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# THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON INTENTION TO STAY MEDIATED BY EMPLOYEE ENGAGEMENT AND JOB SATISFACTION

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**Abstract:** Employees have an important role in a business. Employees are human resources employed by companies who play the role of planners, executors, and drivers in determining the performance and sustainability of the company. Organizational support for employees can be an important factor in retaining employees in the company. The main objective of this study was to determine the perceptions of employee organizational support, employee engagement, and the level of job satisfaction on the employee's intention to stay with the organization. The dataset was generated through a quantitative survey of 233 respondents at PT. Yodya Karya (Persero) from March to April 2023, and analyzed using Structural Equation Modelling (SEM). The findings of this research are that there is no significant and positive direct influence between perceived organizational support on employees' intentions to stay at the company, but rather that perceived organizational support has an impact when there are other things that influence employees' intentions to stay at the company through job satisfaction. Job satisfaction also has a big influence on employees' intentions to stay at the company and employee involvement in the company. Thus, Job Satisfaction at the company needs to be increased to increase employee intentions to stay at the company and also Employee Engagement. Therefore, from the results of this research can be seen that Job Satisfaction becomes an important variable in mediating the influence of Perceived Organizational Support and Intention to Stay.

**Keywords:** Engagement, Employee, Organizational, Satisfaction, SEM

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## INTRODUCTION

Employees have an essential role in a business. Employees are the Human Resources employed by the company that acts as planners, executives, and engines in determining the performance and sustainability of the company. Soemarsono (2018) stated that human resource is one of the most important factors that are closely related to a company. Therefore, the availability and management of Human resources are essential to the company's priorities and attention, including its competence and capacity. Heathfield (2021) stated that the definition of human resources is someone who gives his skills and talents to help the company's success. A company's success in achieving its goals requires competent Human Resources to support its business processes. HR is competent with the knowledge, skills, and attitude to support work success. Human resources competence becomes a critical element in supporting the company's goals.

Organizational support for employees can be an essential factor that keeps them in the company (Allen et al., 2008). Employees who feel valued by the company, such as recognition and respect, salary and promotion, ease of access to information, and other needs, will also benefit the company in terms of better job completion (Hastwell, 2023). A study by Byrne and Hochwater (2008) found that when employees perceive organizational support, they can strengthen their emotional and cognitive assessment of their organization and work. In addition, another factor that makes engagement to work last is the employee engagement factor. Gallup (2013) study found that employee engagement had a positive effect on physical health for engaged employees at 62%, then decreased among unengaged employees to 39% and among actively disengaged workers to 22%. The implication is that engaged employees are likelier to see companies and jobs as healthy environments. Companies that are able to maintain employee engagement well can ultimately increase employee motivation, productivity, and retention. Employees with longer working hours can become more committed to their company (Nadiri and Tanova, 2010). Thus, in addition to playing a role in affecting the employee's intention to stay in the company, working time also plays a role in job satisfaction. Working time has also been shown to

have a significant correlation with job satisfaction and the intention to leave. Price and Mueller (1981) showed a positive relationship between job satisfaction and the intention to stay rather than a negative relationship between work satisfaction and the intent to survive on the turnover intention. Price (1997) stated that job satisfaction is defined as the extent to which employees have a positive affective orientation towards the work performed by the company. Yuswardi (2019) argues that satisfied employees will be motivated and cared for, feel motivated, devote themselves, and work in teams as much as possible to improve the company's performance. Research by Halter et al. (2017) states that job satisfaction is considered to be a determining factor affecting the Intention to Stay, and both are linked very positively. When job satisfaction decreases, employees may feel exhausted, affecting the quality of work and the Intention to Stay. Ellickson (2002) stated that a higher level of job satisfaction can be seen in the increasing satisfaction with employees' needs, values, and personal characteristics.

The research population is active employees of PT. Yodya Karya (Persero) of 579 people with a minimum working time of 1 year and education D3/Bachelors. The selection of respondents with the criteria of a minimum D3/ Bachelor's degree and a minimum work period of 1 year certainly has its reasons. Employees who have worked for at least one year are considered to know the company and understand the company's business processes so that employees' Intention to Stay at the company can be measured through satisfaction surveys. Apart from that, respondents with these criteria are the largest population based on statistics in the company, and these criteria are employees who will become the successors of the company, so research is needed regarding the employee's Intention to Stay at the company, which is influenced by Perceptions of Organizational Support through Job Satisfaction and Employee Engagement.

