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Article

Determinants of Employee Retention at Viglacera Corporation –Joint Stock Company

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Abstract: Employee retention is an important human resource management challenge, particularly for large manufacturing organizations where workforce stability is closely associated with operational continuity and the preservation of organizational knowledge. This study examines the determinants of employee retention at Viglacera Corporation –Joint Stock Company (VGC) and its member companies. Based on relevant perspectives in human resource management, job design, and organizational behavior, the study proposes six determinants of employee retention: compensation, bonuses and welfare benefits; job characteristics; working environment and conditions; career development opportunities; workplace relationships; and organizational culture. Data were collected from 593 employees and analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS 4. The results show that all six proposed factors have positive and statistically significant associations with employee retention. Organizational culture shows the strongest association ($\beta = 0.319$), followed by career development opportunities ($\beta = 0.291$), job characteristics ($\beta = 0.217$), working environment and conditions ($\beta = 0.188$), workplace relationships ($\beta = 0.187$), and compensation, bonuses and welfare benefits ($\beta = 0.180$). The model explains 58.9% of the variance in employee retention. The findings highlight the importance of an integrated HRM approach to retention, with particular attention to organizational culture, career development, and job characteristics. The study contributes empirical evidence from a large Vietnamese corporation with substantial manufacturing operations and provides implications for designing context-sensitive employee retention policies.

Keywords: Organizational culture; Career development opportunities; Job characteristics; Working conditions; Workplace relationships; Human resource management

1. Introduction

Employee retention is an important human resource management (HRM) issue because organizations need to retain experienced employees, preserve organizational knowledge, and maintain workforce stability. Employee turnover can increase recruitment and training costs and disrupt organizational operations. Therefore, identifying the factors that encourage employees to remain with their organizations is an important concern for both researchers and HRM practitioners.

Employee retention is particularly relevant in manufacturing organizations, where workforce stability is relevant to production continuity, operational efficiency, and the preservation of job-specific knowledge and skills. Employees' decisions to remain may be influenced by multiple dimensions of their employment experience, including compensation, job characteristics, working conditions, career development opportunities, workplace relationships, and

organizational culture. Previous studies have provided evidence for the relevance of these factors to employee retention and intention to stay, although their relative importance may vary across organizational and national contexts.

The Vietnamese context provides an important setting for further examination. Recent studies in Vietnam have identified rewards, working environment, employee–manager relationships, and career growth as factors associated with employees' intention to stay (Nguyen & Hack-Polay, 2024). Other research has also highlighted the importance of remuneration, welfare, promotion opportunities, colleagues, and job characteristics in shaping employee loyalty (Dam & Pham, 2026). However, existing evidence remains fragmented across industries and employee groups, with relatively limited research examining these factors simultaneously within a large Vietnamese corporation with substantial manufacturing operations.

This study addresses this gap by developing an integrated theoretical framework that views employee retention as the outcome of three complementary dimensions of the employment relationship. First, an exchange dimension captures what employees receive from the organization and the extent to which the organization signals investment in their future, represented by compensation, bonuses and welfare benefits and career development opportunities. Second, a work-experience dimension captures how employees experience the content and conditions of their jobs, represented by job characteristics and working environment and conditions. Third, a social and organizational embeddedness dimension captures the interpersonal and cultural context in which employment is experienced, represented by workplace relationships and organizational culture. These dimensions draw on complementary theoretical perspectives, including equity theory, the Job Characteristics Model, the Job Demands–Resources model, and social and organizational perspectives.

The theoretical premise is that employees' willingness to remain is not determined by a single employment attribute. Rather, retention intention can be understood as an outcome of employees' evaluations of the exchange relationship, their everyday work experience, and their social and organizational embeddedness. By bringing these complementary mechanisms into a single framework, the study moves beyond examining isolated predictors and provides a theoretically structured account of how different aspects of the employment relationship jointly relate to retention.

The Vietnamese manufacturing context provides a theoretically meaningful setting for examining this integrated logic because employees in a large corporation with substantial manufacturing operations may experience substantially different forms of work across production, office, business, and management functions. The sample reflects this heterogeneity, with production employees accounting for 40.3% of respondents and substantial representation from office, business, and management functions. This context allows the study to examine whether retention is associated not only with economic rewards but also with job design, working conditions, career prospects, workplace relationships, and organizational culture within a large and organizationally diverse employment system.

2. Literature Review

2.1. Employee Retention

Employee retention and retention intention are closely related but conceptually distinct. Actual employee retention refers to employees' observed continuation of employment with an organization, whereas retention intention refers to employees' intention or willingness to remain with their current employer rather than seek alternative employment. Retention intention is therefore an

attitudinal and forward-looking construct, whereas actual retention represents an observed employment outcome.

In the present study, employee retention is examined at the individual level and is operationalized through employees' retention intention and willingness to maintain their employment relationship with the organization. This operationalization is reflected in the measurement items assessing employees' intention to continue working, desire to remain with the company in the long term, low inclination to consider alternative employment, willingness to recommend the company, and pride in being part of the organization. Thus, the dependent construct captures employees' retention-oriented attitudes and intentions rather than observed retention behavior.

This distinction is important because the cross-sectional survey design does not allow actual employee retention to be observed over time. Accordingly, the term employee retention in this study refers specifically to the individual employee's intention and willingness to remain, while actual retention is treated as a behavioral outcome that is beyond the scope of the present research.

Previous research has similarly examined employees' intention to stay in relation to organizational rewards, work environment, employee–manager relationships, and career growth opportunities (Nguyen & Hack-Polay, 2024). The present study therefore focuses on the determinants associated with employees' retention intention as an individual-level manifestation of employee retention.

2.2. Compensation, Bonuses, and Welfare Benefits

Compensation represents the economic return employees receive in exchange for their contributions to the organization. It may include basic salary, bonuses, allowances, and welfare benefits. From the perspective of equity theory, employees compare their contributions and rewards with those of relevant others and may develop positive or negative attitudes depending on their perceptions of fairness (Adams, 1965). Compensation can therefore be associated with employees' evaluation of their employment relationship and their willingness to remain with the organization.

Empirical evidence supports the importance of compensation and rewards for retention. Research in Vietnam found that motivation and rewards were strongly associated with employees' intention to stay, while a positive work environment and career growth opportunities also contributed to retention (Nguyen & Hack-Polay, 2024). Evidence from a study of Chinese Generation Z employees also indicates that HRM practices, including compensation and other supportive organizational practices, are relevant to employee retention (Ali et al., 2024). Recent evidence from Vietnamese garment enterprises further found that compensation and benefits were positively and significantly associated with employee loyalty (Dam & Pham, 2026).

These findings suggest that employees are more likely to remain when they perceive their compensation and welfare benefits as appropriate and fair relative to their contributions. Therefore, the following hypothesis is proposed:

H1: Compensation, bonuses, and welfare benefits have a positive association with employee retention.

2.3. Job Characteristics

Job characteristics refer to the fundamental attributes of a job that shape employees' experiences of their work. The Job Characteristics Model proposed by Hackman and Oldham (1976) emphasizes core characteristics such as skill variety, task identity, task significance, autonomy, and feedback. These characteristics are theoretically related to employees' psychological experiences and may be associated with important work-related outcomes.

