

Supportive Work Environment and Employee Retention: Examining the Mediating Role of Organizational Commitment and Person-Organization Fit

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ABSTRACT

This study examines the impact of supportive work environment on employee retention in the hospitality sector, focusing on the mediating role of organizational commitment and person-organization fit. Using purposive sampling method, 162 employees from hotels and tourist attractions participated, with data analyzed through SEM-PLS. The results showed that a good work environment does not directly increase employee retention, but can increase retention through organizational commitment and individual fit with the organization. When employees feel valued and aligned with their company's mission and values, they are more likely to remain loyal. This highlights the importance of creating a workplace culture that fosters commitment and alignment with organizational values to improve employee retention. For practical implications, the hospitality sector industry is encouraged to develop retention strategies that focus on leadership support, career development, and increased employee engagement. However, this study has limitations, as it only examines hotels and tourist attractions, raising the question of whether these findings apply to other sectors, such as restaurants and tourism management. To gain a clearer understanding, it is recommended to expand this research to include more industry segments

INTRODUCTION

The hospitality sector is a significant component of the worldwide economy, encompassing many services connected to housing, food and beverage, and travel. This industry not only caters to clients but also significantly contributes to economic growth, employment creation, and tourism development in numerous nations, including Indonesia (Langi et al., 2024). In the modern business era, companies must constantly look for new competitors in their industry. Therefore, quality is very important and should be considered a competitive advantage in the hospitality industry. In the modern business era, companies must constantly look for new competitors in their industry. Therefore, quality is very important and should be considered a competitive advantage in the hospitality industry (Khan et al., 2020).

Hospitality is a person's activity that can leave a good impression on others, besides that hospitality is also defined as knowledge and experience in marketing services that include services that are full of respect and attention to humanitarian aspects (Wijaya & Iskandar, 2024). Meanwhile, the hospitality industry consists of various businesses that offer accommodation, food, and beverages, or a combination of both (Kennedy, 2023).

A hotel is a commercially managed accommodation, offering a wide range of facilities and services to visitors. In addition to providing beds and meals, the hotel also serves as a location for business activities, meetings, seminars, and various other events, all served with friendly and professional service (Wulandari et al., 2024). In addition, friendly, responsive, and professional service is a very important component of restaurant hospitality. Studies show that service quality, including friendliness and efficiency, greatly influences the guest experience and image in restaurants (Fatimah et al., 2024; Pertiwi et al., 2020). According to (Wijaya & Iskandar, 2024), "hospitality encompasses all friendly interactions and quality services provided to guests at various tourism facilities", and includes hotels, restaurants, tour guides, and other services that focus on visitor satisfaction.

High employee retention enhances productivity and service quality while decreasing recruitment and training expenses (Y. F. Astuti & Amir, 2023). Establishing a conducive work atmosphere is essential for maintaining employee engagement. A supportive work environment can enhance organizational commitment and improve staff retention rates (Y. F. Astuti & Amir, 2023; Bagis, Suroya, et al., 2023). The emergence of strategic human resources underscores the significance of maintaining top employees, as the turnover of brilliant personnel can adversely affect the firm (Naz et al., 2020).

The requisite number of employees in the hospitality sector necessitates that a company prioritize employee retention. Management must cultivate an appealing work environment to foster employee commitment to the organization. An optimal work environment significantly enhances employee retention rates. The non-physical elements of the work environment substantially impact employee retention (Kadek et al., 2021). A supportive work environment is essential for employers to achieve anticipated growth and profitability. Researchers have shown that improving the work climate and learning culture is

essential to produce qualified professionals (Alias et al., 2019) An important question in behavioral science is how employee turnover precedes perceived organizational commitment and support (Naz et al., 2020). Researchers are interested in researching the contingency interaction of organizational commitment invariant changes (Naz et al., 2020). Organizational commitment is a work attitude that is closely related to the level of engagement, retention, and employee performance (Bagis, 2018; Bagis & Yulianeu, 2024; Naz et al., 2020) The alignment of personality with organizational culture is a crucial factor that reduces turnover intentions. Individuals who recognize a strong organizational fit are more inclined to experience job satisfaction, hence diminishing their desire to depart from the firm (Naz et al., 2020).

Analysis of many previous studies revealed a research gap, indicating that a supportive work environment has a beneficial and considerable impact on employee retention (Yusliza et al., 2021) and analogous outcomes were demonstrated by Naz et al., (2020). However, research conducted by Widiani & Mas'ud, (2023), demonstrates varying outcomes, suggesting that a supportive work environment does not influence employee retention. Researchers also demonstrated positive and important study results Surito et al., (2019) and Naz et al., (2020) Concerning the relationship between a nurturing workplace atmosphere and organizational allegiance. Researchers Priyatno and Rijanti (2024) found no association between a supportive work environment on organizational commitment. Effective implementation of hospitality elements, characterized by excellent service (pleasant, responsive, and professional), necessitates knowledgeable staff to ensure optimal consumer satisfaction, since service quality significantly influences guest experience and perception (Fatimah et al., 2024; Pertiwi et al., 2020). In addition, the existence of a supportive environment can increase commitment to the organization in line with achieving internal balance (P-O Fit). With this increase, companies can easily retain competent employees (Naz et al., 2020).