This study has a gap with previous research that stated that the perception of organizational support has a direct impact on the employee's intention to stay working for the company. The previous research conducted by Nargotra and Sarangal (2021) showed that the perception of organizational support has a significant positive impact on

employees' intention to stay in the company. This finding confirms that when an organization shows support, employees are more likely to see support from the organization as a higher priority for employees to settle in the company. Research Li et al. (2020) also found the same thing, namely that organizational support that employees perceive as an important resource of work has a great significance in increasing the intention to stay in the company. In both of the above studies, each also examined the impact of positive and significant mediation of employee engagement (Nargotra and Sarangal, 2021) and job satisfaction (Li et al., 2020) between the perception of organizational support and the employee's intention to stay in the company.

Referring to previous research, the motivation for using organizational support, employee involvement, and job satisfaction on the desire to stay is based on research conducted by Nargotra and Sarangal (2021), which shows that perceived organizational support has a significant positive influence on Intention to Stay and employee engagement, partially mediates the relationship between perceived organizational support and Intention to Stay. Apart from that, research conducted by Li et al. (2020) found that Job Satisfaction, Perception of Organizational Support significantly and directly influenced Intention to stay. Overall, it refers to previous research that perceptions of organizational support have a direct impact on employees' intentions to remain at the company. Also, perceptions of organizational support have a significant positive influence on employees' intentions to remain at the company. However, no one has discussed the indirect relationship between perceptions of organizational support and employees' desire to stay, which is mediated by employee engagement and job statistics. So, this is what is new in this research. The aim of this research is to see the relationship between perceptions of organizational support and employees' desire to stay, which is mediated by employee engagement and job satisfaction.

## LITERATURE REVIEW

### Perceived Organizational Support

Eisenberger et al. (1986) stated that, in the organization support theory, the development of the perception of organization support is driven by

the tendency of employees to assign human characteristics to the organization. Saks (2006) stated that an important aspect that employees perceive is when an organization can provide a sense of security, attention, and support. Organizational support is proof of the company's commitment to employees, which results in rewards from employees in return for such support. Schaufeli and Bakker (2004) found that organizational support predicted engagement based on the size of employment resources. Schaufeli (2013) argued that when an employee feels that their organization provides the necessary and sufficient resources for their workforce, they feel happy to give back to the organization by engaging themselves in their work.

### Employee Engagement

Employee Engagement is defined as employee satisfaction, engagement, and enthusiasm for work (Robbins and Judge, 2013). Employee engagement is also defined as an employee's commitment to something or someone in the company that can affect how hard and long they work as a result of such commitment (Lockwood, 2007). Another definition of employee engagement Hewitt et al. (2013) stated that it is the intellectual engagement and emotional condition of employees in an organization. Hewitt defined employee engagement as an effort to improve the organization's business by individuals who want and act for success. In addition, organization engagement is interpreted as the employee's passion for the organization (Hewitt et al., 2013).

### Intention to Stay

The intention of the individual is the primary factor in carrying out a particular behavior. Intention is a measure of how hard people are willing to try and how much effort they want to put in, and it is considered to reflect the motivational elements that drive such behavior. The stronger the intention behind a behavior, the greater the probability of the Intention to Stay outcome (Ajzen, 1991). Intention to Stay is defined as the long-term intention of employees to remain working with their current employer (Johari et al., 2012). The intention to stay in the company reflects the level of employee commitment to the company and the intention to stay working. (Hewitt et al., 2013). It refers to a tendency toward behavioral commit-

ment, engagement, and the intent to leave, stop, and stay Halaby, 1986; Mueller and Lawler, 1999).

### Job Satisfaction

Herzberg et al. (1959) stated that employees are influenced or encouraged to work by two factors: motivation and hygiene. Herzberg et al. (1959) stated that satisfaction depends on the motivator, while dissatisfaction is the result of hygiene factors. In addition, McClelland (2014) stated that it focuses on three motives: achievement, Affiliation, and power. Employees with high Achievement, low Affiliation, and moderate Power are characteristics of successful entrepreneurs around the world. Employees with high achievement, medium to low affiliation, moderate power, and high self-control are among the characteristics of effective leaders, middle-level managers, and executives. McClelland (2014) stated that human motivation is the repeated attention to a state or condition of purpose measured in fantasies that drive, direct, and choose individual behavior.

