

THE EFFECT OF SUPPORTIVE WORK ENVIRONMENT ON EMPLOYEE RETENTION WITH ORGANIZATIONAL COMMITMENT AS A MEDIATING VARIABLE AT BHAYANGKARA JAMBI HOSPITAL

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Abstract

The main aim of the study was to empirically investigate organizational commitment in mediating the relationship between work environment support and employee retention. The questionnaire was distributed to 72 respondents who were honorary employees of Bhayangkara Jambi Hospital. The questionnaire consisted of several statement items received from previous studies to obtain responses using quantitative methodology. Statistical analysis and hypothesis testing used PLS-SEM with SmartPLS 4.0 software. The findings of the study explain that work environment support has a positive and significant effect on employee retention. In addition, organizational commitment is able to mediate the relationship between work environment support and employee retention. This study presents implications for human resource practices so that agencies continue to develop mechanisms by providing work environment support to increase employee organizational commitment, which in turn will increase employee retention. This study contributes to the existing literature on the relationship between work environment support and employee retention.

Keywords: Supportive Work Environment, Organizational Commitment, Employee Retention

Introduction

In the era of competitive globalization, an agency or company is required to continue to pay attention to all aspects that can affect its sustainability. One of these aspects is the availability and quality of human resources. The development of an agency cannot be separated from the support that comes from human resources because human resources have become a crucial part. The big challenge that agencies face today is not only how to manage their human resources but also how to align efforts to ensure that their employees remain working for the agency for as long as possible. To ensure the company continues to be competitive, the company must not only attract quality human resources but also keep those resources in the job for a long time (Prakash & Philimis, 2024).

Employee retention is one of the crucial things, especially since employees are the most valuable asset in any organization (Ochuko & Olumola, 2020). It is important for agencies to find the right strategy to improve employee retention to retain employees in achieving agency goals. Longer retention periods are an important part of an agency's competitive advantage. That is, the longer an employee stays with an agency, the performance of the agency can continue to increase (Alhmod & Rjoub, 2019).

A positive and supportive work environment is a major aspect that can determine employee intention to stay (Presbitero & Teng-Calleja, 2020). This research is in line with other research that states that a supportive work environment can affect employee intention to stay (Rattanapon et al., 2023). The greater the support from the organization, supervisor support, and career satisfaction, the greater the intention of employees to stay in the agency or company (Islam et al., 2022). A supportive work environment makes employees feel morally responsible, such as a sense of indebtedness that encourages them to do their best in their work in return for what they have received from the agency.

Developing a supportive work environment also creates a close relationship with organizational commitment. Organizational commitment refers to the bond between employees and their institution that includes affective, moral, and continuance aspects (Lambert et al., 2021). Organizational commitment is essential for organizational efficiency, job satisfaction, and reducing employee turnover (Fantahun et al., 2023). Employees who are committed to the agency tend to have the intention to stay and participate in achieving agency goals. This sense of attachment and loyalty will make employees survive and be motivated to provide the best performance for the agency.

Literature Review

Theory of Organizational Equilibrium

The theory of organizational equilibrium is a theory that explains the dynamics of balance in the organization-employee relationship, specifically regarding how organizations maintain sustainability through a balance between contributions and rewards (March & Simon, 1958). This theory explains that if an employee decides to participate, then they will remain in the company. This decision represents the interaction between the employee and the agency by emphasizing employee motivation in carrying out their organizational tasks. To reach this stage, employees must be given rewards that balance or even exceed their

expectations. If the rewards are balanced or exceed their expectations in both material and non-material forms, then employees will remain in the agency.

Employee Retention

Employee retention is the company's ability to retain employees (Mathis & Jackson, 2006). Employee retention is measured using measurement indicators, namely perceptions of pay and work involvement (Cammann et al., 1983).

Supportive Work Environment

A supportive work environment is an atmosphere in the workplace that provides emotional, social, and practical support to employees (Rhoades et al., 2001). The supportive work environment is measured using measurement indicators, namely organizational support, relationships with supervisors, perceived climate, and peer group interactions (Rhoades et al., 2001).

Organizational Commitment

Organizational commitment is the relative strength of employees who identify their involvement with the organization (Mowday et al., 1979). Organizational commitment is measured using measurement indicators, namely belief in the values and goals of the organization, willingness to try hard for the organization, and desire to stay in the organization (Mowday et al., 1979).

