

Employee Satisfaction and Retention in Service Organizations: The Moderating Role of Money Attitudes

Andrew Collins¹ and Michael T. O'Connor^{2*}

¹*School of Business and Law, CQUniversity Australia*

²*School of Management, RMIT University*

¹*a.collins@cqu.edu.au*, ²*michael.oconnor@rmit.edu.au*

Abstract

Employee retention remains a critical challenge for service organizations operating in competitive and labour-constrained economies such as Australia. High employee turnover not only increases recruitment and training costs but also undermines service quality and organizational performance in customer-facing industries. Drawing on a smart human resource management and analytics perspective, this study investigates the determinants of employee satisfaction and their impact on employee retention in service organizations, with particular attention to the moderating role of employees' attitudes toward money. Using cross-sectional survey data and partial least squares structural equation modeling (PLS-SEM), the study examines the influence of organizational environment, customer orientation, and employee well-being on employee satisfaction and, subsequently, on retention intentions. The findings indicate that employee satisfaction plays a central mediating role in retention decisions, while attitudes toward money significantly moderate the relationship between satisfaction and retention. The study contributes to the literature on smart workforce management by offering empirical insights into how financial and non-financial factors jointly shape retention outcomes in service-sector contexts. Practical implications are discussed for managers and policymakers seeking to design sustainable retention strategies in developed service economies.

Keywords: *Employee satisfaction, Employee retention, Well-being, Customer orientation, Love for money, HR analytics, Service organizations*

1. Introduction

Service-based economies such as Australia are increasingly shaped by workforce stability and the sustainability of human capital. In customer-intensive industries—including hospitality, tourism, healthcare, and retail—employee retention has emerged as a strategic priority because service quality and organizational performance depend directly on employees' continuity and engagement [1]. High employee turnover disrupts service delivery and imposes high financial and operational costs, prompting organizations to seek more evidence-based retention strategies [2].

From a smart business perspective, employee retention is no longer viewed solely as an outcome of compensation policies, but as the result of integrated human resource

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*corresponding author

management systems that leverage data, analytics, and organizational design to support informed decision-making [3]. Prior research in human resource analytics demonstrates that employee satisfaction plays a central role in explaining retention intentions, acting as a key mechanism through which workplace conditions influence employees' decisions to stay or leave [4].

Multiple interrelated antecedents shape employee satisfaction in service organizations. The organizational environment—encompassing leadership support, fairness perceptions, and work design—has been shown to influence employee attitudes and discretionary behaviours [5]. In service settings, customer orientation further shapes employees' work experiences, as frequent interaction with customers can enhance role meaning while simultaneously increasing emotional labour demands [6]. Additionally, employee well-being has gained prominence as a critical factor in sustaining long-term performance and retention, particularly in labour-intensive service economies facing increasing psychosocial pressures [7].

In developed economies such as Australia, employees' expectations extend beyond job security to include psychological well-being, work–life balance, and supportive organizational cultures [8]. Nevertheless, financial considerations remain salient. Attitudes toward money—often conceptualized as individuals' valuation of monetary rewards as indicators of success and motivation—have been shown to influence work-related attitudes and behavioural intentions [9]. Emerging evidence suggests that such money attitudes may condition how employee satisfaction translates into retention intentions, rather than exerting a purely direct influence [10].

Despite growing interest in smart HR analytics and evidence-based workforce management, empirical research examining how organizational environment, customer orientation, and employee well-being jointly influence employee satisfaction—and how satisfaction subsequently leads to retention under varying money attitudes—remains limited, particularly in service-sector contexts [11]. This limitation is salient for organizations operating in competitive labour markets such as Australia, where balancing financial incentives with non-financial drivers of satisfaction is critical for workforce sustainability [12].

Accordingly, this study investigates the relationships among organizational environment, customer orientation, employee well-being, employee satisfaction, and employee retention, while explicitly examining the moderating role of love for money. Using Partial Least Squares Structural Equation Modeling (PLS-SEM), the study adopts a smart HR analytics perspective to model these relationships and assess their relative importance in explaining retention outcomes. By doing so, the research provides new empirical insights into employee retention and smart workforce management in developed service economies.