## HYPOTHESIS DEVELOPMENT

### Perceived Organizational and Employee Engagement

Support in the work environment plays the role of extrinsic motivation in increasing Employee Engagement (Rai et al., 2017). This relationship can also be explained based on social market theory; when employees see their company offering support, they tend to respond with some important returns (Blau, 1964). According to social market theory, if employees see that the company provides support to them, they are obliged to repay it, as well as they feel they will work hard to obtain physical and psychological resources (Eisenberger et al., 1997; Rhoades and Eisenberger, 2002).

**H1:** Perceived Organizational Support has a positive effect on Employee Engagement.

### Employee Engagement and Intention to Stay

A constructive work environment can help engage employees in their workplace and ultimately shape their Intention to Stay (Stairs and Galpin, 2009). Employees tend to stay in their current jobs if the company supports, motivates, and trusts them (Shahid, 2018). In addition, employees who are engrossed in their work will return to the company by increasing their intention to continue in

the company for a longer period (Saks, 2006). Furthermore, EE has been found to be associated with optimistic experiences and behaviors that reduce their intention to leave the workplace (Shantz et al., 2016). Employees will also experience positive experiences if the company offers them autonomy and are, therefore, more likely to remain with their organization (Kooij et al., 2008).

**H2:** Employee Engagement has a positive effect on Intention to Stay.

### Perceived Organizational Support and Job Satisfaction

Many factors influence job satisfaction, and organizational support has a predictive effect on job satisfaction. Many studies state that perceived organizational support can increase employee satisfaction (Sharif et al., 2018). A good sense of organizational support allows employees to feel respect, care, and attention from the organization, giving rise to a strong sense of security and belonging (Rhoades and Eisenberger, 2002). This sense of security is what makes employees choose Intention to Stay.

**H3:** Perceived Organizational Support has a positive effect on Job Satisfaction.

### Job Satisfaction and Intention to Stay

Job satisfaction is the extent to which individuals seem to like their jobs (Givanagh and Frsh, 1989). In research related to employees, job satisfaction is considered one of the determinants that influence them, and they are highly and positively related (Halter et al., 2017). When employee job satisfaction decreases, they can feel burnout, affecting work quality and Intention to Stay (Li et al., 2020).

**H4:** Job Satisfaction has a positive effect on Intention to Stay.

### Perceived Organizational Support and Intention to Stay

Shanock and Eisenberger (2006) stated that Perceived Organizational Support is employee perceptions about the extent to which the organization values their contribution and cares about the welfare of employees. Perceived Organizational Support offers two-way benefits for employees and the organization and helps enforce the relationship between the two (Eisenberger and Sting-

lhamber, 2011). Employees' perceptions of organizational support develop a responsibility to work actively and contribute to achieving organizational goals (Eder and Eisenberger, 2008). Furthermore, Perceived Organizational Support has been considered as one of the key factors influencing employee intention to stay (Alfisyahri et al., 2018; Naim and Lenka, 2017).

**H5:** Perceived Organizational Support has a positive effect on Intention to Stay.

**Job Satisfaction and Employee Engagement**

Research by Lim (2022) and Barden (2018) found a positive relationship between job satisfaction and employee engagement. The results of this study are supported by research conducted by Djomadi et al. (2019), who found that employee engagement is primarily driven by employee satisfaction with their work, which includes aspects such as working conditions, relationships, and promotion opportunities. Research has also found that employee engagement is essential as a retention strategy because motivated and dedicated employees have better experiences with their companies.

**H6:** Job Satisfaction has a positive effect on Employee Engagement.

**Mediation Role of Employee Engagement**

In line with social exchange theory (Blau, 1964), feelings of attachment among employees impact their beliefs, enthusiasm, and behavioral intentions (Saks, 2006). However, there may be various drivers and stimuli that can encourage employees to achieve their goals. Employees tend to try to work on their jobs when they deliberately

intend to remain in the company (Schaufeli and Bakker, 2004). Thus, based on existing EE beliefs, employees show a strong intention to remain in the company for a longer period of time and strive to make extra efforts to achieve company goals (Looi et al., 2004). On the basis of previous research studies, this study suspects that Employee Engagement is an important result of Perceived Organizational Support, which transforms into an Intention to Stay with the workplace (Rai et al., 2017; Putri and Aldrin, 2019). Therefore, it is hypothesized that:

**H7:** Perceived Organizational Support has a positive influence on Intention to Stay mediated by Employee Engagement.

**Mediation Role of Job Satisfaction**

Based on the direct effect of Perceived Organizational Support and Job Satisfaction on Intention to Stay as well as the predictive effect of Perceived Organizational Support on Job Satisfaction, research has documented that job satisfaction has a mediating effect on the relationship between Perceived Organizational Support and Intention to Stay (Liu et al., 2018). Li et al. (2020), in their latest research, developed a theoretical model to show that Perceived Organizational Support has a positive impact on Intention to Stay, which is mediated by Job Satisfaction. However, in this research model, the mediating role of job satisfaction needs to be verified again. Therefore, we make the following hypothesis.