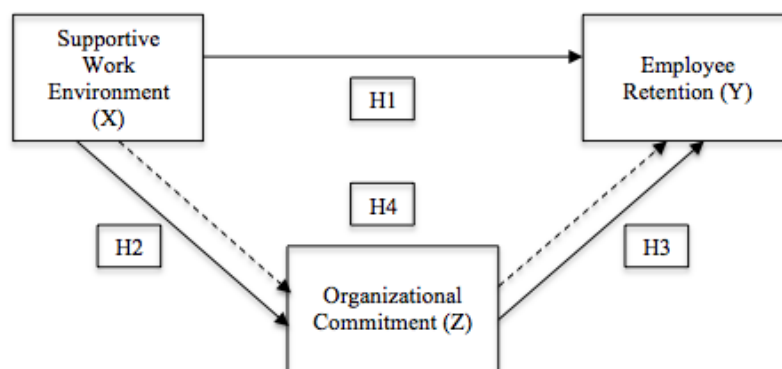


Figure 1. Conceptual Framework

Methods

The population of this study was honorary employees of Bhayangkara Jambi Hospital. The sample used was calculated using the Slovin formula and taken with a purposive sampling technique. After doing the calculation, the research sample was 72 honorary employees of Bhayangkara Jambi Hospital. This study used a questionnaire and was measured on a Likert scale (1-5). Secondary data was collected from journals, articles, and reports on supportive work environment, employee retention, and organizational commitment.

Data analysis is conducted using Partial Least Square (PLS)-Structural Equation Modeling (SEM), which allows for simultaneous testing of complex relationships between variables. The Outer Model assesses validity and reliability through loading factors (>0.6), AVE (>0.5), and Composite Reliability (>0.7), while the Inner Model evaluates model strength using R-Square and predictive relevance ($Q^2 > 0$). Hypothesis testing is performed using bootstrapping (T-Statistic >1.96 ; P-value <0.05).

This study provides empirical insights into how supportive work environment influence employee retention, both directly and through organizational commitment

Results and Discussion

Test Convergent Validity

The outer loading value for each indicator of the Supportive Work Environment (X), Employee Retention (Y), and Organizational Commitment (Z) variables is assessed for convergent validity. Valid indicators have factor loadings > 0.7 , so they can be said to be reliable in measuring the latent variable.

Supportive Work Environment variable (X), the most dominant indicator, is X7 (0.858). In the employee retention variable (Y), the most dominant indicator is Y5 (0.907). In the organizational commitment variable (Z), the most dominant indicator is Z9 (0.924). Some indicators (X6 and Y2) are declared invalid because the factor loading value is <0.7 , so they need to be removed to improve the accuracy of the model.

Test Discriminant Validity

The cross-loading value of each indicator of each variable has the largest cross-loading value compared to the cross-loading value of indicators on other variables with the standard value used, namely >0.7 . This shows that each variable can be said to have good discriminant validity.

Composite Reliability

The findings show that all constructs meet the reliability criteria, as evidenced by the composite reliability values (ρ_a and ρ_c), which are >0.7 . The Supportive Work Environment (X) construct showed a ρ_a value of 0.968 and ρ_c of 0.970, the Employee Retention (Y) construct showed a ρ_a value of 0.975 and ρ_c of 0.969, while the Organizational Commitment (Z) construct showed a ρ_a value of 0.943 and ρ_c of 0.95, indicating strong internal consistency.

Cronbach's alpha values for all constructs were >0.7 , which confirmed the reliability of the measurement model. The Supportive Work Environment (X) construct obtained a Cronbach's alpha of 0.966, the Employee Retention (Y) construct obtained a Cronbach's alpha of 0.967, and the Organizational Commitment (Z) construct obtained a Cronbach's alpha of 0.941. In addition, the AVE value on all constructs is >0.5 . The AVE value of the Supportive Work Environment (X) construct is 0.732, the Employee Retention (Y) construct is 0.679, and the Organizational Commitment (Z) construct is 0.738, which indicates that each construct effectively captures the variance of each of its indicators. These results confirm that the measurement model shows high reliability and validity, which strengthens the robustness and credibility of the research framework.

R-Square

The R-square value indicates the proportion of variance in the dependent variable explained by the independent variable. In this study, the organizational commitment variable (Z) has an R-square value of 0.322 and an adjusted R-square value of 0.312, which indicates that the supportive work environment explains the organizational commitment variable by 32.2%, while the rest is influenced by other factors not tested. The employee retention variable (Y) has an R-square value of 0.725 and an adjusted R-square value of 0.717, which indicates that the supportive work environment and organizational commitment explain the employee retention variable by 32.2%. Thus, although the independent variables have a significant contribution in explaining the dependent variable, other factors that are not included in the model can also play a role in influencing organizational commitment and employee retention.

