

ABSTRACT

This study examines the influence of justice perception in performance appraisal and job security on employee retention, with the work environment as a mediating variable. The research was conducted at CV Bagaskara Galih Perkasa, involving 48 permanent employees as respondents. The data were collected through questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS.

The results indicate that justice perception in performance appraisal and job security have a significant positive effect on employee retention. However, the work environment does not mediate these relationships. These findings suggest that employees prioritize fairness in performance evaluations and job stability over the work environment when deciding to stay with the company.

The study contributes to human resource management literature by highlighting the direct impact of justice perception and job security on retention, while offering practical insights for organizations to enhance retention strategies. Limitations include the small sample size and model fit issues, suggesting the need for future research with broader samples and refined measurement instruments.

Keywords: *Justice Perception of Performance Appraisal, Job Security, Work Environment, Employee Retention.*