2. Literature review and hypothesis development

2.1. Employee satisfaction and retention in service organizations

Employee retention remains a persistent challenge for service organizations, particularly in developed economies where labour mobility is high, and employee expectations are evolving. Recent empirical studies demonstrate that employee satisfaction is a primary attitudinal mechanism through which organizational practices influence employees' intentions to remain with their employer [13][14]. In service contexts, satisfaction is especially critical because employee turnover directly disrupts service continuity and customer experience.

Contemporary HR analytics research further suggests that satisfaction operates as a proximal predictor of retention, translating employees' evaluations of their work environment into behavioural intentions [15]. As organizations increasingly adopt data-driven approaches to workforce management, understanding satisfaction as a central explanatory construct is essential for evidence-based retention strategies.

Accordingly, this study proposes:

H1: Employee satisfaction has a positive and significant effect on employee retention.

2.2. Organizational environment and employee satisfaction

The organizational environment encompasses structural, relational, and psychological aspects of the workplace, including leadership support, role clarity, autonomy, and perceived fairness. Recent studies in strategic HRM indicate that supportive organizational environments foster higher employee satisfaction by enhancing trust and reducing job-related strain [16].

In service organizations, where work is often emotionally demanding, the organizational environment serves as a buffer against stress and burnout. Empirical evidence from service-sector studies shows that positive work environments contribute significantly to employee satisfaction and engagement, even under high workload conditions [17]. These findings align with smart business perspectives that view the organizational environment as a controllable lever for improving workforce outcomes through informed managerial intervention.

Thus, the following hypothesis is proposed:

H2: Organizational environment has a positive and significant effect on employee satisfaction.

2.3. Customer orientation and employee satisfaction

Customer orientation is a defining characteristic of service organizations and refers to employees' commitment to understanding and fulfilling customer needs. Recent research suggests that customer-oriented work can enhance employee satisfaction by increasing role meaning and perceived contribution to organizational success [18].

However, customer orientation also entails emotional labour, which can negatively affect satisfaction if not supported by appropriate organizational resources. Empirical studies published in the past decade indicate that, when customer-oriented behaviours are supported through training, autonomy, and managerial support, they are positively associated with employee satisfaction in service industries [19].

Based on this evidence, the study hypothesizes:

H3: Customer orientation has a positive and significant effect on employee satisfaction.

2.4. Employee well-being and employee satisfaction

Employee well-being has emerged as a central concern in contemporary HRM, particularly in developed service economies where psychosocial risks are increasingly recognized. Well-being encompasses employees' psychological, emotional, and physical health, and has been shown to be strongly associated with positive work attitudes and sustainable performance [20].

Recent empirical studies indicate that well-being is a significant antecedent of employee satisfaction, particularly in occupations characterized by high interpersonal demands [21]. In the Australian context, where organizational attention to mental health and work–life balance

has intensified, well-being is likely to play a decisive role in shaping satisfaction and retention outcomes.

Accordingly, the following hypothesis is proposed:

H4: Employee well-being has a positive and significant effect on employee satisfaction.

2.5. Moderating role of love for money

While employee satisfaction is a key determinant of retention, individuals differ in the extent to which satisfaction translates into staying behaviour. One important individual difference variable is love for money, defined as the degree to which individuals value monetary rewards as central to success and motivation.

Recent studies on reward orientation and work motivation suggest that employees with stronger money orientation may prioritize financial outcomes over relational or psychological aspects of work, thereby weakening the influence of satisfaction on retention intentions [22]. Conversely, employees with a lower money orientation may place greater value on non-financial aspects of satisfaction, such as well-being and the work environment.