From this perspective, jobs that provide meaningful tasks, opportunities to use different skills, appropriate autonomy, and clear feedback may generate more positive work experiences and strengthen employees' attachment to their jobs and organizations. The relevance of job characteristics to employee retention is also supported by recent empirical research (Astakhova et al., 2024; Chen et al., 2023; Mac & Tran, 2026). A 2024 study further demonstrated that job characteristics play an important role in shaping employees' work-related experiences across different occupational groups, including blue-collar workers (Astakhova et al., 2024). A 2026 study of Generation Z employees in Vietnam examined autonomy, task identity, task significance, and skill variety and linked these job characteristics to affective commitment and turnover intentions (Mac & Tran, 2026).

Job characteristics may be particularly important in manufacturing organizations because employees perform jobs with different levels of complexity, specialization, responsibility, and operational demands. When employees perceive their jobs as appropriate, meaningful, and consistent with their capabilities, they may be more willing to remain with the organization. Therefore:

H2: Job characteristics have a positive association with employee retention.

2.4. Working Environment and Conditions

Working environment and conditions encompass the physical, organizational, and social conditions under which employees perform their jobs. These conditions may include workplace safety, facilities, workload, communication, and the general quality of the work environment. The Job Demands–Resources model suggests that adequate job resources can support employee well-being and positive work outcomes, whereas unfavorable working conditions may increase strain and undermine employees' work experience (Bakker & Demerouti, 2007).

Empirical evidence indicates that working conditions are relevant to employee retention. In a Vietnamese furniture-making organization, a positive work environment characterized by fair treatment, open communication, career growth opportunities, and work-life balance was found to have a strong relationship with employees' intention to stay (Nguyen & Hack-Polay, 2024). Recent evidence from Vietnamese garment enterprises also found that working conditions were among the strongest predictors of employee loyalty (Dam & Pham, 2026).

These findings suggest that employees may be more willing to remain when their organization provides a safe, supportive, and appropriate working environment. This relationship is particularly relevant to VGC because a substantial proportion of its workforce is employed in production-related positions, where working conditions are closely related to employees' daily work experiences.

H3: Working environment and conditions have a positive association with employee retention.

2.5. Career Development Opportunities

Career development opportunities refer to employees' perceptions that their organization provides opportunities to acquire competencies, develop professionally, assume greater responsibilities, and progress toward future career goals. Career development is important because employees may evaluate not only the benefits of their current jobs but also the opportunities that the organization provides for their future.

Career development can strengthen employees' expectations of a longer-term relationship with the organization. Employees who perceive meaningful opportunities for development may be less likely to seek alternative employment because they can envision continued professional growth within their current

organization. Empirical research supports this relationship. A study based on 687 employees found a direct positive relationship between employee perceptions of development and intention to stay, with job satisfaction also mediating this relationship (Kasdorf & Kayaalp, 2021).

Evidence from Vietnam provides similar support. Research on employees in a large Vietnamese organization found that career growth opportunities were an important component of a positive work environment associated with intention to stay. A recent Vietnamese study of pharmaceutical multinational companies also found that career growth was significantly associated with organizational commitment, which was in turn associated with turnover intention (Nguyen & Can, 2024).

Career development may therefore represent an important mechanism through which organizations signal long-term investment in their employees. When employees perceive credible opportunities for development and advancement, they may be more willing to continue their employment relationship. Therefore:

H4: Career development opportunities have a positive association with employee retention.

2.6. Workplace Relationships

Workplace relationships refer to the quality of employees' interpersonal relationships with colleagues, supervisors, and other members of the organization. Positive workplace relationships can provide social support, facilitate cooperation, strengthen trust, and create a sense of belonging. These social resources may be associated with employees' attitudes toward their work and organization.

The importance of workplace relationships is consistent with social and organizational perspectives on work motivation. Grant and Shandell (2022), for example, emphasize that social relationships and interpersonal processes are important components of motivation in organizational settings. Positive interactions with supervisors and colleagues can contribute to employees' perceptions that they are supported and valued by the organization.

Empirical evidence from Vietnam provides direct support for the relevance of workplace relationships to retention. Nguyen and Hack-Polay (2024) found that employee–manager relationships were among the factors associated with employees' intention to stay in a large Vietnamese furniture-making organization.

These findings suggest that employees may be more willing to remain when they experience constructive relationships, effective communication, mutual respect, and support in the workplace. Therefore:

H5: Workplace relationships have a positive association with employee retention.

2.7. Organizational Culture

Organizational culture refers to the shared values, norms, beliefs, and behavioral expectations that shape how organizational members understand and respond to their work environment. Organizational culture can be associated with employees' perceptions of fairness, support, belonging, and alignment with organizational values. A culture that promotes respect, cooperation, communication, and shared values may therefore strengthen employees' attachment to the organization.

The relevance of organizational culture to employee retention has received increasing empirical attention. Recent research specifically examining organizational culture and employee retention found that organizational culture is an important organizational factor associated with retention in contemporary workplaces (Hendriati et al., 2024). Research in Vietnam has also highlighted

the importance of culturally embedded organizational practices and interpersonal relationships in employees' decisions to remain or leave.

Organizational culture may be particularly important in the Vietnamese context because employees' work attitudes and retention decisions may be associated with relational and collectivist considerations. Evidence from a large Vietnamese organization indicates that Vietnamese family values and Eastern cultural philosophies can shape employees' intention to stay, alongside organizational commitment, rewards, and work environment.

A supportive organizational culture may consequently strengthen employees' identification with the organization and create a work environment in which employees are more willing to maintain a long-term employment relationship. Based on this reasoning, organizational culture is expected to be positively associated with employee retention. Therefore:

H6: Organizational culture has a positive association with employee retention.

2.8. Integrated Theoretical Framework and Research Model

The six proposed determinants are integrated through three complementary dimensions of the employment relationship. The first is the employment exchange dimension, represented by compensation, bonuses and welfare benefits and career development opportunities. Equity theory suggests that employees evaluate the fairness of organizational rewards relative to their contributions (Adams, 1965), while career development reflects the perceived future value of maintaining the employment relationship.

The second is the work-experience dimension, represented by job characteristics and working environment and conditions. The Job Characteristics Model emphasizes meaningful work, autonomy, skill use, and feedback (Hackman & Oldham, 1976), while the Job Demands–Resources model highlights the importance of job resources and supportive working conditions for positive work outcomes (Bakker & Demerouti, 2007).

The third is the social and organizational embeddedness dimension, represented by workplace relationships and organizational culture. Supportive relationships, shared values, and a sense of belonging can strengthen employees' connection with the organization and their willingness to remain.

Taken together, these three dimensions provide an overarching theoretical logic for the six hypothesized relationships. They capture different but complementary aspects of employees' economic exchange, work experience, and social and organizational context, which may jointly shape employee retention. This integrated perspective is particularly relevant to VGC because its workforce encompasses production, office, business, and management employees. Accordingly, the research model examines the relationships between the six determinants and employee retention, as presented in **Figure 1**.

