



Article

# The Effect of Organizational Support and Work Environment on Employee Retention with Employee Involvement as an Intervening Variable at RSKM I

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**Abstract:** Background: HR plays an important role as an organizational manager. HR is an important asset for an organization. In hospitals, retaining competent employees is the key to maintaining service quality. Employee retention is an important challenge in public health services. Objective: to analyze the influence of Organizational Support (OS) and Work Environment (WE) on Employee Retention (ER) with Employee Engagement (EE) as an intervening variable. Method: This study uses a quantitative method with a cross-sectional approach. Data analysis: Index analysis using three box methods, the analysis method using SEM - PLS. Population and Sample: The population in this study were all nurses at RSKM I totaling 112, with a saturated sample, and 100 respondents who met the inclusion criteria. Results: The results showed that there was an influence of OS, WE and EE simultaneously on ER ( $p = 0.000$ ), there was a significant influence of OS on ER ( $p = 0.000$ ), there was a significant influence of WE on ER ( $p = 0.000$ ), there was a significant influence of OS on EE ( $p = 0.000$ ), there was an influence of WE on EE ( $p = 0, 000$ ), there was a significant influence of EE on ER ( $p = 0, 000$ ), there was an influence of OS on ER mediated by EE ( $p = 0.001$ ) there was a significant influence of WE on ER mediated by EE ( $p = 0.000$ ). Recommendation: The hospital needs to improve the system in providing employee wages, and must pay attention to the facilities needed to support the work of its employees, so that employees in this hospital are more enthusiastic in their work, have a sense of attachment to the hospital, and it is hoped that employee retention will also increase.

**Keywords:** Employee engagement, Employee retention, Organizational support, Work environment..

Received: 15 February, 2025

Revised: 17 March, 2025

Accepted: 20 April, 2025

Published : 23 April, 2025

Curr. Ver.: 23 April, 2025



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## 1. Introduction

Human resource management plays an important role as an organizational manager. Human resources are the main driving element to provide optimal contributions to achieving organizational goals (Kassa, 2015). The success or failure of a company in achieving its goals cannot be separated from the role of employees, having a quality workforce is the main differentiating factor for most companies (Regina, 2015). In hospitals, maintaining human resources, especially health workers, is key to maintaining quality of service To maintain competent and dedicated health workers, hospitals need to build good relationships with their employees, which can have a positive impact on the success of health service goals.

Employee retention, especially for nurses, is a significant challenge in the public health care sector, where high nurse turnover rates can reduce the quality of patient care and burden organizational resources. Recent research has shown that nurse retention is critical to

ensuring quality patient care and optimizing organizational resources. Failure to retain employees leads to higher costs of recruiting, selecting, and replacing new employees, as well as disruption to the organizational community, decreased productivity, and decreased employee morale due to loss of coworkers (George, 2015)

Homans, (1958) and Blau (1964) in the Social Exchange Theory stated that employees will quit their jobs if they feel their relationship with the company is too risky or does not provide enough rewards or benefits. According to Kyndt (2009) one of the factors that influences employee retention is organizational support.

Organizational support is employees' perceptions of the extent to which their organization cares about their well-being and success (Eisenberger et al 2002). Employees who feel supported by their organization, such as through recognition, career development, and concern for their well-being, tend to be more loyal. Organizations that show concern for the needs of their employees create a sense of reciprocal responsibility to survive

In addition to organizational support, another factor that influences employee retention rates is the work environment. According to Gomes (2009), the work environment is a work process where the environment interacts with each other according to a certain pattern, and each has certain characteristics or values regarding the organization that cannot be separated from the environment in which the organization is located

Based on data obtained by researchers from HRD RSKM I, the nurse retention rate fluctuates, in 2021 during the pandemic the nurse retention rate was very low, at 78%, in 2022, the retention rate was 86%, while in 2023, the nurse retention rate decreased again by 82% Based on the existing problems, further analysis is needed so that what is raised in this study is the influence of organizational support, the work environment on employee retention with employee involvement as an intervening variable.

## 2. Literature Review

Employee retention has become an important topic in human resource management, especially in the healthcare sector that relies heavily on the presence of professional workers such as nurses. Kyndt et al. (2009) stated that retention is the process of retaining talented employees in the long term. In this context, organizational factors such as organizational support and work environment are widely associated with employee retention intentions. Research by Eisenberger et al. (1986) introduced the concept of perceived organizational support (POS) as employees' perceptions of the organization's concern for their welfare and contributions. However, some critics have emphasized that POS tends to be general and does not necessarily reflect specific interactions between management and field employees such as nurses.

Findings from Samrat Ray (2022) and Rhoades & Eisenberger (2002) show a positive relationship between organizational support and employee retention. However, in practice, POS dimensions such as organizational justice and supervisor support are often ignored or not quantified properly. This raises questions about the consistency of the results when implemented in various sectors, including hospitals with unique work cultures and strong authority hierarchies. In addition, most studies focus on the business and corporate industries, so the validity of the findings in the hospital context is still open to further testing.