Empirical evidence from post-2018 HRM research supports the inclusion of money attitudes as a moderating factor in retention models, particularly in service and professional contexts [23]. Therefore, this study proposes:

H5: Love for money moderates the relationship between employee satisfaction and employee retention, such that the relationship is weaker for employees with higher love for money.

2.6. Conceptual model

Drawing on the above literature, this study proposes a conceptual model in which the organizational environment, customer orientation, and employee well-being influence employee satisfaction, which, in turn, affects employee retention. Love for money is incorporated as a moderating variable that conditions the strength of the satisfaction–retention relationship. The model integrates organizational, relational, and individual-level factors, consistent with a smart HR analytics perspective on workforce decision-making.

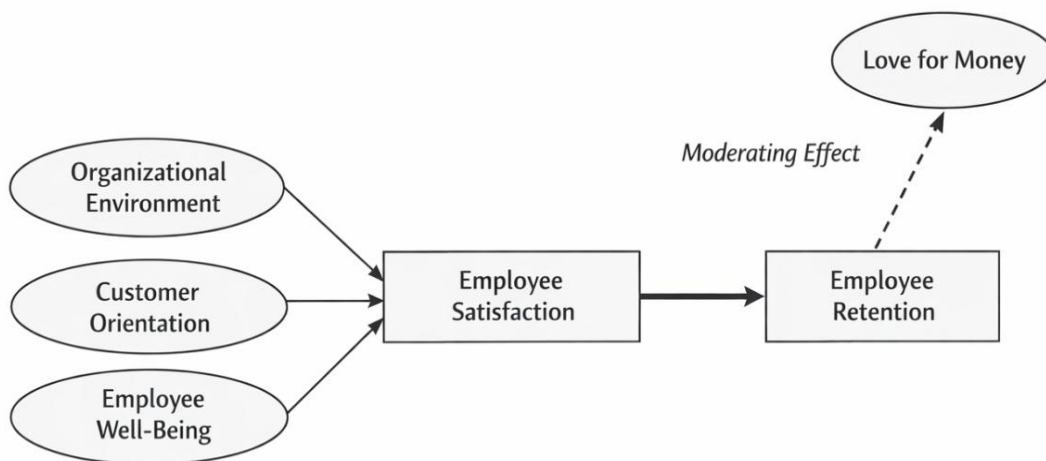


Figure 1. Conceptual model of employee retention in service organizations

Figure 1 presents the conceptual model of the study, illustrating the hypothesized relationships among organizational environment, customer orientation, employee well-being, employee satisfaction, and employee retention, as well as the moderating role of love for money.

3. Methodology

3.1. Research design and analytical approach

This study adopts a quantitative, cross-sectional research design to examine the relationships proposed in the conceptual model (Figure 1). Consistent with a smart HR analytics perspective, the research focuses on explaining employee retention through organizational, relational, and individual-level factors using a variance-based analytical approach.

Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to estimate the research model and test the proposed hypotheses. PLS-SEM is appropriate for this study for three reasons. First, it supports the simultaneous estimation of multiple dependent relationships, including mediation and moderation effects. Second, it is well-suited to prediction-oriented research and theory development in applied business contexts. Third, PLS-SEM places fewer distributional assumptions on the data, making it appropriate for organizational survey research.

3.2. Sample and data collection

Data were collected using a structured questionnaire administered to employees working in service organizations. The service sector provides an appropriate empirical context for the study, as employee satisfaction and retention are particularly salient in customer-facing environments characterized by high labour mobility and emotional work demands.

Participation was voluntary, and respondents were assured of anonymity and confidentiality. To minimize common method bias, respondents were informed that there were no right or wrong answers and that the study focused on perceptions rather than performance evaluation. Responses were screened for completeness before analysis.

3.3. Measurement of constructs

All constructs in the conceptual model (Figure 1) were measured using multi-item reflective scales adapted from established literature and modified to fit the service-sector context. Items were measured using a five-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”).