**H8:** Perceived Organizational Support has a positive influence on Intention to Stay mediated by Job Satisfaction.

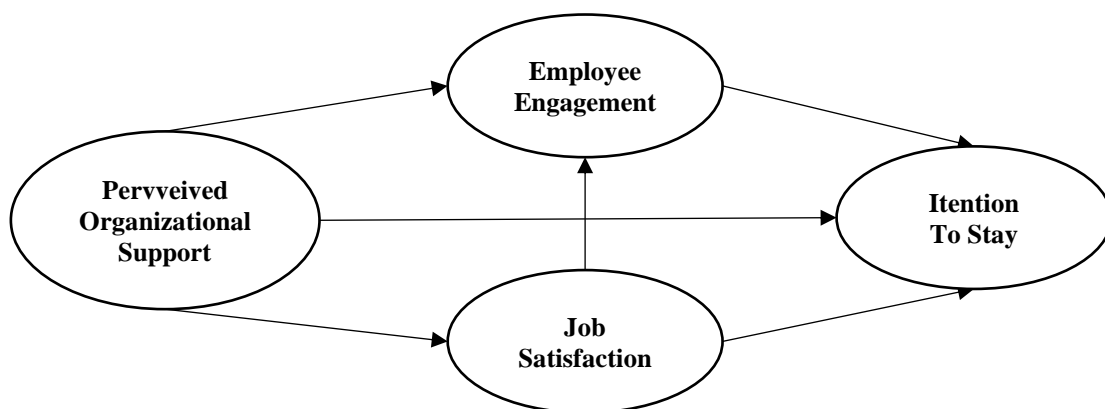


Figure 1. Research hypothesis model



**Table 1. Description of the Number of Items**

<b>Variables</b>	<b>Total Items</b>	<b>Questionnaire questions</b>
Perceived Organizational Support (Eisenberger et al.,1997)	8 items	My organization cares about my opinions. My organization cares about my well-being. My organization strongly considers my goals and values. Help is available from my organization when I have a problem. My organization would forgive an honest mistake on my part. If given the opportunity, my organization would take advantage of me. My organization shows very little concern for me. My organization is willing to help me if I need a special favor.
Employee Engagement (Schaufeli and Bakker, 2004)	9 items	At my work, I feel bursting with energy At my job, I feel strong and vigorous. When I get up in the morning, I feel like going to work. I am enthusiastic about my job. My job inspires me I am proud of the work that I do I feel happy when I am working intensely I am immersed in my work I get carried away when I am working.
Job Satisfaction (Weiss et al., 1967)	20 items	Ability utilization. The chance to do something that makes use of my abilities Achievement. The feeling of accomplishment I get from the job Activity. Being able to keep busy all the time Advancement. The chance for advancement in this job Compensation. My pay and the amount of work I do Co-workers. The way my co-workers get along with each other Creativity. The chance to try my own methods of doing the job Independence. The chance to work alone on the job Moral values. Being able to do things that don't go against my conscience Social service. The chance to do things for other people Social status. The chance to be "somebody" in the community Working conditions. The working conditions Authority. The chance to tell other people what to do Company policies and practices. The way company policies are put into practice Recognition. The praise I get for doing a good job Responsibility. The freedom to use my judgment Security. The way my job provides steady employment Variety. The chance to do different things from time to time Supervision-human relations. The way my boss handles his men Supervision-technical. The competence of my supervisor in making decisions
Intention to Stay (Price and Mueller, 1981); Markowitz (2012)	4 items	I plan to leave this as soon as possible. Under no circumstances will I voluntarily leave before I retire. I would be reluctant to leave. I plan to stay as long as possible.