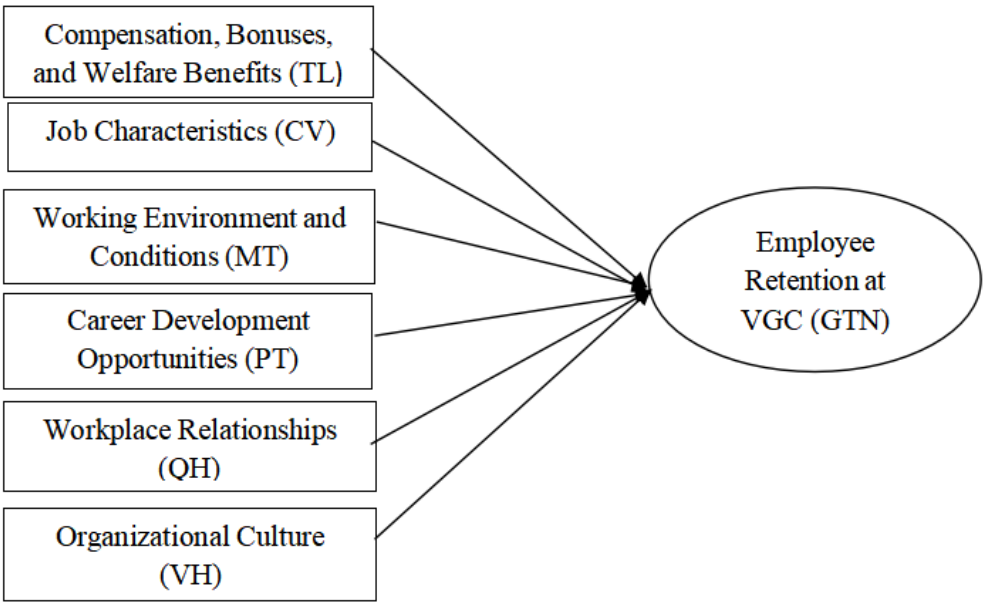


Figure 1. Proposed research model

Source: Compiled and proposed by the authors.

3. Methodology

3.1. Research Design

This study employed a quantitative research design to examine the factors associated with employee retention at Viglacera Corporation –Joint Stock Company (VGC) and its member companies. The research model was developed based on the literature on human resource management, job characteristics, workplace conditions, career development, workplace relationships, and organizational culture.

The unit of analysis was the individual employee. The study focused on six independent constructs: compensation, bonuses and welfare benefits (TL); job characteristics (CV); working environment and conditions (MT); career development opportunities (PT); workplace relationships (QH); and organizational culture (VH). Employee retention (GTN) was specified as the dependent construct and was operationalized as employees' retention intention and willingness to remain with their current employer.

The proposed relationships were tested using survey data collected from employees working at VGC and its member companies. The quantitative approach was selected to enable the simultaneous examination of the proposed relationships among multiple latent constructs.

3.2. Qualitative Interviews and Expert Consultation

Before the quantitative survey, a preliminary qualitative stage was conducted to pre-test the questionnaire and assess the relevance and clarity of the proposed constructs and measurement items in the context of VGC. The participants comprised three middle-level managers, two human resource specialists from member companies, and three experts with professional experience in human resource management and organizational development. They were selected using purposive sampling based on their knowledge and practical experience relevant to the research topic (Patton, 2015). Interviews were conducted either face-to-face or online, depending on practical circumstances, with each interview lasting approximately 30–45 minutes. The discussions focused on the relevance of the proposed constructs, the clarity and appropriateness of the measurement items, and the extent to which the questionnaire reflected the organizational context of VGC and its member companies. Feedback from this pre-test was used to refine

the questionnaire before the main quantitative survey. This pre-test was intended as a contextual assessment of the questionnaire and was not used to generate new constructs or hypotheses.

3.3. Questionnaire Development and Measurement

The questionnaire was developed to measure seven latent constructs: compensation, bonuses and welfare benefits; job characteristics; working environment and conditions; career development opportunities; workplace relationships; organizational culture; and employee retention. The measurement items were organized according to the conceptual definitions of the seven constructs and were assessed using a structured questionnaire. The questionnaire was administered in Vietnamese to employees of VGC and its member companies. The measurement items were adopted or adapted from established scales reported in prior studies, with wording refined where necessary to fit the VGC context. The questionnaire was developed directly in Vietnamese for the target respondents; therefore, back-translation was not performed. The questionnaire was pre-tested during the preliminary qualitative stage to assess item clarity, relevance, and contextual appropriateness before the main survey.

The initial measurement model consisted of 42 indicators across seven constructs. During the measurement model assessment, four indicators (TL1, PT6, QH4, and GTN5) were removed because their outer loadings were below the recommended threshold of 0.70. The final measurement model therefore retained 38 indicators. The final indicators demonstrated satisfactory indicator reliability, with outer loadings ranging from 0.705 to 0.857. The final measurement model was therefore used for subsequent assessment of internal consistency reliability, convergent validity, discriminant validity, and the structural model. No measurement items were newly developed by the authors.

3.4. Sampling and Data Collection

The target population comprised 6,630 employees across 35 units of Viglacera Corporation –Joint Stock Company (VGC). A total of 630 questionnaires were distributed across these units, representing approximately 9.5% of the total employee population. Data were collected from November 2025 to January 2026 using two survey modes: paper-based questionnaires administered directly to employees and an online questionnaire delivered through an electronic form. A total of 598 completed questionnaires were received, corresponding to a response rate of approximately 94.9%. After data screening and the removal of five invalid responses, including questionnaires with missing information or an apparent straight-lining response pattern (i.e., selecting the same response option throughout the questionnaire), 593 valid responses remained and were included in the final analysis.

The combination of paper-based and online survey modes was intended to facilitate access to different groups of employees, given that VGC and its member companies operate across different business areas and geographical locations. Paper-based questionnaires were administered primarily to employees at factories, production facilities, offices of member companies, and the parent company, whereas the online questionnaire was used to extend access to employees who had access to email and internal communication channels.

To ensure coverage across the Corporation and its member companies, questionnaires were distributed across the organizational units according to the planned survey allocation. The resulting sample included employees working in production, office, business, and management positions.

Participation throughout the data collection process was voluntary. Respondents were informed of the purpose of the study and the use of the data for research purposes, and the confidentiality and anonymity of their responses

were ensured. No directly identifying personal information was collected. These procedures were intended to encourage independent responses and reduce potential response bias arising from employees' concerns about disclosure or socially desirable responding.

The 593 valid responses were subsequently analyzed using partial least squares structural equation modeling (PLS-SEM) to assess the measurement model and test the hypothesized relationships between the six determinants and employee retention.

3.5. Data Analysis

The quantitative data were analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS 4, following the procedures recommended by Hair et al. (2022). PLS-SEM was selected because the study has an explanatory and predictive orientation, examining the relationships among multiple latent constructs and assessing their contribution to employee retention. The method is also appropriate for the model's multiple predictors and the study's emphasis on both explained variance and out-of-sample prediction using PLSpredict (Hair et al., 2022; Shmueli et al., 2019).

The measurement model was assessed in several stages. Indicator reliability was examined using outer loadings. Internal consistency reliability was assessed using Cronbach's alpha, rho_A, and composite reliability (rho_C). Convergent validity was assessed using the average variance extracted (AVE). Discriminant validity was evaluated using both the Fornell–Larcker criterion and the heterotrait–monotrait ratio (HTMT).

For the structural model, collinearity was assessed using variance inflation factor (VIF), while explanatory power was evaluated using the coefficient of determination (R^2). Effect sizes (f^2) were examined to assess the substantive contribution of individual predictors to the explained variance in employee retention.

