings support the theory proposed by Baron and Kenny (1986) and are consistent with the research by Shahzad (2024) and Fischetti et al. (2024), which states that job satisfaction serves as a significant mediator in the relationship between human resource management practices, workplace well-being, and employee retention.

CONCLUSION

Based on the results of this study on the influence of recruitment practices and workplace well-being on employee retention, with job satisfaction as a mediating variable, at Sari Asih Serang Hospital, the following conclusions can be drawn.

1. Recruitment practices have a positive and significant effect on employee job satisfaction at Sari Asih Hospital in Serang. The test results show an Original Sample value of 0.71, a t-statistic of 10.33, and a p-value of 0.00, so the first hypothesis is accepted. These findings indicate that recruitment practices conducted objectively, transparently, and in accordance with competencies can increase employee job satisfaction at Sari Asih Hospital in Serang.
2. Job Well-being has a positive and significant effect on employee job satisfaction at Sari Asih Hospital in Serang. The test results showed an Original Sample value of 0.16, a t-statistic of 2.56, and a p-value of 0.01, so the second hypothesis was accepted. These findings indicate that the better the workplace well-being provided by the organization, the higher the level of job satisfaction felt by employees.
3. Recruitment practices have a positive and significant effect on employee retention at Sari Asih Serang Hospital. The test results show an Original Sample value of 0.37, a t-statistic of 3.02, and a p-value of 0.00, so the third hypothesis is accepted. These findings indicate that effective recruitment practices can increase employees' desire to remain with the organization.
4. Job well-being has a positive and significant effect on employee retention at Sari Asih Serang Hospital. The test results showed an Original Sample value of 0.18, a t-statistic of 2.39, and a p-value of 0.01, so the fourth hypothesis was accepted. These findings indicate that improving workplace well-being can increase employee retention by fostering a sense of security, comfort, and loyalty toward the organization.
5. Job satisfaction has a positive and significant effect on employee retention at Sari Asih Serang Hospital. The test results show an Original Sample value of 0.37, a t-statistic of 4.06, and a p-value of 0.00, so the fifth hypothesis is accepted. These findings indicate that the higher the job satisfaction employees experience, the greater their desire to continue working at Sari Asih Serang Hospital.
6. Recruitment practices have a positive and significant effect on employee retention through job satisfaction at Sari Asih Serang Hospital. The test results showed an Original Sample value of 0.26, a t-statistic of 4.20, and a p-value of 0.00, so the sixth hypothesis was accepted. These findings indicate that job satisfaction mediates the effect of recruitment practices on employee retention; thus, good recruitment practices will increase job satisfaction and ultimately strengthen employee retention.
7. Job Well-being has a positive and significant effect on Employee Retention through Job Satisfaction at Sari Asih Hospital in Serang. The test results showed an Original Sample value of 0.06, a t-statistic of 2.03, and a p-value of 0.02, so the seventh hypothesis was accepted. These findings indicate that job satisfaction mediates the effect of workplace well-being on employee retention;

thus, improving workplace well-being will increase job satisfaction, which ultimately strengthens employee retention.

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