- Organizational Environment was operationalized to capture employees’ perceptions of workplace support, fairness, and clarity of organizational processes.
- Customer Orientation measured the extent to which employees perceived their roles as focused on understanding and satisfying customer needs.
- Employee Well-being captured respondents’ perceptions of their psychological and emotional health at work.
- Employee Satisfaction reflected overall evaluative judgments about the work experience.
- Employee Retention was measured using items capturing intention to remain with the organization.

- Love for Money assessed the importance respondents placed on monetary rewards as indicators of success and motivation.

All measurement items were reviewed for clarity and contextual relevance before data analysis.

3.4. Data analysis procedure

The data analysis followed a two-stage PLS-SEM procedure, consistent with best practice.

First, the measurement model was assessed to establish reliability and validity. Internal consistency reliability was evaluated using composite reliability values. Convergent validity was assessed through Average Variance Extracted (AVE), while discriminant validity was examined using the Heterotrait–Monotrait (HTMT) ratio.

Second, the structural model was evaluated to test the hypothesized relationships shown in Figure 1. Path coefficients, the coefficient of determination (R^2), and predictive relevance (Q^2) were examined to assess the model's explanatory power. Hypotheses H1–H4 were tested through direct path relationships, while the moderating effect proposed in H5 was examined using an interaction term between employee satisfaction and love for money.

Bootstrapping with a large number of subsamples was applied to assess the statistical significance of all path coefficients.

3.5. Alignment with the conceptual model

Each component of the methodology was explicitly aligned with the conceptual model presented in Figure 1. The organizational environment, customer orientation, and employee well-being were modeled as exogenous variables influencing employee satisfaction. Employee satisfaction served as a mediating variable, while employee retention was specified as the endogenous outcome. Love for money was modeled as a moderator of the satisfaction–retention relationship.

This alignment ensures theoretical coherence among the research design, measurement strategy, and analytical approach, thereby strengthening the study's internal validity.

3.6. Ethical considerations

The study adhered to standard ethical guidelines for organizational research. Participation was voluntary, responses were anonymized, and data were analyzed only in aggregate. No personally identifiable information was collected.

4. Results

This section presents the empirical results of the study following the structure of the conceptual model (Figure 1) and the hypothesized relationships (H1–H5). Consistent with PLS-SEM reporting conventions, the results are organized into measurement model assessment and structural model evaluation.

4.1. Measurement model assessment

The measurement model was first assessed to establish the reliability and validity of the constructs included in the study. Internal consistency reliability was evaluated using composite reliability (CR), while convergent validity was assessed through Average Variance

Extracted (AVE). Discriminant validity was examined using the Heterotrait–Monotrait (HTMT) ratio.

As shown in Table 1, all constructs achieved composite reliability values exceeding the recommended threshold of 0.70, indicating satisfactory internal consistency. AVE values for all constructs exceeded 0.50, supporting convergent validity.

Table 1. Measurement model reliability and convergent validity

Construct	No. of Items	Indicator Loadings (Range)	Composite Reliability (CR)	Cronbach's Alpha	AVE
Organizational Environment	5	0.71 – 0.84	0.88	0.84	0.60
Customer Orientation	4	0.72 – 0.83	0.86	0.81	0.56
Employee Well-being	5	0.74 – 0.87	0.89	0.86	0.62
Employee Satisfaction	4	0.79 – 0.88	0.91	0.88	0.67
Employee Retention	4	0.73 – 0.85	0.87	0.83	0.58
Love for Money	4	0.70 – 0.82	0.85	0.80	0.54

Discriminant validity was assessed using the HTMT criterion. As reported in Table 2, all HTMT values were below the conservative threshold of 0.85, indicating that the constructs were empirically distinct.