Hypothesis testing was conducted using bootstrapping with 5,000 resamples. The direct effects of the six predictors on employee retention were assessed using the estimated path coefficients (β), t-values, and p-values.

In addition to assessing explanatory power, the predictive performance of the model was assessed using Q^2_predict and PLSpredict following Shmueli et al. (2019). PLSpredict was conducted using 10-fold cross-validation with 10 repetitions and a fixed seed. The procedure generated out-of-sample predictions for the indicators of the endogenous construct and compared the prediction errors of the PLS-SEM model with those of a linear-model (LM) benchmark. A positive Q^2_predict value indicates that the PLS-SEM model produces lower prediction error than a naïve mean-based benchmark. Predictive power was further assessed by comparing the RMSE values of PLS-SEM with those of the LM benchmark. Following the recommended interpretation of PLSpredict, higher predictive performance is indicated when the PLS-SEM prediction errors are lower than those of the LM benchmark across the indicators of the endogenous construct.

Because the data were collected from a single source using a self-administered questionnaire, the potential for common method bias (CMB) was assessed using the full-collinearity VIF approach. Following Kock (2015), a random variable (RANDOM) was introduced as a dependent construct, and all seven constructs in the research model were specified as predictors of RANDOM. The resulting full-collinearity VIF values were compared with the suggested threshold of 3.3 to assess whether CMB might pose a potential concern.

4. Results

4.1. Sample Characteristics

A total of 593 valid responses were obtained from employees working at Viglacera Corporation –Joint Stock Company (VGC) and its member companies. The sample was described in terms of gender, age, educational attainment, work area, and organizational tenure. The characteristics of the respondents are presented in **Table 1**.

Table 1. Sample Characteristics

Criterion	Category	Frequency	Percentage (%)
Gender	Male	412	69.5
	Female	181	30.5
Age	< 30 years	173	29.2
	30–40 years	211	35.6
	41–45 years	155	26.1
	> 45 years	54	9.1
Educational attainment	Intermediate	39	6.6
	College	256	43.2
	University	274	46.2
	Postgraduate	24	4.0
Work area	Production	239	40.3
	Business	112	18.9
	Office	216	36.4
	Management	26	4.4
Organizational tenure	< 5 years	68	11.5
	5–10 years	233	39.3
	10–15 years	182	30.7
	≥ 15 years	110	18.5

Source: Authors' calculations using SPSS

The sample comprised 593 valid respondents from VGC and its member companies. Male employees accounted for 69.5% of the sample, while female employees represented 30.5%. Employees aged 30–40 years constituted the largest age group (35.6%), while university and college graduates accounted for 46.2% and 43.2%, respectively. Production employees represented the largest occupational group (40.3%), followed by office employees (36.4%), and employees with 5–10 years of organizational tenure formed the largest tenure group (39.3%). Overall, the sample covered diverse employee groups, providing an appropriate basis for the subsequent PLS-SEM analysis.

4.2. Measurement Model Assessment

The measurement model was evaluated in terms of indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Four indicators were removed because their outer loadings did not meet the required threshold. The final measurement model retained 38 indicators across the seven constructs. The five retained GTN indicators measure employees' intention and willingness to remain with the organization rather than observed retention behavior.

4.2.1. Indicator Reliability

In the initial measurement model, four indicators were removed because their outer loadings were below the recommended threshold of 0.70. Specifically, TL1 ("I am satisfied with my current salary"), PT6 ("Promotion opportunities are allocated fairly"), QH4 ("People in my team always share and cooperate"),

and GTN5 ("I feel obliged to contribute my effort to the organization") had initial outer loadings of 0.699, 0.698, 0.672, and 0.574, respectively. These indicators were therefore excluded from the subsequent measurement model assessment. The removal of these items slightly narrowed the coverage of specific facets, namely salary satisfaction, promotion fairness, team-level cooperation, and employees' perceived obligation to contribute. However, the remaining indicators continued to cover the core conceptual domains of compensation and benefits, career development, workplace relationships, and employee retention as operationalized in this study. In particular, the retained GTN indicators focus on employees' intention and willingness to remain with the organization, which is consistent with the study's operationalization of employee retention as a retention-oriented attitudinal construct rather than observed retention behavior. As shown in **Table 2,** the final measurement model comprised 38 indicators, with outer loadings ranging from 0.705 to 0.857.

Table 2. Final Outer Loadings

	CV	GTN	MT	PT	QH	TL	VH
CV1	0.799						
CV2	0.705						
CV3	0.821						
CV4	0.816						
CV5	0.796						
CV6	0.802						
GTN1		0.753					
GTN2		0.815					
GTN3		0.834					
GTN4		0.822					
GTN6		0.810					
MT1			0.715				
MT2			0.710				
MT3			0.748				
MT4			0.729				
MT5			0.778				
MT6			0.749				
MT7			0.733				
PT1				0.755			
PT2				0.829			
PT3				0.823			
PT4				0.787			
PT5				0.856			
QH1					0.797		
QH2					0.803		
QH3					0.801		
QH5					0.745		
QH6					0.816		
TL2						0.830	
TL3						0.857	
TL4						0.830	
TL5						0.847	
VH1							0.738
VH2							0.756

Continued table:

	CV	GTN	MT	PT	QH	TL	VH
VH3							0.765
VH4							0.770
VH5							0.759
VH6							0.730

Source: Authors' calculations using SmartPLS 4

4.2.2. Internal Consistency Reliability and Convergent Validity

Internal consistency reliability was assessed using Cronbach's alpha, rho_A, and composite reliability (rho_C), while convergent validity was assessed using the average variance extracted (AVE). The results are presented in **Table 3**.

Table 3. Reliability and convergent validity

Code	Cronbach's α	rho_A	rho_C	AVE
CV	0.880	0.883	0.909	0.625
GTN	0.866	0.866	0.903	0.651
MT	0.869	0.930	0.893	0.544
PT	0.869	0.875	0.905	0.657
QH	0.852	0.859	0.894	0.628
TL	0.863	0.873	0.906	0.708
VH	0.848	0.848	0.887	0.567

Source: Authors' calculations using SmartPLS 4

All constructs demonstrated satisfactory internal consistency reliability. Cronbach's alpha values ranged from 0.848 to 0.880, while composite reliability values ranged from 0.887 to 0.909. The rho_A values also indicated satisfactory reliability across all constructs.

The AVE values ranged from 0.544 to 0.708, exceeding the commonly accepted minimum threshold of 0.50. Therefore, the measurement model demonstrated adequate convergent validity. Overall, the results indicate that the retained indicators consistently represent their respective latent constructs.

4.2.3. Discriminant Validity

Discriminant validity was assessed using the Fornell–Larcker criterion and the heterotrait–monotrait ratio (HTMT). The Fornell–Larcker results are presented in **Table 4**.

Table 4. Discriminant validity assessment: Fornell–Larcker criterion

	CV	GTN	MT	PT	QH	TL	VH
CV	**0.791**						
GTN	0.416	**0.807**					
MT	0.261	0.442	**0.738**				
PT	0.135	0.494	0.307	**0.811**			
QH	0.106	0.394	0.169	0.300	**0.793**		
TL	0.077	0.247	0.168	0.041	0.025	**0.841**	
VH	0.241	0.482	0.142	0.163	0.190	0.006	**0.753**

Source: Authors' calculations using SmartPLS 4

The square root of the AVE for each construct, shown on the diagonal of **Table 4**, is higher than its correlations with the other constructs. This pattern supports discriminant validity according to the Fornell–Larcker criterion (Fornell & Larcker, 1981).