Based on the existing research background and gaps, the researcher intends to re-examine the research that has been conducted by (Naz et al., 2020) with the title A Study in the Relationship Between Supportive Work Environment and Employee Retention: Role of Organizational Commitment and Person–Organization Fit as Mediators. The difference in this study is that we use a different sector, namely the hospitality sector which consists of 2 industries, namely hotels, and tourist attractions. In addition, this study also involved a wider population, so that the number of respondent samples taken became larger.

LITERATURE REVIEW

Social Exchange Theory (SET) and Theory of Organizational Equilibrium (TOE)

Two methodologies, specifically the notion of organizational equilibrium (TOE; March & Simon, 1958) and social exchange theory (SET; Blau 1964), supporting this study (Naz et al., 2020). One of the key principles for explaining conduct in the workplace is Social Exchange Theory (SET) (Naz et al., 2020). It is a very common and integrated phenomenon in daily life. Social interchange extends beyond organizations to encompass friends, family, and relatives (Ahmad et al., 2023).

Social Exchange Theory emerged in the 1920s (Malinowski, 1922; Mauss, 1925) and impacts multiple fields, including anthropology (Firth, 1967; Sahlins, 1972), social psychology (Homans, 1958; Thibault and Kelley, 1959; Gouldner, 1960), and sociology (Blau, 1964). The concept of "exchange and power," as defined by Blau (1964), relates to one party's ability to influence another party to induce action. Blau emphasized the economic emphasis of the theory. In contrast, Homans prioritizes psychological orientation—instrumental behavior. Blau's (1964) notable contribution is that our understanding of social exchange is limited to actions dependent on favorable reactions from others, with social exchange behavior characterized as voluntary individual actions driven by expected outcomes. (Ahmad et al., 2023). Meanwhile, according to the TOE (March & Simon, 1958), awards are given to employees in the hope that they will be more likely to stay in the company because they will make the same contribution in the exchange relationship (Naz et al., 2020).

Employee Retention

Minchington's (2010) research underscores the significance of employee retention, given the vital role of human assets in achieving corporate objectives. Employee retention refers to the commitment of companies to retain the necessary personnel within their firm. Human resources are the paramount element of manufacturing. (Arasanmi & Krishna, 2019) The workplace is a significant factor influencing employee retention. The work environment is the setting in which employees perform their tasks and obligations inside the organization. Consequently, firms must create a work atmosphere that enhances employee engagement, motivation, and perception, thus fostering favorable outcomes (Yusliza et al., 2021).

Supportive Work Environment dan Employee Retention

The perception of a supportive work environment by employees is crucial for productivity and efficiency (Verbeke et al., 1998; Yusoff et al., 2015). Sumaryono (2024) discovered a positive correlation between high-commitment human resource management and employee service behavior, both within and outside of designated duties. Naz et al. (2020) discovered a positive correlation between staff members' environmentally friendly behaviors in organizations and the environment (Yusliza et al., 2021). Thus, advantageous working conditions will improve employee happiness and cultivate a desire for ongoing employment. (Yusliza et al., 2021). Furthermore, research (Yusliza et al., 2021) has demonstrated that the correlation between a Supportive Work Environment and Employee Retention yields favorable and substantial outcomes. The study of

Naz et al. (2020) articulated a comparable assertion. This contrasts with the research by Widiani and Mas'ud (2023), which asserts that a friendly work environment does not influence employee retention. Consequently, drawing from prior research, this study posits the subsequent hypotheses:

H1 : A supportive work environment is significantly positively correlated with employee retention.

Supportive Work Environment dan Organizational Commitment

Organizational commitment, according to the porter and mowdat's view, can be seen as assessing the degree of engagement within the respective segment of the organization (Bagis, Darmawan, et al., 2023). Three methods to ascertain this include embracing the group's beliefs and objectives, in addition to maintaining membership within the organization. Furthermore, Lutfihans (2006) defines organizational commitment as a profound belief and acceptance of remaining a part of the company while consistently striving to align with its expectations (Fauziah et al., 2022). Surito et al. (2019) found a positive and substantial association between a supportive work environment and employee organizational commitment. A similar study by Naz et al., (2020) demonstrated a positive association between Supportive Work Environment and Affective Commitment.

Individuals that receive enhanced assistance from workplace groups typically reciprocate by demonstrating connection, loyalty, and dedication to the organization (Naz et al., 2020). Valentine et al. (2002) noted that Vanaki and Vagharseyyedin (2009) articulated that, per the TOE framework, establishing equilibrium between superiors and employees can be accomplished by fostering a conducive work environment. Consequently, it is anticipated that the sense of mutual support and concern among employees will enhance, so reinforcing their commitment to the firm (Naz et al., 2020). This contrasts with study (Priyatno & Rijanti, 2024) indicating no correlation between the work environment and organizational commitment. This study posits the following hypothesis, informed by the preceding discussion and prior research:

H2: A supportive work environment is significantly positively correlated with organizational commitment.