Hypothesis Test Result

Table 1. Hypothesis Test Result

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Description
SWE → ER	0.279	0.279	0.096	2.894	0.002	Accepted
SWE → OC	0.568	0.578	0.070	8.092	0.000	Accepted
OC → ER	0.661	0.664	0.077	8.590	0.000	Accepted
SWE → OC → ER	0.375	0.385	0.073	5.165	0.000	Accepted

Based on the result of the hypothesis test above, it can be seen that:

1. Supportive work environment has a positive and significant effect on employee retention with a path coefficient of 0.279 and a t-statistic value of 2.894 (>1.96) and p-values of 0.002 (<0.05). Therefore, the first hypothesis is accepted.
2. Supportive work environment has a positive and significant effect on organizational commitment with a path coefficient of 0.568 and a t-statistic value of 8.092 (<1.96) and p-values of 0.000 (>0.05). Therefore, the second hypothesis is accepted.
3. Organizational commitment has a positive and significant effect on employee retention with a path coefficient of 0.661 and a t-statistic value of 8.590 (>1.96) and p-values of 0.000 (<0.05). Therefore, the third hypothesis is accepted.
4. Organizational commitment is able to mediate the positive and significant effect of a supportive work environment on employee retention with a path coefficient of 0.375 and a t-statistic value of 5.165 (>1.96) and p-values of 0.000 (<0.05). Therefore, the fourth hypothesis is accepted.

Discussion

The Influence of Supportive Work Environment on Employee Retention

A supportive work environment has a significant effect on employee retention, with a t-statistic value of 2.894 and p-values of 0.002. This confirms that the supportive work environment is able to influence and improve employee retention. This finding is in line with research conducted by (Yusliza et al., 2021) which states that the supportive work environment has a positive and significant effect on employee retention. This means that if the agency facilitates a supportive work environment or supports its employees in carrying out their work, it will increase the enthusiasm of the employees themselves to keep working, and then employee retention will also increase.

The Influence of Supportive Work Environment on Organizational Commitment

A supportive work environment has a significant effect on organizational commitment, with a t-statistic value of 8.092 and p-values of 0.000. This confirms that a supportive work environment can influence and increase an employee's organizational commitment. This finding is in line with research conducted by (Rattanapon et al., 2023) which states that a supportive work environment can effectively influence employees to stay in their jobs. Organizational commitment is an attachment that employees feel with the agency, so it is hoped that an agency can provide a supportive work environment or support its employees well in order to create organizational commitment within its employees.

The Influence of Organizational Commitment on Employee Retention

Organizational commitment has a significant effect on employee retention, with a t-statistic value of 8.590 and p-values of 0.000. This confirms that organizational commitment can influence and improve employee retention. This finding is in line with research conducted by (Umamaheswari & Krishnan, 2016) which states that organizational commitment has a positive and significant effect on employee retention. This means that organizational commitment can affect employees' perspectives and attitudes towards the agency so that this becomes one of the factors causing increased employee retention in an agency. Through a sense of attachment between employees and agencies, employees tend to choose to stay and maintain their jobs.

The Mediating Role of Organizational Commitment in the Relationship Between Supportive Work Environment and Organizational Commitment

The results of the analysis show that organizational commitment acts as a mediating variable between the supportive work environment and employee retention, with a t-statistic value of 5.165 and p-values of 0.000. This shows that organizational commitment strengthens the influence of the supportive work environment on employee retention. This finding is in line with research conducted by (Naz et al., 2020) which shows that organizational commitment mediates the relationship between the supportive work environment and employee retention. The research focuses on how a supportive work environment can increase an employee's organizational commitment, which in turn can affect the level of employee retention in an agency.

Conclusion

Based on the result of the research and discussion carried out, the following conclusion can be drawn:

1. Supportive work environment has a positive and significant effect on employee retention at Bhayangkara Jambi Hospital, which means that the supportive work environment variable has an important influence in increasing employee retention. This is because the work environment where employees work has supported them in carrying out their work so that they choose to stay.
2. Supportive work environment has a positive and significant effect on organizational commitment at Bhayangkara Jambi Hospital, which means that the supportive work environment variable has an important influence in increasing organizational commitment. This is because employees feel that their work environment supports them in working so that it creates a sense of attachment or commitment to the agency.
3. Organizational commitment has a positive and significant effect on employee retention at Bhayangkara Jambi Hospital, which means that the organizational commitment variable has an important influence in increasing employee retention. This is because the more attached and loyal employees are to the agency, the higher the employee retention at the agency.
4. Supportive work environment has a positive and significant effect on employee retention through organizational commitment at Bhayangkara Jambi Hospital, which means that the organizational commitment variable is able to mediate the relationship between the supportive work environment and employee retention. The existence of a supportive work environment in an agency has an impact on the sense of commitment that an employee has, which in turn can affect employee retention at the agency.

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