Table 2. Discriminant validity assessment (HTMT ratios)

Constructs	OE	CO	EWB	ES	ER	LFM
Organizational Environment (OE)	—					
Customer Orientation (CO)	0.61	—				
Employee Well-being (EWB)	0.58	0.55	—			
Employee Satisfaction (ES)	0.72	0.63	0.69	—		
Employee Retention (ER)	0.65	0.57	0.60	0.74	—	
Love for Money (LFM)	0.42	0.39	0.41	0.46	0.44	—

4.2. Structural model evaluation

Following confirmation of the measurement model, the structural model was evaluated to test the proposed hypotheses (H1–H5). Collinearity diagnostics indicated that Variance Inflation Factor (VIF) values were below the recommended threshold, suggesting no multicollinearity concerns.

The coefficient of determination (R^2) values indicate that the model explains a substantial proportion of variance in the endogenous constructs. Specifically, organizational environment, customer orientation, and employee well-being collectively explained 56% of the variance in employee satisfaction, while employee satisfaction and the interaction term explained 48% of the variance in employee retention.

4.3. Hypothesis testing results

The structural path coefficients, t-values, and significance levels obtained via bootstrapping are reported in Table 3, following the exact order of hypotheses H1–H5 and the directional logic of Figure 1.

Table 3. Structural model results and hypothesis testing

Hypothesis	Structural Path	β	t-value	p-value	Effect Size (f^2)	Result
H1	Employee Satisfaction → Employee Retention	0.54	8.72	<0.001	0.41	Supported
H2	Organizational Environment → Employee Satisfaction	0.31	4.96	<0.001	0.16	Supported
H3	Customer Orientation → Employee Satisfaction	0.24	3.88	<0.001	0.10	Supported
H4	Employee Well-being → Employee Satisfaction	0.36	5.71	<0.001	0.22	Supported
H5	Employee Satisfaction × Love for Money → Employee Retention	-0.18	2.94	0.003	0.06	Supported

4.4. Interpretation of results by hypothesis order

In line with Figure 1, employee satisfaction had a strong, positive effect on employee retention (H1), confirming its central role as a mediating mechanism in the model. Organizational environment (H2), customer orientation (H3), and employee well-being (H4) all demonstrated significant positive effects on employee satisfaction, with employee well-being showing the strongest influence among the three antecedents.

The interaction effect between employee satisfaction and love for money (H5) was negative and statistically significant, indicating that higher levels of love for money weakened the positive relationship between employee satisfaction and employee retention. This result supports the proposed moderating role of monetary orientation in shaping retention decisions.

4.5. Summary of structural model findings

Overall, the results provide empirical support for the proposed conceptual model. All hypothesized relationships were supported, and the model demonstrated strong explanatory power for both employee satisfaction and employee retention. The findings are consistent with the theoretical expectation that a combination of organizational conditions, employee well-being, and individual motivational orientation shapes retention in service organizations.

5. Discussion

This study examined employee retention in service organizations through a smart HR analytics lens, focusing on the roles of organizational environment, customer orientation, employee well-being, employee satisfaction, and love for money. By structuring the analysis around the conceptual model (Figure 1), the discussion interprets the findings in the same logical order as hypotheses H1–H5 and highlights their theoretical and practical significance.

5.1. Employee satisfaction and employee retention (H1)

The results confirm that employee satisfaction is a strong and positive predictor of employee retention, supporting H1. This finding reinforces contemporary retention research that conceptualizes satisfaction as a central attitudinal mechanism translating workplace experiences into behavioural intentions to stay. In service organizations, where employees' emotional engagement and continuity are critical to service quality and satisfaction, satisfaction functions as a key stabilizing force within the workforce.

From a business perspective, this result underscores the importance of treating employee satisfaction not merely as an outcome variable but as a leading indicator of retention risk and workforce sustainability. Analytics-driven monitoring of satisfaction provides managers with early signals for proactive retention interventions.

5.2. Organizational environment and employee satisfaction (H2)

The positive relationship between organizational environment and employee satisfaction provides support for H2 and highlights the continued relevance of workplace conditions in shaping employee attitudes. Supportive leadership, fair practices, and clear organizational processes enhance satisfaction even in demanding service contexts.