Organizational Commitment and Employee Retention

Employee commitment is a crucial indication of productivity, and organizational commitment encompasses work engagement. The impact encompasses delays, absenteeism, employee turnover, and the inclination to relocate. This is inherently linked to employee retention and the organization's initiatives to retain high-caliber workers (Tambak, 2022). Research by Tambak (2022) demonstrates a favorable and strong correlation between corporate commitment and employee retention. Research by Naz et al. (2020) similarly demonstrated that organizational commitment positively influences employee retention. Consequently, drawing from prior research, this study posits the subsequent hypothesis:

H3: Organizational commitment exhibits a favorable and significant correlation with employee retention.

Supportive Work Environment and Person-Organization Fit

Fostering a Supportive Workplace and Alignment between Individual and Organization According to the SET framework, the connection between POS and Person-Organization Fit is that an employee who has their social-emotional needs met through compensation feels compelled to reciprocate by exceeding their job responsibilities and fulfilling both explicit and implicit organizational expectations. Consequently, they interchange beliefs and uphold Person-Organization Fit (Naz et al., 2020). This is supported by previous research by Naz et al., (2020), which illustrates a positive link between Supportive Work Environment and Person-Organization Fit. This study proposes the following hypothesis, based on the previous discussion and existing research.

H4 : A supportive work environment is significantly positively correlated with person-organization fit.

Person-Organization Fit and Employee Retention

Person-Organization Fit indicates the degree to which an employee endeavors to conform to the organization's beliefs, objectives, and mission (Naz et al., 2020). Through TOE, employees perceive a heightened obligation to exhibit increased dedication to the firm and attain equilibrium in the equation. This can also be ascribed to the principle of reciprocity, commonly referred to as Social Exchange Theory (SET) (Blau, 1964; Harden et al., 2018; (Naz et al., 2020)). Employees will sustain their commitment and continue with the existing organization as long as individuals and entities are satisfied with their preferences, requirements, expectations, and aspirations. Conversely, when individuals and organizations encounter unhappiness, personnel will leave the entity. (Naz et al., 2020). Prior research by Naz et al. (2020) A positive link between Person-Organization Fit and Employee Retention was observed. Therefore, based on the previously mentioned evidence and research, this study proposes the following hypothesis:

H5: Person-Organization Fit exhibits a substantial positive correlation with Employee Retention.

The Role of Organizational Commitment Mediation Between the Relationship between Supportive Work Environment and Employee Retention

According to the SET and TOE, employees are more likely to commit to their organization due to the perceived organizational support stemming from their superiors. Consequently, as employees receive management support, their intention to resign diminishes (Eisenberger et al., 1990; (Naz et al., 2020)). The findings of the study (Naz et al., 2020) indicate that organizational commitment serves as a mediator between a Supportive Work Environment and Employee Retention. The study further corroborates the hypothesis that organizational commitment positively correlates with employee retention. Building on prior research, this study posits the following hypothesis:

H6: Organizational Commitment serves as a mediator in the link between Supportive Work Environment and Employee Retention.

The Role of Person-Organization Fit Mediation Between the Relationship of Supportive Work Environment and Employee Retention

According to SET theory, the interplay of attitudes, emotions, and work behaviors within the social environment governs the quality of life in an organization. An individual's opinion of their work environment affects their conduct in the workplace (Lancaster & Di Milia, 2015; Naz et al., 2020). Previous research by Naz et al. (2020) has shown that the Person-Organization Fit construct mediates the relationship between Supportive Work Environment and Employee Retention. The correlation between a Supportive Work Environment and Employee Retention also has a positive impact. This research posits the subsequent hypothesis grounded in previous explanations and inquiries.:

H7: Person-Organization Fit mediates the relationship between Supportive Work Environment and Employee Retention.

Based on the literature and hypothesis above, the following framework of thought can be prepared:

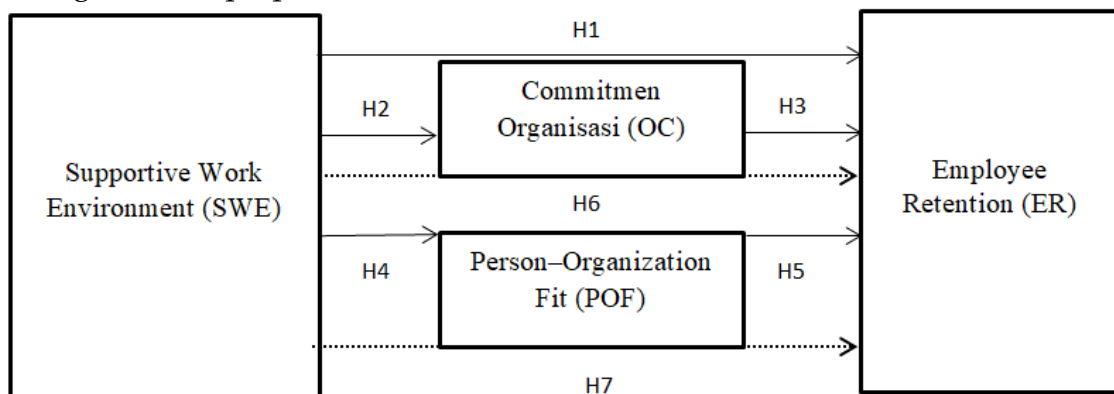


Figure 1. Conceptual Model to Analyze Employee Retention in Employees

METHODOLOGY

This study duplicates the previous research conducted by (Naz et al., 2020) employing a quantitative methodology. This study examines the supportive work environment, organizational commitment, and person-organization fit concerning employee retention. Additionally, it examines the mediating effects of organizational commitment and person-organization fit on employee retention. This study consists of seven assumptions that will be examined.

The population in this study is the hospitality sector in Banyumas, which totals 255 people. The population consists of 115 employees of Karlita Hotel, 90 people of Luminor Hotel, and 50 people of Baturraden Wanawisata. The sampling technique used in this study was purposive sampling type criterion sampling. Criterion sampling is a sampling technique based on certain criteria that have been determined by the researcher in accordance with the research objectives (Memon et al., 2025). In this study, the criteria used are employees who have a minimum service period of 1 year. Employees with this length of service are considered to have sufficient experience in the organization, so that they can provide relevant and in-depth information on the variables under study (Nuralim et al., 2023). To determine the number of samples, the Slovin formula was used with a standard correlation of 0.05, so that a sample size of 157 people was obtained, and the number of respondents used in this study was 162 people.

The distribution of questionnaires was carried out via the internet using Google Form. Each answer chosen by the respondent has its own value which is arranged using stages according to the five points on the Likert scale with Likert values, one strongly disagree, two disagree, three neutral, four agree, and five strongly agree. The analysis used by researchers in conducting this research is SEM-PLS using Smart Partial Least Square (SmartPLS) software.

The measurement of each variable uses different references, the variable supportive work environment uses references (Alifa & Rakhmawati, 2022) as many as 12 indicators, organizational commitment uses references (Silitonga et al., 2020) as many as 11 indicators, person organizational fit uses references (Sudibjo & Prameswari, 2021) as many as 7 indicators, employee retention uses references (Suwaji & Sabella, 2019) A total of 11 indicators.

RESULT

The study used Partial Least Square, or PLS, to find answers to hypotheses that have been proposed, which are essentially predictive. The purpose of PLS is to minimize the variance of the remaining bound variables when estimating model parameters (Ghozali & Hengky, 2015) All questionnaire data has been collected and prepared for analysis, with a response rate of 100%. The following is table 1. Demographics of respondents:

Table 1. Respondent Demographics

Identity	Description	Frequency	Percentage
Company Origin	Hotel Karlita	56	34,6
	Hotel Luminor	56	34,6
	Wanawisata		
	Baturaden	50	30,9
Sex	Male	109	67,3
	Female	53	32,7
Age	<20	4	2,5
	20-25	62	38,3
	25-30	31	19,1
	>30	65	40,1

Shows the demographic results of the respondents. The score obtained on the company's origin was dominated by Karlita Hotel as many as 56 respondents (34.6%). The gender score showed that the respondents were dominated by male respondents as many as 109 respondents (67.3%). The age of respondents was dominated by employees with an age range of >30 years as many as 65 respondents (40.1%). Based on the above data, respondents are dominated by men who mostly work in F&B Service, House Keeping, and Enggenering. While the rest of the female gender works in the Accounting section. The tenure of employees of Karlita Hotels, Luminor Hotels, and Tourism with the research sector that we researched in this study every year shows a high level of commitment of employees to the company.

The SEM-PLS model analysis results were employed to investigate the relationship between variables in this investigation. The analytical approach is executed in two parts to ensure the model's validity and reliability. This model assesses the correlation among Supportive Work Environment, Organizational Commitment, Person-Organization Fit, and Employee Retention, while examining the mediating roles of Organizational Commitment and Person-Organization Fit. The subsequent outcomes of the SEM-PLS model analysis:

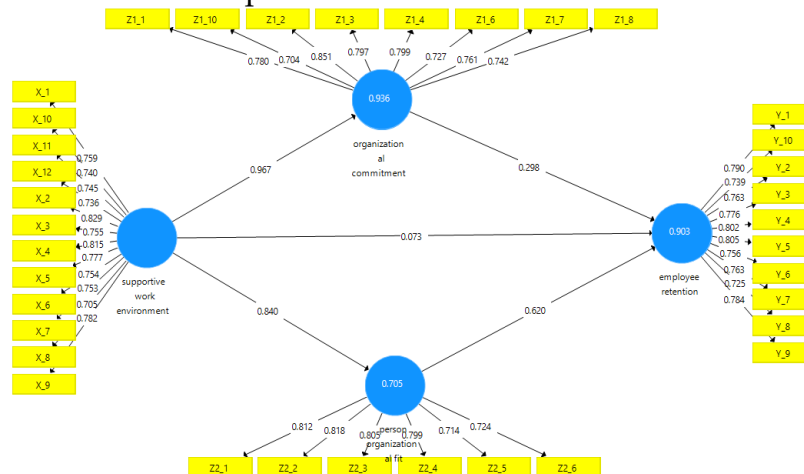


Figure 2. SEM-PLS Model Analysis Results

The following are the results of outer loading for each variable studied. This data analysis was carried out in 2 rounds by eliminating indicators Y11, Z1_5, Z1_9 and Z1_11 because they had an outer loading value below 0.7. While the outer loading value of more than 0.7 is acceptable (Hair et al., 2017).

Table 2. Outer Loading

Question items		Outer loading
X_1	The working environment in the company where I work is work is good	0,759
X_10	The working area in the department where I work is comfortable	0,740
X_11	The amount of work I do is within reasonable limits	0,745
X_12	The management in my company endeavours to expand co-operation in order to help employees do the best job possible.	0,736
X_2	My boss makes me feel like I'm an important part of the team.	0,829
X_3	I am treated with respect by my work environment.	0,755
X_4	my boss cares about my welfare	0,815
X_5	My boss respects my opinion	0,777
X_6	My boss thinks about my ultimate goal in this company.	0,754
X_7	Employees in the company can influence each other if there is a problem in the department.	0,753

X_8	I can work together with close relationships with my colleagues in the same department	0,705
X_9	I can discuss work issues with colleagues in the department.	0,782
Y_1	The company has a positive culture and values for employees	0,790
Y_10	I feel that there is a balance between work and personal life.	0,739
Y_2	The company's organizational strategy and management are clear and provide opportunities for employees to grow.	0,763
Y_3	The company provides continuity or sustainability and high job security	0,776
Y_4	The company provides continuity or continuity of training to me	0,802
Y_5	Good human resource management.	0,805
Y_6	The company provides opportunities and career development for every employee	0,756
Y_7	Recognition of achievements made by each employee	0,763
Y_8	I take full responsibility for the tasks assigned to me and the company gives me flexibility in carrying out my duties.	0,725
Y_9	Working conditions at work support me in doing my job	0,784
Z1_1	The problems in this organization are part of my problems.	0,780
Z1_10	Even though I had a better job offer elsewhere, leaving the organization was not the right thing to do now.	0,704
Z1_2	I enjoy sharing my workplace with others	0,851
Z1_3	I feel emotionally attached to this organization	0,797
Z1_4	I'm happy to spend the rest of my career in this organization	0,799
Z1_6	Working in this organization is a necessity of my life	0,727
Z1_7	One of the reasons I stayed with this organization was that it was difficult to find suitable work from other organizations.	0,761
Z1_8	Many things will be disturbing when I decide to leave the current organization	0,742
Z2_1	I fit into the work environment at this organization.	0,812
Z2_2	I agree with the purpose of this organization	0,818
Z2_3	I am willing to follow what the organization does to achieve its goals.	0,805
Z2_4	I am aware of the values espoused by the organization	0,799
Z2_5	I believe in the values of this organization	0,714
Z2_6	I make a positive contribution to the organization.	0,724

Table 2 presents the analytical results, indicating that the loading factor values for the variables Supportive Work Environment, Organizational Commitment, Person-Organization Fit, and Retention Capacity exceed 0.7. According to (Stefanie et al., 2020), variables and indicators are deemed valid if the outer loading value for each indicator surpasses 0.7. Consequently, it can be concluded that the loading factor values of all indicators sufficiently fulfill the criteria for convergence validity.

Table 3. Construct Reliability dan Validity

		Cronbach's Alpha	rho_A	Reliabilitas Komposit	Avarage Varians Diekstrak (AVE)
Supportive environment	work	0,924	0,924	0,936	0,594
employee retention		0,902	0,905	0,921	0,595
organizational commitment		0,870	0,872	0,903	0,608
person organizational fit		0,935	0,935	0,944	0,583

Referencing Table 3. The aforementioned reveals that the variables of organizational commitment, supportive work environment, and person-organization fit concerning employee retention possess Construct Reliability and Validity values over 0.5, hence affirming the reliability of each of these factors.

Table 4. R Square Value

	R Square	Adjusted R Square
employee retention	0,903	0,901
organizational commitment	0,936	0,935
person organizational fit	0,705	0,703

According to the Adjusted R Square value of 0.901 in Table 4, Organizational Commitment, Person-Organization Fit, and Supportive Work Environment contribute to 90.1% of employee retention. The R Square value is hence considered sturdy. The Supportive Work Environment accounts for 93.5% of the variance in Organizational Commitment, indicating a high classification, as evidenced by the Adjusted R Square value of 0.935 for Organizational Commitment. The Adjusted R Square score for Person-Organization Fit is 0.703, indicating that the Supportive Work Environment accounts for 70.3% of the Individual Person-Organization Fit variable, which is categorized as moderate.

