

THE EFFECT OF SUPPORTIVE WORK ENVIRONMENT ON EMPLOYEE RETENTION THROUGH ORGANIZATIONAL ENGAGEMENT AS A MEDIATION VARIABLE ON EMPLOYEES OF PT. INDRACO SUNCITY FESTIVAL MADIUN

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Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh *supportive work environment* terhadap *employee retention* melalui *organizational engagement* sebagai variabel mediasi pada karyawan PT. Indraco Suncity Festival Madiun. Jenis penelitian yang digunakan dalam penelitian ini adalah pendekatan kuantitatif. Pada penelitian menggunakan teknis analisis jalur *path*. Pengambilan sampel menggunakan teknik *Purposive Sampling*. Sampel yang digunakan sebanyak 96 responden. Berdasarkan hasil pengujian secara statistik menunjukkan bahwa secara parsial *supportive work environment* berpengaruh positif dan signifikan terhadap *employee retention*, secara parsial *supportive work environment* berpengaruh positif dan signifikan terhadap *organizational engagement*, secara parsial *organizational engagement* berpengaruh positif dan signifikan terhadap *employee retention* dan secara parsial *supportive work environment* berpengaruh positif dan signifikan terhadap *employee retention* melalui *organizational engagement* sebagai variabel mediasi.

Kata Kunci: *Supportive Work Environment, Organizational Engagement Dan Employee Retention*

Abstract

This study aims to determine the effect of a supportive work environment on employee retention, with organizational engagement serving as a mediating variable, among employees of PT. Indraco Suncity Festival Madiun. A quantitative research approach was employed, utilizing path analysis. Purposive sampling was used to select the sample, which consisted of 96 respondents. Statistical analysis results indicate that a supportive work environment has a positive and significant effect on employee retention and on organizational engagement; organizational engagement has a positive and significant effect on employee retention; and a supportive work environment has a positive and significant effect on employee retention through organizational engagement as a mediating variable.

Keywords: *Supportive Work Environment, Organizational Engagement And Employee Retention*

A. INTRODUCTION

PT. Indraco Suncity Festival Madiun or Suncity Mall Madiun is required to optimize HR management as it relates to services at PT. Indraco Suncity Festival Madiun. HR management is inseparable from the employee retention factor which is expected to increase sales in order to obtain maximum profits. Employee retention refers to the company's ability to retain quality employees to remain working in the long term. Poor employee retention also has an impact on decreasing the supportive work environment and organizational engagement of employees at PT. Indraco Suncity Festival Madiun. Employee retention is influenced by several indicators such as job satisfaction, work environment, development opportunities, and relationships with superiors. In this case, many employees are less responsible in their work. In addition, many employees are negligent in managing their working time which has been implemented at PT. Indraco Suncity Festival Madiun. In addition, many employees at PT. Indraco Suncity Festival Madiun resigned.

Employee retention is a company's way of retaining its employees to stay within the organization long-term (Toling Jr. et al., 2021). According to Akmal et al., (2023), employee retention is a company's ability to retain potential employees and ensure their loyalty. Employee retention is a skill developed by the company to maintain employee skills and maintain their loyalty (Lamandasa & Lumentah, 2023). At PT. Indraco Suncity Festival Madiun, the supportive work environment and organizational engagement of employees also decreased.

A supportive work environment is everything around workers that can influence them in carrying out their duties, such as cleanliness, noise levels, and the relationship between employees and management (Toling Jr. et al., 2021). Problems with a supportive work environment in companies are often evident in the lack of support from superiors for employees' needs and well-being in carrying out their daily work. For example, superiors focus more on achieving targets without providing direction, appreciation, or assistance when employees face work difficulties. At PT. Indraco Suncity Festival Madiun, the supportive work environment is unhealthy. There are still many disputes between employees and between management and employees.