## METHOD

### Population and Sample

The research population is active employees of PT. Yodya Karya (Persero) of 579 people with a minimum working time of 1 year and education D3 or Bachelor. This survey was carried out with the target respondents being employees working at PT. Yodya Karya (Persero) is located within Indonesia's territory. The study was conducted between March and April 2023. The respondent in this study is an employee of PT. Yodya Karya (Persero) is a permanent employee and has a contract in the Central Office and the Regional and Branch Offices throughout Indonesia as a structural and functional employee. The number of respondents to be taken based on the SEM method rule is the number of samples that can represent the survey and are used to process SEM analysis data. The maximum probability estimate is five times the number of items in the question, or  $5 \times n$  in the survey questionnaire, where  $n$  is the number of indicators in the poll. Therefore, referring to the number of questions in the questionnaire, which totaled 41 items, the total number of respondents required to conduct this survey is at least 205. The distribution of questionnaires will be increased by +/- 30% of the number of samples used as a pre-test sample of 30 samples to anticipate the filling of unsatisfied questionnaires.

### Sampling Techniques

The study uses a non-probability sampling technique with a purposive sampler that uses a specific criterion, which makes the respondent an

existing member of the population (Malhotra, 2016).

### Operationalization of Research Variables

This study analyzes the relationship between Perceived Organizational Support, Intention to Stay Employee, Employee Engagement, and Job Satisfaction. All indicator variables were measured using a Likert scale of 1-6, with four variables measured through a perception scale from 1 (Strongly Disagree) to 6 (Strongly Agree). The use of an even Likert scale of 1 to 6 with no middle value aims to reduce the tendency of respondents to choose a neutral answer in the middle value by avoiding answers in one direction (the Likert range agrees or disagrees). The even number on the Likert scale used has the intention that the answers that appear can be divided equally, where numbers 1-3 represent negative opinions. In contrast, numbers 4-6 represent positive opinions (Malhotra, 2016). Leung (2011) states that the use of 6 Likert scales reduces central trend bias and excess 6 Likert scales, which have normal data distribution. The number of variables used in this study was four, with 41 questions.

### Data Analysis Methods

The study uses the analysis tool Structural Equation Modeling (SEM). SEM is a multivariate analysis technique that can help researchers estimate the power of the hypothesis of a relationship between variables, either directly, indirectly, or through intermediate variables. Variables in SEM are described as follows (Hair et al., 2019).

**Table 2. Responding Demographics**

Unit work	Sample Research	
	Number	Percentage (%)
Human Resources	28 people	12.02%
Financial	9 people	3.86%
Sales	33 people	14.16%
Operational/Technical	134 people	57.51%
Information Technology	5 people	2.15%
Corporate Secretary	5 people	2.15%
Human and Legal	2 people	0.86%
Public officer	12 people	5.15%
Audit	5 people	2.15%