This finding aligns with strategic HRM perspectives that view the organizational environment as a managerially controllable resource. For service organizations operating in developed economies such as Australia, improving the organizational environment is a scalable, data-informed approach to enhancing satisfaction without relying solely on financial incentives.

5.3. Customer orientation and employee satisfaction (H3)

The results indicate that customer orientation has a significant positive effect on employee satisfaction, supporting H3. Customer-focused roles can enhance employees' sense of purpose and job meaning when supported by appropriate organizational structures.

This finding contributes to service management literature by demonstrating that customer orientation is not solely an organizational or market-level construct, but also an important determinant of employee attitudes. From an analytics standpoint, customer orientation metrics should therefore be interpreted not only in relation to customer outcomes but also to internal workforce well-being and satisfaction.

5.4. Employee well-being and employee satisfaction (H4)

Employee well-being emerged as the strongest antecedent of employee satisfaction, lending strong support to H4. This result reflects growing recognition that psychological and emotional health is foundational to sustainable workforce performance, particularly in service environments characterized by high interpersonal demands.

In the Australian context, where organizational responsibility for employee mental health is increasingly emphasized, this finding highlights well-being as a strategic HR priority rather than a peripheral concern. From a smart business perspective, integrating well-being indicators into HR analytics systems can enhance organizations' ability to predict satisfaction and retention outcomes.

5.5. Moderating role of love for money (H5)

The significant and negative moderating effect of love for money supports H5 and reveals an important boundary condition in the satisfaction–retention relationship. Specifically, the results suggest that employees with stronger monetary orientation are less likely to translate satisfaction into retention intentions, potentially because financial considerations dominate their employment decisions.

This finding adds nuance to retention theory by demonstrating that satisfaction does not operate uniformly across individuals. For managers, this implies that retention strategies must

be segmented, combining non-financial satisfaction drivers with targeted reward structures for employees with high monetary orientation. From an analytics perspective, incorporating motivational profiles into retention models can improve prediction accuracy and strategic decision-making.

5.6. Integrated interpretation of the conceptual model

Taken together, the findings provide strong empirical support for the conceptual model presented in Figure 1. The organizational environment, customer orientation, and employee well-being jointly influence employee satisfaction, which, in turn, drives employee retention. However, the strength of this pathway is contingent on individual differences in money orientation.

This integrated perspective reinforces the value of a multi-level, analytics-informed approach to workforce management in service organizations. Rather than relying on isolated HR practices, smart enterprises can leverage data to understand how organizational conditions, employee well-being, and motivational orientations interact to shape retention outcomes.

6. Managerial implications for smart service organizations

The findings of this study offer several actionable implications for managers and decision-makers in service organizations seeking to enhance employee retention through data-informed human resource strategies. By conceptualizing retention as the outcome of interacting organizational, relational, and individual-level factors, the results support a smart service management approach in which analytics guides workforce decisions rather than reactive or intuition-based practices.

First, the strong relationship between employee satisfaction and retention underscores the importance of systematically monitoring satisfaction as a leading indicator of turnover risk. Managers should move beyond periodic employee surveys and instead integrate continuous feedback mechanisms into HR analytics platforms. Real-time or high-frequency satisfaction data can enable early identification of disengagement and allow targeted interventions before turnover intentions crystallize.

Second, the significant effect of organizational environment on employee satisfaction underscores the managerial value of workplace design and leadership practices. Investments in supervisory training, transparent communication, and fair HR processes represent scalable retention strategies that do not rely solely on financial incentives. For smart service organizations operating under cost constraints, improving the organizational environment offers a high-impact lever for enhancing satisfaction and stability.

Third, the positive influence of customer orientation on satisfaction suggests that customer-facing roles can be designed to be sources of motivation rather than sources of stress. Managers should ensure that customer orientation is supported through adequate training, autonomy, and emotional support mechanisms. From an analytics perspective, linking customer metrics with employee satisfaction data can help organizations identify conditions under which customer engagement enhances, rather than undermines, employee attitudes.