Organizational engagement is a psychological state in which employees feel needed for the success of a company, thus motivating them to improve their performance and exceed job requirements (Afridi et al., 2019). Organizational engagement issues in companies can be specifically identified by low employee involvement in organizational activities and the achievement of organizational goals. For example, employees often display a passive attitude in meetings, lack ideas or innovation, and simply complete work according to instructions without any additional initiative. At PT. Indraco Suncity Festival Madiun, employees also feel that the high workload is not commensurate with the rewards or compensation received, resulting in decreased work motivation. As a result, employee loyalty to the company is low, turnover increases, and the company experiences difficulties in building a productive and collaborative work culture. Many employees at PT. Indraco Suncity Festival Madiun have developed individualistic attitudes or prefer to secure their careers independently.

Previous research conducted by Toling Jr et al., (2021) explained that a supportive work environment has a positive and significant effect on employee retention through organizational engagement as a mediating variable. According to previous research conducted by Sanaullah & Shaikh, (2024) explained that a supportive work environment has a positive and significant effect on employee retention. Previous research conducted by Afridi et al., (2019) explained that organizational engagement has a positive and significant effect on employee retention. The above problems explain that employee retention that must be obtained by every employee at PT. Indraco Suncity Festival Madiun is hampered. This causes many employees at PT. Indraco Suncity Festival Madiun to resign. Based on the explanation above, the researcher wants to conduct a study entitled "The Effect of a Supportive Work Environment on Employee Retention Through Organizational Engagement as a Mediating Variable for Employees at PT. Indraco Suncity Festival Madiun".

B. THEORETICAL STUDY AND HYPOTHESIS DEVELOPMENT

Employee Retention

Employee retention has various definitions in research. One of them is the ability to keep its best employees working for the company (Toling Jr. et al., 2021). As stated by

Kurniawan & Rizky (2025), employee retention is the policies and actions taken by a company to avoid employee loss. According to Toling Jr. et al. (2021), employee retention indicators are grouped into four dimensions: job satisfaction, employee engagement, work discipline, and relationships with superiors.

Supportive Work Environment

According to Toling Jr et al., (2021), a supportive work environment encompasses all facilities, both infrastructure and facilities, that surround employees while they work and can influence how they perform their work. As stated by Astuti & Baiti, (2024), everything around employees that can impact how they work can be defined as a supportive work environment. According to Toling Jr et al., (2021), there are several influencing indicators of a supportive work environment, such as recognition and appreciation, support for self-development, concern for employee welfare, and psychological safety.

Organizational Engagement

Organizational engagement, defined as energy, commitment, and efficiency, is seen as the direct opposite of the three dimensions of exhaustion, cynicism, and reduced professional effectiveness resulting from burnout (Shibiti, 2020). Focusing on organizational engagement means focusing on the energy, participation, and performance that employees bring to their work (Agwu & Nwoke, 2019). Focusing on participation in the workplace creates a more effective organization. Several indicators of organizational engagement, such as those from Toling Jr. et al. (2021), include work enthusiasm or energy, dedication, and coworker support.

C. RESEARCH METHODS

The approach used in this study is a quantitative approach. The opinion of Sugiyono, (2023) states that the quantitative research method is a traditional method that can be interpreted as a research method based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis (Sugiyono, 2023). In this study, the Non-Probability

Sampling technique was used, namely the sampling technique was not selected randomly. The sample used in this study was 96 people from the total number of employees at PT. Indraco Suncity Festival Madiun.

In this study, the independent variable is the supportive work environment (X). The dependent variable is the variable influenced or caused by another variable. In this study, the dependent variable is employee retention (Y). In this study, the mediating variable is organizational engagement (Z).

D. RESULTS AND DISCUSSION

Description of Research Data

This descriptive respondent analysis contains an explanation of the respondent's characteristics in the form of age, gender, education level, and length of service. The respondents selected for this study were 96 people from the total number of employees of PT. Indraco Suncity Festival Madiun. In this study, the data analyzed were data on the supportive work environment towards employee retention through organizational engagement as a mediating variable for employees of PT. Indraco Suncity Festival Madiun.

Validity Test

Based on the validity test results table, the correlation of each question item is greater than r_{table} with $\alpha = 0.05$ and $r_{table} = 0.1986$, so it can be concluded that all question items and all variables can be declared valid.