**RESULTS**

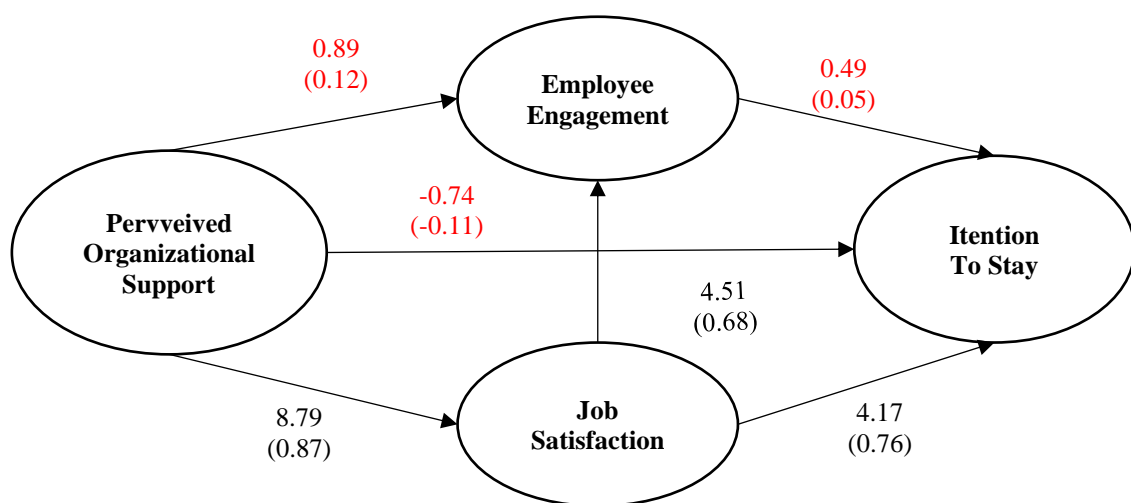
**Profile Response**

The data collection process used in this study is done directly by sharing online questionnaires in the form of Google Forms with respondents. The researchers collected 233 pieces of data from respondents who were employees of PT. Yodya Karya (Persero) is a permanent employee, and a contract will be investigated according to the number of respondents required for this study. Table 2 showed on demographic responses, the number of respondents in this study represents the spread of the population of each work unit. In addition, the researchers also performed descriptive analysis to obtain respondent profiles representing research on various characteristics such as gender, working time, and maturity status. The majority of the sex respondents used were men, and the total was 161 (69.10%). While the respondents had a female gender of 72 people, or about 30.90%. The third largest percentage demographic working time of PT Yodya Karya (Persero) employees is that the majority of employees have a working time of 1–5 years, with a total of 75 people, or about 32.19%. This is followed by the vulnerable working age group of >5–10 years, totaling 66 people, or around 28.33%. The last is >26 years, totaling 33 people, or approximately 14.16%. The status of work is divided into two parts: fixed 56 people (24.03%) and contract 177 people (75.97%). The number of contractual employees is greater if separated from permanent employees, in addition to the analysis.

From the results of the validity test conducted for all variables, four items had a Standardized Loading Factor value below 5, namely two items on the Perceived Organizational Support variable and two items on the Job Statistics variable. The model does not include items with a Standardized Loading Factor value below five. In addition to testing the validity, this study conducted a reliability test. From the results of the reliability test, the results obtained for all variables had a Variance extraction (VE) value above 0.5 and a construct reliability (CR) value above 0.7. This means that all variables are declared reliable. Then, a Goodness of fit test is carried out to strengthen the results of whether the model can be used. From the Goodness of fit test results, it was found that four sizes had marginal fit results, namely RMR, GFI, AGFI, and PGFI. While the rest with Good fit results are found in the goodness of RMSEA, NNFI, NFI, RFI, IFI, and CFI

**Analysis of causal relationships**

The next stage is hypothesis testing, which is carried out to see the effect of each variable using path analysis (a path diagram) using a structural standardized solution. Meanwhile, to test the mediation effect hypothesis by calculating the indirect path from a x b using the Sobel test as Figure 2. It can be seen in Figure 2 that the numbers in brackets are SLF values, while those outside the brackets are t-values. Referring to this value, a hypothesis test will be carried out as Table 3.



**Figure 2. Summary Path Diagram, T-Values, and Structural SLF Model Values**



**Table 3. Hypothesis Testing**

Hypothesis research	t-value	Decision
H1: Perceived Organizational Support has a positive effect on Employee Engagement	0.89	Not significant
H2: Employee Engagement has a positive effect on Intention to Stay	0.49	Not significant
H3: Perceived Organizational Support has a positive effect on Job Satisfaction	4.17	Significant
H4: Job Satisfaction has a positive effect on Intention to Stay	8.79	Significant
H5: Perceived Organizational Support has a positive effect on Intention to Stay	-0.74	Not Significant
H6: Job Satisfaction has a positive effect on Employee Engagement	4.51	Significant
H7: Perceived Organizational Support has a positive influence on Intention to Stay mediated by Employee Engagement	0.319	Not Significant
H8: Perceived Organizational Support has a positive influence on Intention to Stay mediated by Job Satisfaction	0.000	Significant

**Table 4. Coefficient of Determination**

Variable	Coefficient of Determination	Interpretation
Employee Engagement * Job Satisfaction * Perceived Organizational Support	0.61	The variation in the variable employee engagement can be explained by the variables job satisfaction and perceived organizational support, respectively, by 61%, while the rest is described by other variables outside the research model.
Job Satisfaction * Perceived Organizational Support	0.75	61% of the variation in the variable Employee Engagement can be explained by the variables Job Satisfaction and Perceived Organizational Support, respectively, while other variables outside the research model describe the rest.
Intention to Stay * Employee Engagement * Job Satisfaction * Perceived Organizational Support	0.50	The variation in the Intention to Stay variables can be explained by the variables Employee Engagement, Job Satisfaction, and Perceived Organizational Support, respectively, by 50%. At the same time, the rest is described by other variables outside the research model.