Tabel 5. Model Fit

	Model Saturated	Model Estimasi
SRMR	0,118	0,118
d_ ULS	9,210	9,200
d_ G	not used	not used
Chi-Square	Unlimited	unlimited
NFI	not used	not used

SRMR (standardized root mean square residual) is a measure of model fit, namely the difference between the data correlation matrix and the estimated model correlation matrix. It is said that if the SRMR value is below 0.10, it indicates that the model is fit or suitable (Setiti & Paramarta, 2023). From the results of table 5, it can be explained that the SRMR results with a value of 0.118, which means above 0.10, the size of the model used is not fit or cannot be translated with empirical data.

Table 6. Path Coefficients

	Original Sample (O)	Samp le Mean (M)	Stand ard Deviati on(ST DEV)	T Statisti c (O/S TDEV)	P Values	Results
H1 : Supportive work environment -> employee retention	0,073	0,069	0,109	0,665	0,506	Rejected
H2 : Supportive work environment -> organizational commitment	0,967	0,967	0,007	130,090	0,000	Accepted
H3 : organizational commitment -> employee retention	0,298	0,293	0,120	2,479	0,014	Accepted
H4 : Supportive work environment -> person organizational fit	0,840	0,838	0,035	23,813	0,000	Accepted
H5 : person organizational fit -> employee retention	0,620	0,629	0,054	11,381	0,000	Accepted
H6 : Supportive work environment -> organizational commitment -> employee retention	0,288	0,284	0,116	2,483	0,013	Accepted
H7 : Supportive work environment -> person organizational fit -> employee retention	0,521	0,527	0,046	11,329	0,000	Accepted

Table 6 indicates that a path coefficient with a p-value under 0.05 is considered significant for hypothesis validation (Haryono, 2016 in ((Ardiansyach et al., 2022)). The preliminary hypothesis suggests a negligible correlation between a supportive work environment and employee retention, resulting in the dismissal of hypothesis 1 because the p-value surpasses 0.05. The evidence suggests that a supportive work environment may not directly improve employee retention. This aligns with the findings of Widiani and Mas'ud (2023), indicating that employee retention is minimally influenced by a supportive work environment.

The third and fifth hypotheses demonstrate a substantial positive effect of organizational commitment and person-organization fit on employee retention, since both hypotheses produced a p-value below 0.05, confirming their validity. The second hypothesis demonstrates a significant positive association between a supportive work environment and organizational commitment, indicated by a p-value below 0.05, therefore confirming the acceptance of the second hypothesis. The fourth hypothesis demonstrates a substantial positive association between a supportive work environment and person-organizational fit, indicated by a p-value below 0.05, thereby confirming the hypothesis's acceptance. The next step is to assess the mediation hypothesis. The concept of mediation is encompassed within the sixth and seventh theories. The sixth hypothesis asserts that Organizational Commitment mediates the connection between a Supportive Work Environment and employee retention. The test produced a p-value of 0.013, which is below 0.05, signifying the acceptance of hypothesis six. The seventh hypothesis asserts that person-organization fit mediates the connection between a supportive work environment and employee retention. The p-value derived from this hypothesis is 0.000, which is below 0.05, signifying the acceptance of the seventh hypothesis.

DISCUSSION

Supportive Work Environment on Employee Retention

Based on the results of this study, supportive work environment and employee retention have no effect. The results show that the presence or absence of support from superiors does not directly cause changes to employees' decisions to stay in the company. This means that the presence of a supportive work environment, such as supervisor attention, appreciation, and emotional and professional support, is not strong enough to influence employee retention in the context of the hospitality sector studied (Widiani & Mas'ud, 2023). One of the main reasons for this finding is employees' perception of their supervisor's low involvement in making them an important part of the team. In addition, many employees also feel that the company does not provide job security, and there is unfairness in the leadership style applied (Bagis, Lestari1, et al., 2024). As a result of these conditions, the support provided by superiors becomes less relevant in building employee loyalty to the organization.

The absence of influence from supervisor support is also reflected in the low tendency of employees to show extra-role behaviors such as Organizational Citizenship Behavior (OCB). OCB is voluntary behavior that employees do outside of their formal responsibilities, such as helping colleagues, maintaining good relationships, and making positive contributions to the organization (Kurniawan & Rohmanto, 2021). When employees feel that supervisor support has no real effect or feels insincere, they tend to lose motivation to contribute more through OCB. Thus, it can be concluded that a supportive work environment that is unable to create a sense of security, fairness, and appreciation not only fails to improve employee retention, but also hinders the development of positive behaviors that underlie a healthy and productive organizational culture.

The findings in this study are in line with (Widiani & Mas'ud, 2023). who also found that supportive work environment has no significant effect on employee retention.