Additional evidence was obtained from the HTMT criterion. As shown in **Table 5**, all HTMT values were below 0.85. The highest HTMT value was 0.566 between Career Development Opportunities (PT) and Employee Retention (GTN). Thus, the HTMT results provide further evidence that the constructs are empirically distinguishable (Henseler et al., 2015).

Table 5. Heterotrait–Monotrait ratio (HTMT)

	CV	GTN	MT	PT	QH	TL	VH
CV							
GTN	0.475						
MT	0.223	0.444					
PT	0.155	0.566	0.279				
QH	0.121	0.454	0.152	0.343			
TL	0.085	0.280	0.205	0.068	0.060		
VH	0.280	0.562	0.139	0.189	0.222	0.047	

Source: Authors' calculations using SmartPLS 4

Taken together, the Fornell–Larcker and HTMT results support the discriminant validity of the seven constructs included in the research model.

4.3. Structural Model Assessment

4.3.1. Common Method Bias Assessment

Because the predictor and criterion constructs were collected from the same respondents using a questionnaire, the potential for common method bias (CMB) was assessed. A random-dependent-variable full-collinearity assessment was conducted by introducing a random variable (RANDOM) as the dependent construct and specifying all seven constructs in the research model as predictors.

Table 6. Full Collinearity VIF for Common Method Bias Assessment

Construct	VIF
CV	1.014
GTN	1.212
MT	1.009
PT	1.012
QH	1.090
TL	1.010
VH	1.146

Source: Authors' calculations using SmartPLS 4

As shown in **Table 6**, the full-collinearity VIF values ranged from 1.009 to 1.212, all below the suggested threshold of 3.3 (Kock, 2015). These results suggest that common method bias is unlikely to be a major concern in this study. However, the full-collinearity assessment does not rule out the possibility of common method bias entirely.

4.3.2. Collinearity Assessment

Collinearity among the predictors of employee retention was assessed using the variance inflation factor (VIF). As shown in **Table 7**, the VIF values ranged from 1.031 to 1.203, indicating that multicollinearity was not a critical concern in the structural model.

Table 7. Variance inflation factor

	VIF
CV - > GTN	1.128
MT - > GTN	1.203
PT - > GTN	1.197
QH - > GTN	1.131
TL - > GTN	1.031
VH - > GTN	1.105

Source: Authors' calculations using SmartPLS 4

4.3.3. Explanatory Power

The coefficient of determination (R^2) was used to assess the explanatory power of the structural model. As shown in **Table 8,** Employee Retention (GTN) had an R^2 value of 0.589 and an adjusted R^2 of 0.585. Thus, the six predictor constructs jointly explained 58.9% of the variance in the employee retention construct, operationalized as retention intention and willingness to remain.

Table 8. Coefficient of determination (R^2)

Endogenous construct	R^2	Adjusted R^2
GTN	0.589	0.585

Source: Authors' calculations using SmartPLS 4

4.3.4. Effect Size (f^2)

The **Table 9** have shown that effect sizes (f^2) were examined to assess the incremental contribution of each predictor to the explained variance in Employee Retention. The f^2 values were 0.102 for Job Characteristics, 0.072 for Working Environment and Conditions, 0.172 for Career Development Opportunities, 0.075 for Workplace Relationships, 0.076 for Compensation, Bonuses, and Welfare Benefits, and 0.223 for Organizational Culture.

Table 9. Effect size assessment

	f-square
CV - > GTN	0.102
MT - > GTN	0.072
PT - > GTN	0.172
QH - > GTN	0.075
TL - > GTN	0.076
VH - > GTN	0.223

Source: Authors' calculations using SmartPLS 4

4.3.5. Predictive Assessment Using PLSpredict

The model's out-of-sample predictive performance was assessed using PLSpredict. The results reported in **Table 10** show positive Q²_predict values for all five Employee Retention indicators included in the analysis.

Table 10. PLSpredict assessment

	Q²predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
GTN1	0.359	0.444	0.331	0.445	0.332
GTN2	0.365	0.413	0.326	0.427	0.337
GTN3	0.397	0.401	0.324	0.412	0.330
GTN4	0.341	0.420	0.332	0.428	0.337
GTN6	0.399	0.403	0.313	0.420	0.328

Source: Authors' calculations using SmartPLS 4

The positive Q²_predict values for all five Employee Retention indicators, ranging from 0.341 to 0.399, indicate that the PLS-SEM model achieved lower prediction error than the naïve mean-based benchmark. Moreover, the PLS-SEM RMSE values were lower than the corresponding LM RMSE values for all five indicators. Specifically, the PLS-SEM model produced lower RMSE values for GTN1 (0.444 vs. 0.445), GTN2 (0.413 vs. 0.427), GTN3 (0.401 vs. 0.412), GTN4 (0.420 vs. 0.428), and GTN6 (0.403 vs. 0.420). Because the PLS-SEM prediction errors were lower than those of the LM benchmark for all five indicators, the model demonstrates high out-of-sample predictive power for the employee retention construct, operationalized as retention intention and willingness to remain.

4.3.6. Control-Adjusted Robustness Analysis

To assess whether the main relationships remained stable after accounting for observable demographic and job-related characteristics, a supplementary control-adjusted robustness analysis was conducted. Gender, age, educational attainment, work area, and organizational tenure were included as control variables. The results showed that the control variables alone explained only 1.8% of the variance in Employee Retention ($R^2 = 0.018$; adjusted $R^2 = -0.004$; $p = 0.651$). After including the six proposed determinants, the explained variance increased to 59.1% ($R^2 = 0.591$; adjusted $R^2 = 0.578$). Importantly, all six hypothesized relationships remained positive and statistically significant after accounting for these control variables, with standardized coefficients of 0.180 for Compensation, Bonuses, and Welfare Benefits, 0.233 for Job Characteristics, 0.175 for Working Environment and Conditions, 0.302 for Career Development Opportunities, 0.192 for Workplace Relationships, and 0.331 for Organizational Culture (all $p < 0.001$). These estimates are consistent with the primary PLS-SEM results and indicate that the main pattern of relationships is robust to the inclusion of demographic and job-related characteristics. This supplementary analysis does not replace the primary PLS-SEM model but provides additional evidence regarding the stability of the observed relationships after accounting for respondent characteristics.

4.4. Hypothesis Testing

The hypothesized relationships were tested using bootstrapping with 5,000 resamples. The results are presented in **Table 11**. All six hypothesized relationships were positive and statistically significant at $p < 0.001$.