Table 3 showed the hypothesis testing was divided into two, namely, the direct influence hypothesis and the mediation hypothesis. For the direct hypothesis, the results of three variables with a t-value of less than 1.645 or not significant are the Perceived Organizational Support variable with Employee Engagement, the Employee Engagement variable with Intention to Stay, and the Perceived variable Organizational Support with Intention to Stay. As for the hypothesis with mediation, one hypothesis has a p-value of less than 0.05, and the other produces a value of more than

0.05. Values less than 0.05 are considered significant, while p-values more than 0.05 are considered insignificant. From the results in Table 5, there is no significant effect on the Perceived Organizational Support variable on Intention to Stay, which is mediated by Employee Engagement. At the same time, the rest is significant because it has a p-value of less than 0.05, which is found in the Perceived Organizational Support variable for Intention to Stay, which is mediated by the Job Satisfaction variable. The next step is to look at the results of the coefficient of determination, as shown in Table 4.

## DISCUSSION

### Perceived Organizational and Employee Engagement

From the research, the relationship between Perceived Organizational Support and Employee Engagement is not significant, and H1 is not rejected. These results are inversely proportional to previous research, such as research conducted by Rai et al. (2017), which explains that support in the work environment plays a role in extrinsic motivation in increasing Employee Engagement. This relationship can also be explained based on social exchange theory; when employees see their company offering support, they tend to respond with some important returns (Blau, 1964). Musanze et al. (2021) stated that the fundamental belief of SET is that a series of exchanges between related parties develop obligations between them. Thus, the exchange can be interpreted as that in returning something, someone must pay something, and this is in accordance with the explanation of the engagement because it involves a two-way transaction, as a reciprocal relationship between employees and the company (Robinson et al., 2003).

### Employee Engagement and Intention to Stay

From the analysis results, information is obtained that there is no significant effect between employee engagement and intention to stay or reject H1. Again, considering that previous research yielded significant results, such as the research conducted by Blau (1964), feelings of attachment among employees impacted their beliefs, enthusiasm, and behavioral intentions (Saks, 2006). However, there may be various drivers and stimuli that can encourage employees to achieve their goals. Employees tend to try to work on their jobs when employees have a deliberate intention to remain in the company (Schaufeli and Bakker, 2004). Thus, based on existing Employee Engagement beliefs, employees strongly intend to become employees in the company longer and try to make extra efforts to achieve company goals (Looi et al., 2004).

### Perceived Organizational Support and Job Satisfaction

This research shows a significant relationship between Perceived Organizational Support and Job Satisfaction, or the hypothesis accepts H3.

Of course, this aligns with previous research, which states that perceived organizational support can increase employee satisfaction (Sharif et al., 2018). A good sense of organizational support allows employees to feel respect, care, and attention from the organization, giving rise to a strong sense of security and belonging (Rhoades and Eisenberger, 2002).

### Job Satisfaction and Intention to Stay

Job satisfaction is considered one of the determining factors influencing intention to stay, and they are highly and positively related (Halter et al., 2017). This study proves that there is a significant positive relationship between job satisfaction and intention to stay, and the hypothesis accepts H4. When employee job satisfaction decreases, they can feel job burnout, affecting the quality of work and the Intention to Stay (Li et al., 2020). Price and Mueller (1981) demonstrated a positive relationship between job satisfaction and intention to stay rather than a negative relationship between job satisfaction and intention to stay on turnover intention.

### Perceived Organizational Support and Intention to Stay

In the research conducted, it was found that there was no significant influence between Perceived Organizational Support and Intention to Stay or reject hypothesis H5. Research conducted by Allen et al. (2008) found that organizational support for employees can be an important factor that keeps employees in the company. Employees who feel valued by the company, such as recognition and respect, salary and promotions, easy access to information, and other needs, will benefit the company through better job completion (Hastwell, 2023). Support for the dedication and loyalty of employees from the company can increase the emotional relationship of employees to the company so that employees show high performance and reduce absenteeism and intention to leave work. The feelings felt by employees about the company where they work and the extent to which employees feel the company supports and provides for the needs of employees are often perceived as Perceived Organizational Support (Rhoades and Eisenberger, 2002).

### **Job Satisfaction and Employee Engagement**

The significant relationship between Job Satisfaction and Employee Engagement produced in this study certainly refers to previous research. Lim (2022) found a significant effect between job satisfaction and employee engagement, and the hypothesis accepts H6. In addition, research conducted by Barden (2018) found that there is a positive relationship between job satisfaction and employee engagement. The results of this study are supported by research conducted by Djoemadi et al. (2019), who found that employee engagement is primarily driven by employee satisfaction with their work, which includes aspects such as working conditions, relationships, and promotion opportunities.