Supportive Work Environment on Organizational Commitment

The study's findings indicate that organizational commitment is significantly and positively influenced by a supportive work environment. The study's findings indicate that employees receiving assistance from their bosses are more inclined to cultivate a sense of belonging and camaraderie. Employees exhibit heightened motivation to excel when they perceive appreciation. As a result, people become more emotionally invested in the brand and show greater devotion to it. This demonstrates that companies with a strong work culture are more likely to keep their staff over the long term. In general, workers tend to develop a deep emotional bond with the company when they perceive that their employers value and acknowledge them (Fauziah et al., 2022)

This result is consistent with March & Simon's (1958) Theory of Organizational Balance (TOE), which holds that if workers believe their contributions are appreciated and they are fairly compensated, they will be more inclined to remain with the company. One way that the company can reward its employees is by creating a supportive work environment, which increases their commitment. (Naz et al., 2020). The results of the study are in line with the research conducted by (Surito et al., 2019), (Naz et al., 2020), (R. J. Astuti & Baiti, 2024).

Organizational Commitment to Employee Retention

The analysis's conclusions demonstrate that organizational commitment significantly and favorably affects employee retention. The study's findings reveal that workers can generate a more tranquil and cooperative work environment if they embrace sharing a workplace with their coworkers in a supportive setting. Employees will feel more at ease and have a higher chance of remaining with the company for a long time when they build strong working relationships with their coworkers. (Yusliza et al., 2021). In addition, the company's application of positive culture and values further strengthens employees' emotional attachment to the organization, which in turn increases their loyalty levels.

Social Exchange Theory (SET) explains that employees who feel supported by the organization and their colleagues are more likely to return the support by staying in the company and giving their best contribution. The stronger the emotional commitment felt by employees, the less likely they are to seek out work opportunities outside the organization, as they feel they have found a work environment that matches their expectations. The findings of this study are in line with the results of the research (Setiawan et al., 2023), (Naz et al., 2020) dan (Darmika & Sriathi, 2019)

Supportive Work Environment to Person-Organization Fit

The study's findings indicated a significant and favorable correlation between a supportive work environment and person-organization alignment. The analytical findings indicate that a conducive work environment is essential for fostering alignment between individuals and organizations. Employees that view their work environment as encouraging are generally more receptive to the company's culture and values. Several factors, such as support from superiors, good relationships with colleagues, as well as company policies that pay attention to employee well-being, can increase compatibility between individuals and organizations (Bagis, Adawiyah, et al., 2024; Naz et al., 2020). The stronger the support provided by the work environment, the more likely employees are to feel committed to the company and stick around in the long run.

Social Exchange Theory (SET) asserts that the connection between a supportive work environment and Person-Organization Fit is based on the premise that employees who receive support and compensation for their social and emotional needs are incentivized to reciprocate by exceeding their job descriptions and fulfilling both explicit and implicit organizational expectations. Consequently, they embraced the organization's concept and sustained Person-Organization Fit (Naz et al., 2020). A supportive work environment fosters conditions that motivate employees to align with the organization's ideals, since they perceive themselves as respected and supported. This aligns with the studies of Naz et al. (2020) and R. J. Astuti & Baiti (2024), which demonstrated a favorable and significant correlation between a supportive work environment and person-organization fit. (Melia Putr, Hanifah Rizqi Azzahra, Apriliana Erynasari, Natashafira Ramadhani, 2024).

Person-Organization Fit on Employee Retention

This finding shows that employees who feel a good fit with the company's culture and values are more likely to stay in the organization. When someone feels that their workplace is in line with their personal values and principles, they will be more comfortable working and have a higher motivation to continue contributing (Naz et al., 2020).

This result is in line with the Social Exchange Theory (SET) which states that individuals tend to reciprocate their support from the organization by increasing their commitment and loyalty (Naz et al., 2020). Employees who feel that the company provides a work environment that is in line with their expectations and values will be more engaged in their work and less likely to look for opportunities elsewhere.

In addition, the Theory of Organizational Equilibrium (TOE) also supports this result, stating that employees will stay in the organization if they feel that they get benefits that are balanced with the contributions they make (March & Simon, 1958). If the balance between the individual and the organization is high, then employees feel they have a strong connection with the company, which ultimately increases their retention (Tambak, 2022).

This finding is consistent with previous studies conducted by (Naz et al., 2020), and (Wulandari et al., 2024), which found a positive and significant relationship between one's organizational fit and employee retention.

Organizational Commitment as a Mediator of the Relationship between Supportive Work Environment and Employee Retention

The analysis demonstrates that Organizational Commitment significantly influences the connection between a Supportive Work Environment and Employee Retention. The findings of this study indicate that a supportive work environment does not directly influence employee retention rates. A supportive environment serves as a catalyst for increasing organizational commitment. When employees experience support from their bosses and are in a conducive work environment, they are likely to develop a stronger emotional attachment to their organization. Feeling valued and supported has proven to be instrumental in building loyalty and commitment to the organization. In line with the increasing commitment of employees, their motivation to continue to contribute will also increase. The stronger the commitment employees have to the organization, the less likely they are to seek employment elsewhere or leave the organization (Naz et al., 2020).