Table 11. Hypothesis Testing Results

Hypothesis	Relationship	β	t-value	p-value	Decision
H1	Compensation, Bonuses, and Welfare Benefits → Employee Retention	0.180	6.576	< 0.001	Supported
H2	Job Characteristics → Employee Retention	0.217	7.116	< 0.001	Supported
H3	Working Environment and Conditions → Employee Retention	0.188	6.673	< 0.001	Supported
H4	Career Development Opportunities → Employee Retention	0.291	10.110	< 0.001	Supported
H5	Workplace Relationships → Employee Retention	0.187	6.587	< 0.001	Supported
H6	Organizational Culture → Employee Retention	0.319	11.191	< 0.001	Supported

Source: Authors' calculations using SmartPLS 4

The results indicate that Organizational Culture shows the strongest positive association with employee retention among the six examined determinants ($\beta = 0.319$, $t = 11.191$, $p < 0.001$), followed by Career Development Opportunities ($\beta = 0.291$, $t = 10.110$, $p < 0.001$) and Job Characteristics ($\beta = 0.217$, $t = 7.116$, $p < 0.001$). Working Environment and Conditions also show a positive and significant association with employee retention ($\beta = 0.188$, $t = 6.673$, $p < 0.001$), closely followed by Workplace Relationships ($\beta = 0.187$, $t = 6.587$, p < 0.001). Compensation, Bonuses, and Welfare Benefits show the smallest, but still statistically significant, positive association with Employee Retention ($\beta = 0.180$, $t = 6.576, p < 0.001$).

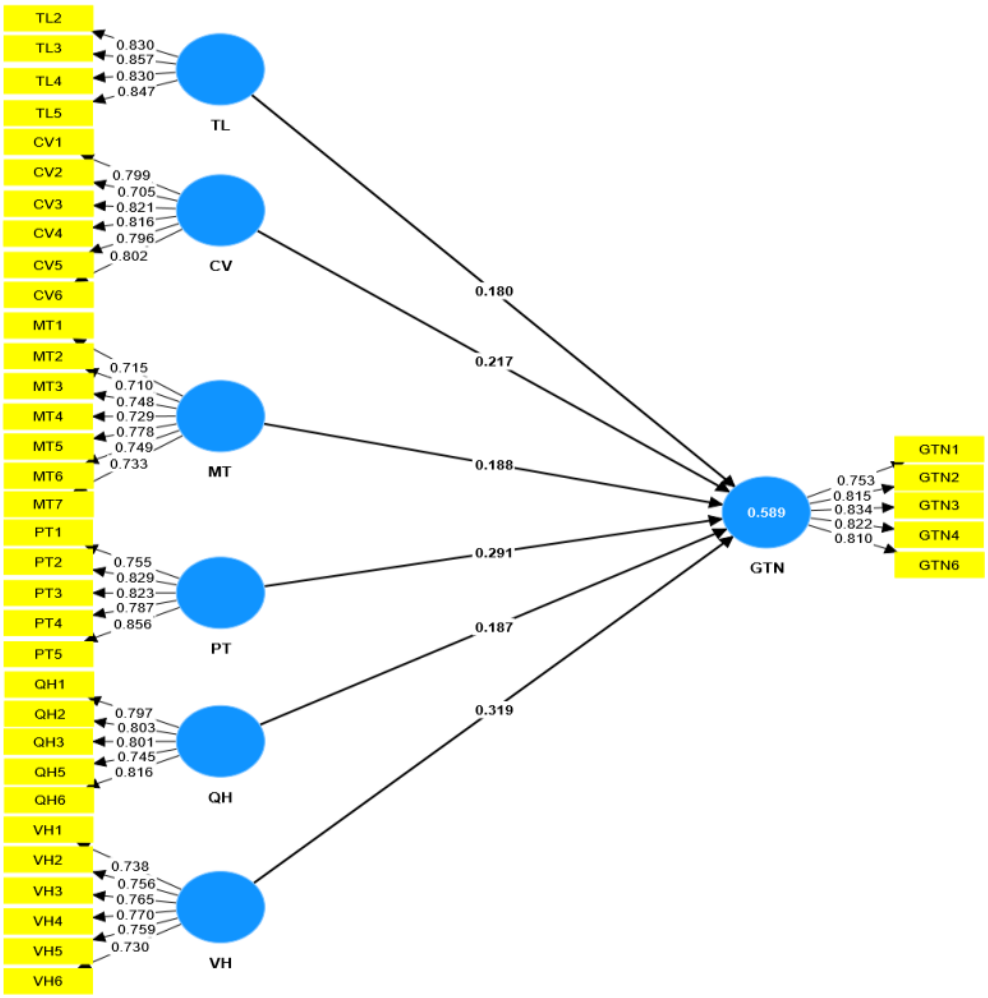


Figure 2. Results of the PLS-SEM structural model

Source: Authors' calculations using SmartPLS 4

Overall, as shown in **Figure 2**, the structural model provides empirical support for all six hypotheses. The findings indicate that employee retention, operationalized as employees' intention and willingness to remain, is positively associated with organizational culture, career development opportunities, job characteristics, working environment and conditions, workplace relationships, and compensation, bonuses, and welfare benefits.

5. Discussion

The findings support an integrated view of employee retention in which economic rewards, job design, working conditions, career opportunities, workplace relationships, and organizational culture are associated with employees' willingness to remain with the organization. The discussion below focuses on the theoretical meaning and contextual interpretation of these relationships, with particular attention to the relative contribution of the individual determinants.

The strongest association is found for organizational culture ($\beta = 0.319$), supporting H6. This result suggests that employees' intention and willingness to remain with VGC are strongly associated with the values, norms, interpersonal climate, and shared ways of working that characterize the organization. In a large corporation comprising multiple member companies and diverse occupational groups, a coherent organizational culture may strengthen employees' sense of belonging and identification with the organization. This finding extends a predominantly economic interpretation of employee retention by indicating that employees evaluate not only what they receive from the organization but also the organizational environment in which they work. Recent evidence from Vietnam

similarly indicates that organizational and relational conditions are important in shaping employees' intention to stay (Nguyen & Hack-Polay, 2024). The largest effect size among the predictors was observed for organizational culture ($f^2 = 0.223$), indicating a medium effect.

Career development opportunities show the second strongest association ($\beta = 0.291$), supporting H4. This finding indicates that employees are more likely to remain when they perceive credible opportunities for professional growth and longer-term career development within the organization. Career development may be associated with a higher perceived value of remaining with an employer because employees can connect their current employment with future opportunities for learning, greater responsibility, and advancement. The strength of this relationship is particularly noteworthy because it exceeds the effect of compensation. This suggests that retention policies focused solely on short-term financial incentives may not be sufficient to sustain employees' long-term attachment. Recent Vietnamese evidence also reports that career growth opportunities are positively associated with intention to stay, supporting the importance of developmental factors in the retention process (Nguyen & Hack-Polay, 2024; Nguyen & Can, 2024). The relatively stronger associations of organizational culture and career development opportunities compared with compensation, bonuses, and welfare benefits can also be interpreted through the integrated theoretical framework proposed in this study. Compensation primarily represents the immediate economic exchange between employees and the organization, whereas career development reflects the perceived future value of the employment relationship. Organizational culture and workplace relationships additionally represent employees' social and organizational embeddedness. In this sense, the findings suggest that retention intention at VGC may be associated not only with immediate economic returns but also with employees' perceptions of future prospects, belonging, and identification with the organization. The stronger coefficients for organizational culture and career development therefore provide empirical support for considering retention as a multidimensional employment relationship rather than an outcome primarily driven by financial rewards.