Table 1 Validity Test Results

Variable Items	Value $r_{calculated}$	Value r_{table} = 0,1986	Information
X.1	0,450	$r_{calculated} > r_{table}$	Valid
X.2	0,700	$r_{calculated} > r_{table}$	Valid
X.3	0,499	$r_{calculated} > r_{table}$	Valid
X.4	0,527	$r_{calculated} > r_{table}$	Valid
X.5	0,627	$r_{calculated} > r_{table}$	Valid
X.6	0,637	$r_{calculated} > r_{table}$	Valid
X.7	0,630	$r_{calculated} > r_{table}$	Valid
X.8	0,556	$r_{calculated} > r_{table}$	Valid
X.9	0,672	$r_{calculated} > r_{table}$	Valid
X.10	0,442	$r_{calculated} > r_{table}$	Valid
X.11	0,712	$r_{calculated} > r_{table}$	Valid
X.12	0,451	$r_{calculated} > r_{table}$	Valid

Variable Items	Value $r_{\text{calculated}}$	Value r_{table} = 0,1986	Information
X.13	0,521	$r_{\text{calculated}} > r_{\text{table}}$	Valid
X.14	0,721	$r_{\text{calculated}} > r_{\text{table}}$	Valid
X.15	0,459	$r_{\text{calculated}} > r_{\text{table}}$	Valid
X.16	0,339	$r_{\text{calculated}} > r_{\text{table}}$	Valid

Variable Items	Value $r_{\text{calculated}}$	Value r_{table} = 0,1986	Information
Z.1	0,450	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Z.2	0,700	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Z.3	0,499	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Z.4	0,527	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Z.5	0,637	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Z.6	0,630	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Z.7	0,556	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Z.8	0,452	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Z.9	0,682	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Z.10	0,613	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Z.11	0,600	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Z.12	0,561	$r_{\text{calculated}} > r_{\text{table}}$	Valid

Variable Items	Value $r_{\text{calculated}}$	Value r_{table} = 0,1986	Information
Y1.1	0,458	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Y1.2	0,764	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Y1.3	0,602	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Y1.4	0,499	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Y1.5	0,527	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Y1.6	0,557	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Y1.7	0,584	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Y1.8	0,511	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Y1.9	0,551	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Y1.10	0,652	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Y1.11	0,711	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Y1.12	0,672	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Y1.13	0,625	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Y1.14	0,592	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Y1.15	0,621	$r_{\text{calculated}} > r_{\text{table}}$	Valid
Y1.16	0,701	$r_{\text{calculated}} > r_{\text{table}}$	Valid

Source: SPSS Output

Based on table 1, it shows that the overall validity test results have a calculated $r_{\text{value}} > r_{\text{table}} = 0.1986$, so it is said to be valid.

Reliability Test

The reliability test used by the researchers was SPSS version 25 with Cronbach's Alpha (Ghozali, 2023a). The following are the results of the reliability test.

Table 2 Reliability Test Results

Variable	Cronbach's Alpha	Standard Value	Information
Supportive Work Environment (X)	0,889	0,7	Reliable
Organizational Engagement (Z)	0,862	0,7	Reliable
Employee Retention (Y)	0,871	0,7	Reliable

Source: SPSS Output

Based on Table 2, it is known that all variables are > 0.7 . This indicates that the instrument used can be said to be reliable or consistent over time.

Normality Test

In this study, the researchers used the One-Sample Kolmogorov-Smirnov Test, where the instrument is considered normal if the probability $\alpha > 0.05$ (Ghozali, 2023a). The following are the results of the normality test.

Table 3 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		96
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,09891922
Most Extreme Differences	Absolute	,171
	Positive	,052
	Negative	-,178
Test Statistic		,178
Asymp. Sig. (2-tailed)		,245 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS Output

Based on Table 3, the results of the normality test using the One Sample Kolmogorov-Smirnov test show that the Asymp.Sig (2-tailed) value of 0.245 is above $\alpha = 0.05$. This indicates that the data is normally distributed.

Multicollinearity Test

According to (Ghozali, 2023), the way to determine the presence or absence of multicollinearity is generally by looking at the Variance Inflation Factor (VIF) and Tolerance

values. If the VIF value is less than 10 and the Tolerance value is more than 0.1, then it is stated that there is no multicollinearity (Ghozali, 2023a). The following are the results of the multicollinearity test.