The work environment as a predictor of retention has also been widely studied. Hanai (2021) and Alzahrani (2022) emphasized that physical and non-physical work environments affect employee satisfaction and retention decisions. However, differences in cultural contexts and resources in various countries make the generalization of results need to be considered carefully. For example, in the context of hospitals in industrial areas such as RS Karya Medika I Cikarang, the work environment is often affected by limited infrastructure and high workloads. Findings in the field show that despite good team relationships, inadequate physical facilities remain the main reason for nurse dissatisfaction.

Meanwhile, employee engagement is often referred to as an intermediary variable that bridges the relationship between organizational factors and retention. Schaufeli & Bakker (2002) define employee engagement as a psychological state characterized by vigor, dedication, and absorption. Several studies (such as Kundu, 2017; Subudi, 2018) support the view that employee engagement mediates the influence of the work environment and organizational support on retention. However, not all studies have measured this aspect in depth by considering the specific psychological, cultural, and structural dimensions in hospital settings.

Previous literature also tends to assume that the relationship between organizational support, work environment, engagement, and retention is linear. In fact, this relationship can be influenced by external factors such as work climate, perceptions of career prospects, and pressure from outside the organization. On the other hand, there are still few studies that integrate these three variables simultaneously in one analysis model in the health sector, especially in private profit-oriented hospitals.

Based on a critical evaluation of the existing literature, it can be concluded that there is still a research gap in examining the relationship between organizational support, work environment, employee engagement, and retention in the hospital context. In particular, more contextual empirical testing is needed, by measuring the dimensions of employee engagement in a structured manner and considering psychosocial factors in hospital work practices. This study is here to answer this gap through a comprehensive structural model approach and mediation analysis.

### **3. Proposed Method**

This study employs a quantitative method with a cross-sectional approach. The population consists of all nurses working at RSKM I, totaling 112 individuals. The sample includes 100 nurses who have worked for more than one year, selected using purposive sampling based on inclusion and exclusion criteria. The research instrument used is a questionnaire containing 24 statements that have been tested for validity and reliability. Data collection was carried out by the researcher through direct distribution of the questionnaires to the respondents. The collected data were analyzed quantitatively using descriptive and inferential analysis with the Partial Least Square (PLS) approach, utilizing the SmartPLS version 4 software/

## 4. Results and Discussion

### Demographic data

Jenis Kelamin	N	%
Laki – laki	17	17
Perempuan	83	83
<b>Total</b>	<b>100</b>	<b>100</b>
Pendidikan	N	%
D3 keperawatan	59	59
Ners	41	41
<b>Total</b>	<b>100</b>	<b>100</b>
Umur	N	%
21 – 30	45	45
31 – 40	27	27
41 – 50	20	20
>50	8	8
<b>Total</b>	<b>100</b>	<b>100</b>
Lama Kerja (Tahun)	N	%
1 – 5	57	57
> 5 - 10	9	9
> 10	34	34
<b>Total</b>	<b>100</b>	<b>100</b>

Based on table above, it shows that most nurses are female (83%), have a D3 nursing education (59%), are between 21-30 years old (45%), and have worked for between 1-5 years (57%).

### Hypothesis Test Results

#### Uji F (Simultaneous Hypothesis)

Based on table 3.2 above shows the results of the hypothesis of organizational support variables, work environment and employee involvement on employee retention with a p value of 0.000. It can be concluded that there is a positive and significant influence between the variables of organizational support, work environment and employee involvement simultaneously on the Employee Retention variable (Y).

#### Direct Hypothesis Test (Direct Effect)

	Sum square	df	Mean square	F	P value	Hipotesis
Total	20.247	99	0,000	0,000	0,000	Di terima
Error	2.616	96	0.027	0,000	0,000	
Regression	17.631	3	5.877	215.696	0,000	

Based on the table above, it can be shown that the T-statistic results are all  $> 1.96$  and the p-value is  $> 0.05$ , meaning that all hypotheses are immediately accepted.

#### Indirect Hypothesis Test (indirect effect)

	Original sample (O)	Sample mean (M)	T statistics (O/STDEV)	P values	Hipotesis
DO → KK → RK	0.119	0.119	3.206	0.001	Di terima
LK → KK → RK	0.159	0.159	3.556	0.000	Di terima

Based on the table above, the results of the T statistic for the indirect hypothesis are all  $> 1.96$  and the p\_value is above 0.05, meaning that the results of the indirect effect hypothesis test

## Discussion

The results of the hypothesis test show that organizational support, work environment, and employee engagement simultaneously have a significant effect on employee retention, especially nurses at RSKM I, where these three variables complement each other

in increasing retention. Based on the three box method analysis, employee retention is in the high category, indicating that most nurses intend to continue working, even though there are still challenges in career opportunities. Organizational support is also classified as high, but has weaknesses in the aspect of rewards, while the work environment is in the moderate category, with shortcomings in the physical environment dimension. Employee engagement is also in the moderate category, where some nurses have a fairly high attachment to the hospital, but still face challenges in work spirit (vigor