The positive association between job characteristics and employee retention ($\beta = 0.217$) supports H2 and highlights the importance of the quality and design of employees' work. Employees report stronger intentions and willingness to remain when they perceive credible opportunities to use their abilities. This finding is consistent with the logic of job design theory and with recent empirical evidence showing that job characteristics and work design can shape important employee outcomes (Astakhova et al., 2024; Chen et al., 2023; Mac & Tran, 2026). The result is also relevant to VGC because the sample includes a substantial proportion of production employees. In such a context, improving retention requires attention not only to employment conditions but also to how work itself is structured and experienced.

Working environment and conditions ($\beta = 0.188$) and workplace relationships ($\beta = 0.187$) show very similar associations with employee retention, supporting H3 and H5. These findings indicate that employees' retention decisions are associated with both the conditions in which work is performed and the quality of their interactions with colleagues and supervisors. A safe, supportive, and adequately equipped workplace can reduce dissatisfaction, while constructive workplace relationships can strengthen social support and employees' sense of belonging. The findings are consistent with recent evidence from Vietnamese organizations showing positive relationships between work environment, employee–manager relationships, and intention to stay (Nguyen & Hack-Polay, 2024). They also suggest that employees' intention to remain is not shaped solely by HR policies: line managers and supervisors have an important role in creating the everyday work environment that encourages employees to remain.

Finally, compensation, bonuses, and welfare benefits show a positive and statistically significant association with employee retention ($\beta = 0.180$), supporting H1. Although this is the smallest standardized coefficient among the six determinants, the result confirms that financial and welfare considerations remain relevant to employees' retention decisions. Compensation provides an important economic exchange between employees and the organization and may reduce employees' incentives to seek alternative employment. Nevertheless, its relatively smaller effect compared with organizational culture and career development suggests that financial rewards alone are unlikely to be sufficient for long-term retention. This interpretation is consistent with recent evidence from Vietnamese manufacturing contexts, where compensation and benefits are important but operate alongside working conditions, career development, and supervisory support (Dam & Pham, 2026; Nguyen & Hack-Polay, 2024).

Taken together, the findings suggest that employee retention at VGC is best understood as a multidimensional organizational outcome. The six determinants represent complementary aspects of employees' economic exchange, work experience, and social and organizational embeddedness. The findings therefore support an integrated HRM perspective in which retention-oriented practices are considered collectively rather than as isolated interventions. This interpretation is consistent with the theoretical framework developed in this study and highlights the importance of considering both organizational and job-related conditions when examining employees' intention and willingness to remain.

6. Contributions

6.1. Theoretical Contributions

This study contributes to the employee retention literature in three related ways. First, it provides an integrated theoretical explanation of employee retention by connecting six established determinants through three complementary dimensions of the employment relationship: employment exchange, work experience, and social and organizational embeddedness. This framing brings together equity theory, the Job Characteristics Model, the Job Demands–Resources model, and social and organizational perspectives within a single explanatory structure. The contribution therefore lies not simply in examining established predictors simultaneously, but in showing how economic, developmental, job-related, relational, and cultural conditions can be understood as interconnected components of employees' broader employment experience.

Second, the study contributes to theory by highlighting both immediate and longer-term aspects of the employment relationship. Compensation and welfare benefits represent employees' evaluation of current economic returns, whereas career development reflects the perceived future value of remaining with the organization. Job characteristics and working conditions capture the quality of employees' present work experience, while workplace relationships and organizational culture reflect their social and organizational embeddedness. This integrated perspective helps explain why employees' intention and willingness to remain may extend beyond immediate financial considerations.

Third, the study provides empirical evidence that contextualizes this integrated theoretical logic within a large Vietnamese corporation with substantial manufacturing operations. The VGC setting encompasses production, office, business, and management employees working across the Corporation and its member companies. This context provides an organizational setting in which different forms of employment experience coexist and allows the proposed theoretical dimensions to be examined within a single corporate environment. The findings support the relevance of considering economic, developmental, job-related, relational, and cultural conditions together when examining employee retention in

the Vietnamese manufacturing context.

6.2. Practical and HRM Contributions

The findings provide several practical implications for VGC and organizations with similar workforce characteristics. The implications are considered in light of both the standardized path coefficients (β) and effect sizes (f^2), which indicate the relative strength and incremental contribution of the six determinants to Employee Retention.

First, Organizational Culture shows the strongest positive association with Employee Retention ($\beta = 0.319$) and the largest effect size ($f^2 = 0.223$). This finding suggests that organizational culture represents an important area for HRM attention. VGC and its member companies should therefore strengthen a supportive and coherent organizational culture through transparent communication, shared organizational values, cooperation, respect, and employees' sense of belonging. These practices should be implemented consistently across different organizational units to support a common organizational experience.

Second, Career Development Opportunities show the second-largest standardized coefficient ($\beta = 0.291$) and a relatively substantial effect size ($f^2 = 0.172$). Accordingly, VGC should give particular attention to employees' longer-term development prospects by strengthening training opportunities, clarifying career pathways, supporting competency development, and creating opportunities for employees to undertake greater responsibilities. Providing visible and credible development opportunities may strengthen employees' perception of a longer-term future within the organization.

Third, Job Characteristics show a positive association with Employee Retention ($\beta = 0.217$; $f^2 = 0.102$), indicating a meaningful incremental contribution to the explained variance. HR managers should therefore pay attention to job design by ensuring appropriate task assignments, meaningful work, opportunities for autonomy and skill development, and clear performance evaluation. These practices are relevant across VGC's production, office, business, and management functions because employees may experience substantially different job characteristics across these groups.

Fourth, Working Environment and Conditions ($\beta = 0.188$; $f^2 = 0.072$) and Workplace Relationships ($\beta = 0.187$; $f^2 = 0.075$) show similar and comparatively smaller standardized coefficients and effect sizes. Nevertheless, their statistically significant associations indicate that these aspects should remain part of a coordinated retention strategy. VGC should maintain safe and supportive working conditions, provide adequate work resources, apply organizational rules consistently, and encourage constructive communication among employees, supervisors, and colleagues.

Finally, Compensation, Bonuses, and Welfare Benefits show the smallest standardized coefficient among the six determinants ($\beta = 0.180$) and a relatively small effect size ($f^2 = 0.076$). This result does not imply that compensation is unimportant; rather, its relative contribution in the present model is smaller than that of organizational culture, career development opportunities, and job characteristics. VGC should therefore maintain fair and transparent compensation, bonus, and welfare policies while avoiding an exclusive reliance on financial incentives as a retention approach.

Overall, the magnitude of the coefficients and effect sizes supports a differentiated rather than uniform HRM approach. Greater managerial attention may be directed toward organizational culture and career development opportunities, which show the largest coefficients and effect sizes, while job characteristics, working conditions, workplace relationships, and compensation should be maintained as complementary components of an integrated employee retention

strategy.

7. Conclusion

This study examined the determinants of employee retention at Viglacera Corporation –Joint Stock Company (VGC) and its member companies using survey data from 593 employees and PLS-SEM. The findings provide empirical support for all six proposed relationships. Compensation, bonuses and welfare benefits; job characteristics; working environment and conditions; career development opportunities; workplace relationships; and organizational culture are all positively associated with Employee Retention, operationalized as employees' intention and willingness to remain with their current employer.

The findings support an integrated understanding of employee retention in which economic exchange, career development, work experience, and social and organizational conditions jointly constitute important dimensions of the employment relationship. The results also indicate that retention-oriented HRM should not rely exclusively on financial incentives but should consider employees' broader experiences within the organization.