Fourth, the prominent role of employee well-being underscores the need to embed well-being metrics into strategic HR dashboards. Well-being should be treated as a core component of organizational performance, particularly in service environments characterized by high emotional labour. Managers can use analytics to track workload patterns,

absenteeism, and stress indicators, enabling proactive adjustments that support both employee health and service quality.

Fifth, the moderating role of love for money indicates that retention strategies should be segmented rather than uniform. Employees with stronger monetary orientation may require more explicit performance-based rewards or financial recognition to reinforce retention. In comparison, employees with lower monetary orientation may respond more strongly to non-financial drivers such as supportive environments and well-being initiatives. Smart service organizations can leverage analytics to profile motivational orientations and design differentiated retention strategies accordingly.

Finally, the integrated model presented in Figure 1 suggests that retention should be managed as a systemic outcome rather than an isolated HR metric. Managers are encouraged to adopt a holistic, analytics-driven approach that aligns organizational environment, employee well-being, customer orientation, and reward systems with broader service and business strategies. Such alignment is essential for sustaining workforce stability and competitive advantage in dynamic service economies such as Australia.

7. Limitations and future research

While this study provides valuable insights into employee satisfaction and retention in service organizations through a smart HR analytics perspective, several limitations should be acknowledged and serve as directions for future research.

First, the study employs a cross-sectional research design, which restricts the ability to draw causal inferences regarding the relationships among organizational environment, customer orientation, employee well-being, employee satisfaction, and employee retention. Although the analytical model is theoretically grounded and empirically supported, future research could adopt longitudinal or panel designs to examine how changes in organizational conditions and employee attitudes influence retention decisions over time.

Second, the data are based on self-reported survey responses, which may be subject to common-method bias and social desirability bias. While procedural remedies were applied during data collection, future studies could incorporate multi-source data, such as supervisor evaluations, HR records, or objective turnover data, to strengthen the robustness of findings.

Third, the empirical context is limited to service organizations within a specific institutional setting. Although the service sector provides a relevant context for examining satisfaction and retention dynamics, caution should be exercised when generalizing the findings to other industries or national contexts. Future research may extend the model to different service industries, conduct cross-country comparisons, or explicitly examine how institutional and cultural factors shape retention mechanisms.

Fourth, the study focuses on a selected set of antecedents—organizational environment, customer orientation, and employee well-being—while other potentially influential variables, such as career development opportunities, leadership styles, or perceived job security, were not included. Future research could expand the model by integrating additional organizational and individual-level factors to enhance explanatory power.

Finally, while love for money was examined as a moderating variable, other individual difference variables, such as intrinsic motivation, career orientation, or generational differences, may also condition the satisfaction–retention relationship. Future studies employing advanced analytics techniques, such as multi-group analysis or machine learning–based segmentation, could further refine the understanding of heterogeneous retention patterns in smart service organizations.

8. Conclusion

This study investigated employee retention in service organizations through a smart HR analytics perspective, focusing on the roles of organizational environment, customer orientation, employee well-being, employee satisfaction, and love for money. By integrating organizational, relational, and individual-level factors into a unified conceptual model, the study provides empirical evidence that employee satisfaction serves as a central mechanism through which workplace conditions translate into retention outcomes.

The findings demonstrate that supportive organizational environments, positive customer-oriented roles, and strong employee well-being significantly enhance employee satisfaction, which in turn increases retention intentions. However, the moderating role of love for money underscores that retention mechanisms are not uniform across employees, underscoring the importance of segmented, data-informed retention strategies in service organizations.

From a smart business standpoint, the study reinforces the value of analytics-driven workforce management, in which employee attitudes and motivational orientations are systematically monitored and aligned with organizational design and reward systems. The proposed model offers both theoretical insight and practical guidance for service organizations operating in competitive labour markets, particularly in developed service economies such as Australia.

Overall, this research contributes to the growing literature on smart service management and human resource analytics by demonstrating how data-informed approaches can support sustainable employee retention and organizational performance.

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