This corresponds with Social Exchange Theory (SET) (Blau, 1964), suggesting that employees who experience support from their workplace are inclined to increase their commitment to the organization. (Naz et al., 2020). A supportive workplace satisfies employees' needs, leading to heightened commitment to the firm. Moreover, employees exhibiting a high degree of commitment will experience greater engagement and a heightened inclination to remain with the firm, so enhancing employee retention (Tambak, 2022). This research is reinforced and supported by previous studies that have found similar results (Eisenberger et al., 2002), (Kurtessis et al., 2017) dan (Naz et al., 2020).

Person-Organization Fit as a Mediator of the Relationship Between Supportive Work Environment and Employee Retention

The research findings indicate that person-organization fit considerably affects the positive correlation between a supportive work environment and employee retention. The results indicate that a supportive work environment directly and indirectly affects employee retention by enhancing person-organization alignment. When employees perceive that the workplace fosters their well-being, bolstered by colleagues, bosses, and a positive corporate culture, the congruence between their own values and those of the firm, referred to as person-organization fit, will enhance. This increase in person-organization fit makes employees feel more comfortable, builds emotional connections, and increases their loyalty to the organization. This, in turn, motivates them to stay in the company. The higher the level of person-organization fit that employees feel, the more likely they are to maintain a working relationship with the organization and the less likely they are to leave it (R. J. Astuti & Baiti, 2024).

A supportive work environment creates an atmosphere where employees feel free to express themselves and are rewarded for their contributions. This encourages employees to internalize the organization's values and feel a deeper connection to the company's goals (Naz et al., 2020). As a consequence, employees feel compelled to give more to the organization as a form of balance in the relationship. This phenomenon is in line with the reciprocal principle known as social exchange theory (SET) (Naz et al., 2020). Employees who align with the organization's values tend to be more engaged, motivated, and highly committed, lowering their likelihood of finding work elsewhere (Naz et al., 2020). Higher levels of fit between individuals and organizations are closely related to greater commitment as well as a positive work environment, which in turn contributes to increased employee retention (Naz et al., 2020). These findings are in line with research conducted by (Naz et al., 2020), and (R. J. Astuti & Baiti, 2024).

CONCLUSION AND RECOMMENDATION

Conclusion

The research findings indicate that a supportive work environment does not directly impact employee retention; however, its influence is manifested indirectly by enhancing organizational commitment and individual alignment with the organization. A supportive work environment enhances organizational commitment, as individuals who perceive themselves as appreciated and supported tend to develop a stronger emotional relationship to the company.

Additionally, employee retention is significantly impacted by organizational commitment. High-commitment workers are more likely to remain with the company for an extended length of time. (Tambak, 2022). Employee loyalty is influenced by their sense of belonging and involvement in achieving company goals. The study's results also demonstrate that a positive work atmosphere can improve a person's fit with the company (Naz et al., 2020). Workers will be more at ease and likely to remain with the company longer if they believe that its culture and values match their own.

Employee retention is also significantly impacted by an individual's fit with the firm; workers who believe they align with the company's values and culture will be more motivated to continue contributing and working there. This indicates that in the recruitment process and human resource management, companies need to consider the aspect of alignment between individuals and organizations in order to increase employee retention rates.

The findings indicate that organizational commitment mediates the association between a supportive work environment and employee retention. Furthermore, compatibility between individuals and organizations serves as a mediating factor in this relationship. An affirmative work environment can enhance employee engagement, thus affecting their decision to remain with the corporation. When employees feel supported by the work environment they live in and find alignment with their personal values, they are more likely to choose to continue contributing to the organization.

Recommendation

This study, like others, is not without of limitations. These constraints offer a pathway for additional investigation. A primary drawback is the sample's restriction to the hospitality industry, encompassing only two subsectors: hospitality and tourism. Which should have other subsectors such as restaurants and tourism management. so the results may not be fully generalizable to other sectors. Therefore, it is suggested that future research expand the object, namely restaurants, so that the next researcher is expected to be able to research objects in the hospitality sector such as hotels, restaurants, and tourism.

In addition, this study has not included other variables that also have the potential to influence employee retention, one of which is Organizational Citizenship Behavior (OCB). Future research is recommended to consider OCB as an independent variable, thus, providing a more comprehensive understanding of the dynamics of employee retention in the hospitality sector.

Based on the results of this study, this finding is very useful for companies engaged in the hospitality sector. Especially in an effort to increase employee retention through the creation of a more conducive work environment, increased organizational commitment, and strengthening individual suitability with organizational culture. The study confirms that although a good work environment does not directly affect employee retention, such positive effects can emerge through increased organizational commitment and individual alignment with company values. Therefore, companies need to focus their efforts on strategies that increase employee commitment while aligning with organizational principles to achieve higher employee retention rates.

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