The study contributes empirical evidence from a large Vietnamese corporation with substantial manufacturing operations and provides practical implications for developing more comprehensive and context-sensitive HRM practices. For VGC, particular attention can be directed toward organizational culture and career development opportunities, while job characteristics, working conditions, workplace relationships, and compensation and welfare practices should be maintained as complementary elements of an integrated retention strategy. Given the cross-sectional design, these findings should be interpreted as statistical associations rather than causal relationships.

8. Limitations and Future Research

Despite its contributions, this study has several limitations that should be considered when interpreting the findings. First, the study used a cross-sectional research design, with data collected at a single point in time. Therefore, the findings identify statistical associations among the variables but do not establish causal relationships or capture changes in employees' retention over time. Future research could employ longitudinal designs to examine how changes in organizational culture, career development, working conditions, and other HRM practices are related to employee retention over different periods.

Second, the study focused on employees of Viglacera Corporation –Joint Stock Company (VGC) and its member companies. Although the sample of 593 employees covers different employee groups, the findings are situated within the organizational and manufacturing context of VGC. Consequently, the generalizability of the findings to other industries, organizations, or regions may be limited. Future studies could replicate the proposed model across different manufacturing organizations and other sectors in Vietnam and conduct comparative analyses to examine whether the relative importance of the determinants varies across organizational contexts.

Third, the study relied on self-reported questionnaire data. Although anonymous and voluntary participation was used to encourage respondents to provide information freely, self-reported responses may still be influenced by individual perceptions and response tendencies. Future research could combine employee survey data with additional sources, such as organizational HR records, turnover data, performance-related information, or managerial assessments, to provide a more comprehensive assessment of employee retention.

Fourth, the proposed model explains 58.9% of the variance in employee retention, indicating substantial explanatory power while also suggesting that other relevant determinants are not included in the current framework. Future research could extend the model by examining additional factors such as leadership

style, organizational commitment, employee engagement, perceived organizational support, job satisfaction, or work–life balance. Researchers could also investigate potential mediating or moderating mechanisms to provide a more nuanced understanding of how organizational and job-related factors are associated with employee retention.

Fifth, a further limitation concerns the conceptual scope of the Employee Retention construct. Although the retained indicators primarily capture employees' intention and willingness to remain with the organization, GTN4 (willingness to recommend the company to others) and GTN6 (pride in being part of the organization) may also reflect broader organizational attachment or advocacy. These indicators may therefore extend beyond a narrowly defined intention to stay. Future research could further distinguish retention intention from organizational attachment and advocacy by refining the measurement instrument and testing the dimensionality of these related constructs.

Overall, these limitations provide opportunities for future research to strengthen the generalizability, temporal understanding, and theoretical scope of employee retention research in Vietnam. Future studies using longitudinal, multi-organization, and multi-source research designs could further validate and extend the findings of the present study.

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Ethics Approval and Consent to Participate: Ethics approval was not required for this study because the authors' institution does not require formal ethical review for non-interventional, questionnaire-based research in business administration and social sciences. Before completing the questionnaire, respondents were informed about the purpose of the study, the voluntary nature of participation, their right to decline participation, and the confidentiality and anonymity of their responses. Consent to participate was obtained through respondents' voluntary completion and submission of the questionnaire. No separate written consent form was collected because the study involved a voluntary, anonymous, non-interventional questionnaire and no directly identifying personal information was collected.

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Appendix A. Final Measurement Items and Sources

Construct	Item	Measurement Item	Source
Compensation, Bonuses, and Welfare Benefits (TL)	TL2	The company's bonus policy is clear and transparent.	Herzberg et al. (1959); Eisenberger et al. (1986)
	TL3	Welfare benefits (e.g., insurance, leave) are fully provided.	Milkovich et al. (2002)

Continued table:

Construct	Item	Measurement Item	Source
	TL4	I feel that the company's compensation is fair relative to my efforts.	Blau (1964); Eisenberger et al. (1986)
	TL5	My salary is adjusted in a timely manner in line with the labor market.	Milkovich et al. (2002)
Job Characteristics (CV)	CV1	My job is suitable for my abilities and personal interests.	Hackman & Oldham (1976)
	CV2	I am assigned tasks that are meaningful and valuable.	Hackman & Oldham (1976)
	CV3	I have autonomy in performing my work.	Hackman & Oldham (1976)
	CV4	My current job helps me develop my professional skills.	Hackman & Oldham (1976); Herzberg et al. (1959)
	CV5	My job gives me a sense of accomplishment after completing my work.	Hackman & Oldham (1976)
	CV6	My work performance is evaluated clearly and transparently.	Hackman & Oldham (1976)
	MT1	My workplace provides adequate physical working conditions.	Herzberg et al. (1959)
Working Environment and Conditions (MT)	MT2	The company ensures occupational safety for employees.	Herzberg et al. (1959); Cascio (2003)
	MT3	I feel comfortable working at the company.	Denison (1990)
	MT4	I receive adequate safety training before starting work.	Cascio (2003)
	MT5	The company cares about my health.	Eisenberger et al. (1986)
	MT6	The company's rules and policies are applied consistently to all employees.	Blau (1964)
	MT7	I am provided with all the necessary tools to perform my job.	Herzberg et al. (1959)
	PT1	I am provided with opportunities to participate in professional training courses.	Noe (2008)
Career Development Opportunities (PT)	PT2	The company has a clear career advancement path.	Blau (1964)
	PT3	I have opportunities to learn and develop myself at work.	Hackman & Oldham (1976)
	PT4	The company encourages employees to pursue long-term career development.	Blau (1964)
	PT5	My supervisor provides me with guidance and training.	Eisenberger et al. (1986)
	QH1	I have good relationships with my colleagues.	Eisenberger et al. (1986)
	QH2	My supervisor supports me in my work.	Blau (1964)
Workplace Relationships (QH)	QH3	My immediate supervisor regularly encourages cooperation and sharing at work.	Denison (1990)
	QH5	The company treats employees fairly.	Blau (1964)
	QH6	I feel that my contributions are appropriately recognized.	Eisenberger et al. (1986)
	VH1	I clearly understand the company's core values.	Denison (1990)
	VH2	The company's culture encourages creativity and innovation.	Hofstede (1980)
Organizational Culture (VH)	VH3	I feel that I fit well with the organizational culture.	Schein (1992)
	VH4	The company respects diversity.	Robbins (2001)
	VH5	The organizational culture gives me a sense of fit and belonging.	Allen & Meyer (1990)

Continued table:

Construct	Item	Measurement Item	Source
Employee Retention (GTN)	VH6	I trust the company's business philosophy and brand.	Allen & Meyer (1990)
	GTN1	I intend to continue working for the company.	Mowday et al. (1979)
	GTN2	I want to remain with the company for the long term.	Allen & Meyer (1990)
	GTN3	I rarely think about looking for another job.	Blau (1964)
	GTN4	I am willing to recommend the company to others.	Eisenberger et al. (1986)
	GTN6	I feel proud to be part of the organization.	Meyer & Allen (1991)

All measurement items were assessed using a five-point Likert scale ranging from 1 = Strongly disagree to 5 = Strongly agree. Items with outer loadings below the recommended threshold were removed during the measurement model assessment. Accordingly, TL1, PT6, QH4, and GTN5 were excluded from the final measurement model.