Table 4 Multicollinearity Test Results

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
1	(Constant)	
	<i>Supportive Work Environment</i>	,452
	<i>Organizational Engagement</i>	,501

a. Dependent Variable: *Employee Retention*

Source: SPSS Output

Based on Table 4, the calculation results show that the Variance Influence Factor (VIF) values for both variables are less than 10, and the tolerance value is >0.1. This means there is no multicollinearity among the independent variables. Therefore, a regression test can be conducted with significant results.

Autocorrelation Test

According to (Ghozali, 2023), autocorrelation testing is used to determine whether there is a correlation between observational data. The following are the results of the autocorrelation test.

Table 5 Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,942 ^a	,961	,971	1,22738	1,982

a. Predictors: (Constant), *organizational engagement*, *supportive work environment*

b. Dependent Variable: *Employee Retention*

Source: SPSS Output

From the results of the autocorrelation test, the Durbin-Watson value is 1.982, while the dw table theory with $\alpha = 0.05$, with the number of data $n = 96$ and $k = 3$, the dl value is

1.6039 and du is 1.7326. The dw value is in the $du < d < 4-du$ area, namely $1.7326 < 1.982 < 2.2674$, thus it is stated that there is no autocorrelation.

Heteroscedasticity Test

A good regression model is one that does not exhibit heteroscedasticity (Ghozali, 2023a). Heteroscedasticity testing can be performed using the Glejser test. The following are the results of the heteroscedasticity test:

Table 6 Heteroscedasticity Test Results

Variable	Sig.	Conclusion
<i>Supportive Work Environment (X)</i>	0,821	Tidak Terjadi Heteroskedastisitas
<i>Organizational Engagement (Z)</i>	0,877	Tidak Terjadi Heteroskedastisitas

Source: SPSS Output

Based on Table 6, it is known that the probability of each variable has a number greater than 0.05 (alpha). Therefore, the decision taken is to accept H_0 , meaning there are no symptoms of heteroscedasticity.

Partial Test (T-Test)

A partial test is a statistical test for regression coefficients in which only one regression coefficient affects the dependent variable (Y) (Ghozali, 2023a). The following are the results of the partial test.

Table 7 Partial Test Results (T-Test)

Model	Coefficients ^a		Beta	t	Sig.
	Unstandardized Coefficients	Standardized Coefficients			
1 (Constant)	1,821	,736		3,283	,009
<i>Supportive Work Environment</i>	,921	,194	1,005	6,672	,000

a. Dependent Variable: *Employee Retention*

Source: SPSS Output

Based on table 7, it shows that a supportive work environment (X) has an effect on employee retention (Y).

Test Path Analysis

According to (Ghozali, 2023a), the hypothesis was tested through the application of path analysis techniques using the SPSS output application. The results of the regression test are represented in the following diagram:

Table 8 Path Analysis Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,821	,736		4,341	,009
Supportive Work Environment	,938	,194	1,005	6,452	,000
Organizational Engagement	,516	,195	1,532	7,335	,000

a. Dependent Variable: *Employee Retention*

Source: *SPSS Output*

Based on table 8, it shows that a supportive work environment (X) has an influence on organizational engagement (Z).

Sobel Test

The Sobel test was used to examine the indirect effect of a supportive work environment on employee retention through organizational engagement as a mediating variable for employees of PT. Indraco Suncity Festival Madiun. The test results using SPSS are as follows:

1. Sobel Supportive Work Environment Test

Table 9 Sobel Supportive Work Environment Test Results

Test Method	Test Statistics	Standard Error	Value p
Sobel Test	22,79387261	0,32872817	0,000
Aroian test	22,67261238	0,32617281	0,000
Goodman's test	22,89182673	0,32281231	0,000

Source: *SPSS Output*

Based on table 9, it shows that organizational engagement is able to mediate between the supportive work environment variable and employee retention.