The results of the hypothesis test show that organizational support has a significant effect on employee retention, where employees who feel appreciated through recognition, emotional support, and provision of adequate resources tend to be more loyal and committed. In addition to increasing loyalty, organizational support also encourages employees to contribute more to achieving organizational goals. Factors such as fairness in the division of tasks and rewards, as explained by Rhoades and Eisenberger (2002), are key to increasing retention. However, there is still a need for improvement in the aspect of clearer career opportunities and more systematic rewards for employee performance. The results of the hypothesis test show that the work environment has a significant effect on employee retention, where a positive environment, such as adequate facilities, harmonious relationships, and a comfortable work atmosphere, increases employee loyalty. Conversely, an unsupportive work environment can increase stress, decrease productivity, and encourage employees to seek opportunities elsewhere. This finding is in line with the theory of Robbins and Coulter (2010) which states that a good work environment motivates employees, increases satisfaction, and strengthens loyalty. Therefore, hospitals need to ensure a supportive work environment by providing comfortable facilities, strengthening interpersonal relationships, and creating an inclusive work culture.

The results of the hypothesis test show that organizational support has a positive effect on employee engagement by strengthening their emotional and professional relationships with the organization. According to Rhoades and Eisenberger (2002), employees who feel supported tend to be more emotionally and physically engaged. This support also improves psychological well-being, which contributes to employee job satisfaction and commitment, especially when the organization creates a positive and balanced work environment. The results of the hypothesis test show that the work environment has a positive and significant effect on employee engagement. A safe work environment and harmonious interpersonal relationships encourage employees to be more involved in their work. In addition, supportive working conditions also meet the needs for appreciation and self-actualization, which play an important role in increasing employee engagement. The results of the hypothesis test show that organizational support has an effect on employee retention with employee engagement as an intervening variable. However, the role of employee engagement in mediation is relatively small, so it only provides a partial mediation effect. Thus, organizational support remains the main factor that directly affects employee retention.

The results of the hypothesis test show that the work environment has an effect on employee retention with employee engagement as a mediating variable. A conducive work environment, both physical and non-physical, supports employee retention by increasing their

emotional and professional involvement through adequate facilities, positive social relationships, and a supportive work atmosphere.

The results of this study support the concept of the Social Exchange Theory (Homans, 1958). & Blau (1964). where this concept involves two main dimensions, namely expectations of the results obtained and the existence of a reciprocal relationship between the company and employees.

Based on the research results, there are several things that need to be considered by the management of RSKM I, namely the need to review the wage and reward system policy for employees, the procurement system for both medical and non-medical equipment, creating a positive work culture and the need to review competency-based development programs.

It is hoped that further researchers will conduct research with different populations, using qualitative or mixed methods, so that the research results are more in-depth

## 5. Conclusions

This study concludes that organizational support and work environment have a significant influence on employee retention, both directly and through employee engagement as an intervening variable. The support felt by employees, such as attention from superiors, organizational justice, and rewards, have been shown to increase employees' emotional and cognitive attachment to the organization. Likewise, a comfortable and harmonious work environment plays a role in increasing employee dedication and desire to continue working at the hospital. These results emphasize the importance of the role of management in building a support system and a conducive work environment to maintain workforce stability, especially nursing staff. The researcher recommends that hospital management be more active in improving work facilities and improving reward systems and career development as sustainable retention strategies.

However, this study has several limitations that need to be considered in interpreting the results. First, the quantitative approach with a cross-sectional design only describes the relationship between variables at a certain point in time, so it cannot capture the dynamics of the relationship longitudinally. Second, the focus of the study which only involved nurses in one private hospital limits the generalizability of the results to other hospitals with different characteristics. In addition, the method of data collection through self-administered questionnaires may be at risk of social bias and subjective perceptions of respondents. Other external factors such as labor market conditions, broader organizational culture, and unmeasured individual factors may also influence the results. Therefore, further researchers are advised to use a mixed methods approach, expand the research location, and consider additional variables to gain a more comprehensive understanding of employee retention factors.

## Research Limitations

This study has several limitations that need to be honestly acknowledged, as they may affect the interpretation and generalization of the results. First, the design of this study used a cross-sectional approach, which only captures data at one point in time. This makes it impossible for researchers to conclude causal relationships between variables in depth or understand the dynamics of changes in retention, engagement, and organizational support

over time. Thus, although a significant relationship was found between variables, it cannot be ascertained whether the relationship is long-term or only temporary.

Second, this study was only conducted in one private hospital, RSKMI and only involved respondents from among nurses. This narrow focus limits the scope of generalization of the findings to the context of other hospitals, whether government-owned, different types of hospitals, or health facilities with other HR management systems. In addition, data were collected through a self-reported questionnaire, which has the potential to produce subjective perception bias, especially in topics such as emotional involvement and perceptions of organizational support. This may cause the results obtained to deviate slightly from objective conditions in the field.

However, these limitations do not reduce the validity of the findings in the context of the hospital studied, and instead open up opportunities for further research to expand the study area, extend the observation period, and use data triangulation methods to obtain more accurate and applicable results.

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