Discussion

1. The Influence of a Supportive Work Environment on Employee Retention at PT. Indraco Suncity Festival Madiun

The test results in Table 7, obtained a t-value of 6.672 greater than t-table 1.984 and a Sig. value (0.000) <0.05, so H_0 is rejected and H_1 is accepted. This means the hypothesis is accepted. This means that a supportive work environment has a significant effect on employee retention. This means that the supportive work environment owned by employees at PT. Indraco Suncity Festival Madiun has been in accordance with the wishes of the employee part, and also human resources feel not burdened by the tasks and authority given, so that the work tasks given can be completed. Previous research conducted by Toling Jr et al., (2021) explained that a supportive work environment has a positive and significant effect on employee retention through organizational engagement as a mediating variable. According to previous research conducted by Sanaullah & Shaikh, (2024) explained that a supportive work environment has a positive and significant effect on employee retention.

2. The Influence of Supportive Work Environment on Organizational Engagement of Employees of PT. Indraco Suncity Festival Madiun.

The test results in Table 8 show that the t-value is 6.452, which is higher than the t-table of 1.984, and the Sig. (0.000) <0.05, thus H_0 is not accepted and H_2 is accepted. These results explain that the preliminary assumption is accepted. In other words, a supportive work environment has an impact on organizational engagement among employees of PT. Indraco Suncity Festival Madiun. This means that the supportive work environment of employees at PT. Indraco Suncity Festival Madiun is in accordance with the expectations of management at PT. Indraco Suncity Festival Madiun. This creates a good condition of organizational engagement for employees of PT. Indraco Suncity Festival Madiun. Previous research conducted by Toling Jr. et al., (2021) explained that a supportive work environment has a positive and significant effect on employee retention through organizational engagement as a mediating

variable. According to previous research conducted by Afridi et al., (2019), a supportive work environment has a positive and significant effect on organizational engagement.

3. The Influence of Organizational Engagement on Employee Retention at PT. Indraco Suncity Festival Madiun

The test results in Table 8, obtained a t-count of 7.335 higher than t-table 1.984 and the Sig. (0.000) <0.05, so H_0 is not accepted and H_3 is approved. In other words, organizational engagement affects employee retention in PT. Indraco Suncity Festival Madiun employees. Based on the results of descriptive analysis, high organizational engagement is able to create a good working atmosphere. These results can also be interpreted that the higher the organizational engagement, the higher the employee retention in PT. Indraco Suncity Festival Madiun employees. Previous research conducted by Afridi et al., (2019) explained that organizational engagement has a positive and significant effect on employee retention.

4. The Effect of a Supportive Work Environment on Employee Retention Through Organizational Engagement as a Mediating Variable for Employees of PT. Indraco Suncity Festival Madiun

The test results based on table 9 from the calculation results show that the t-value is 22.793. The α value = 5% degree of freedom and the t-table is 1.96. Because the t-value of 23.973 is greater than the t-table of 1.96, it can be concluded that organizational engagement is able to mediate between the supportive work environment variable and employee retention in PT. Indraco Suncity Festival Madiun employees. Based on the results above, a good supportive work environment is supported by good organizational engagement. These results can also be interpreted that the higher employee retention in PT. Indraco Suncity Festival Madiun employees is indicated by the conditions of a good supportive work environment and organizational engagement. Previous research conducted by Toling Jr et al., (2021) explained that a supportive work environment has a positive and significant effect on employee retention through organizational engagement as a mediating variable.

According to previous research conducted by Sanaullah & Shaikh, (2024) explained that a supportive work environment has a positive and significant effect on employee retention through organizational engagement as a mediating variable.

E. CONCLUSION AND SUGGESTIONS

Based on the results of the research and testing of the proposed hypothesis regarding the influence of supportive work environment on employee retention through organizational engagement as a mediating variable on employees of PT. Indraco Suncity Festival Madiun, it can be concluded that supportive work environment has a positive and significant effect on employee retention, supportive work environment has a positive and significant effect on organizational engagement, organizational engagement has a positive and significant effect on employee retention. and supportive work environment has a positive and significant effect on employee retention through organizational engagement as a mediating variable.

Suggestions for further researchers are expected to use this research as additional knowledge and information and can be used as a foundation that has a theme that is in accordance with the supportive work environment towards employee retention through organizational engagement as a mediating variable.

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