### **Mediation Role of Employee Engagement**

Perceived Organizational Support has no significant effect on Intention to Stay which is mediated by Employee Engagement or in other words rejection of H7. This is different from previous research, such as previous research which found that Employee Engagement was proven to mediate the relationship between Perceived Organizational Support and Intention to Stay (Nargotra and Sarangal, 2021). A re-examination is needed to determine the mediating effect of employee engagement. Considering this, companies need to know how to retain employees in the organization (Aboobaker et al., 2019).

### **Mediation Role of Job Satisfaction**

The findings of this research show that there is a significant relationship between Perceived Organizational Support and Intention to Stay which is mediated by Job Satisfaction, or in other words the hypothesis accepts H8. Research conducted by Li et al. (2020) argued that Job Satisfaction has a mediating effect on the relationship between Perceived Organizational Support and Intention to Stay. Better Perceived Organizational Support will increase feelings of optimism among employees toward their organization (Akgunduz and Sanli, 2017). In addition, employees who perceive organizational support as encouraging will reassuringly commit affectively to remain with their organization for longer (Labrague et al., 2017; Perryer et al., 2010).

### **Discussion Summary**

Summarizing the overall discussion, the intention to stay or stay with the company is defined as the employee's intention to remain in the existing employment relationship with their current company in the long term (Shahid, 2018). So, it can be concluded that the definition of retention and Intention to Stay is the employee's intention not to leave the company and remain working at the company for a long period. However, in this research, employee engagement was proven to have no significant positive effect on the intention to stay, thus refuting research that states that employee engagement is essential as a retention strategy (Lim, 2022). Apart from that, based on the research results, it is known that Perceived Organizational Support has a significant and positive direct influence on Job Satisfaction. Job satisfaction also has a significant and positive direct effect on intention to stay. Meanwhile, Perceived Organizational Support is not significant and does not have a positive direct influence on Employee Engagement and Intention to Stay. Employee Engagement also has no significant and positive influence on Intention to Stay, while Job Satisfaction has a significant and positive influence on Employee Engagement. So, from the results of this research, it can be seen that job satisfaction is an important variable that mediates the influence of perceived organizational support and intention to stay. Apart from that, job satisfaction also influences employee engagement, and job satisfaction is also the variable with the greatest influence on perceived organizational support and intention to stay. Therefore, to strengthen employees' desire to remain in the company, companies can support their employees by increasing employee job satisfaction.

### **IMPLICATIONS**

#### **Managerial Implications**

The research results provide managerial and practical contributions to corporate leaders in decision-making. The research results show that job satisfaction affects employee intention to stay in the company. Things that can maintain job satisfaction as an indicator in the measurement of employment satisfaction are giving space and opportunity to employees to do their work and demonstrate their abilities in the company, creating a

working environment and atmosphere that is conducive to work, leaders who are competent and able to provide input when employees are in trouble, have clear policies and career paths.

McClelland (2014) stated that the 2018-2022 survey indicated that the performance indicator was the highest. The company felt that the hard work and achievements of employees were not respected by the company, so the results of the Employee Satisfaction Survey in 2022 decreased from the previous year. To restore and maintain employee satisfaction, the company can reward employees who perform, as seen from employee KPI achievements. (Key Performance Indicators). Therefore, companies need to create KPIs to assess employees according to their contributions, skills, and competencies (Armstrong and Murlis, 2007).

Job satisfaction is driven by motivator and hygiene factors (Herzberg et al., 1959). Motivational factors come from internal employees, while hygiene factors come from external employees. Employees who have low hygiene and motivation factors will produce unmotivated employees. Unmotivated employees with lots of complaints result in poor performance. Robbins et al. (2009) stated that money as a monetary factor is an essential incentive for work motivation and is included in the hygiene factor. Herzberg et al. (1959) stated that non-monetary factors are included as motivators and stimulants of motivation. Harunavamwe and Kanengoni (2013) stated that non-monetary rewards should be used to create a genuine focus of appreciation. On the other hand, money should be used as a reward directly related to compensation, not motivation. Highly motivated employees will produce high productivity and job satisfaction (Harunavamwe and Kanengoni, 2013).

The number of contract employees and millennial employees who make up the majority of employees is a challenge in managing them, especially productive or talented employees. Talent employees who leave can reduce company productivity, so companies need to take appropriate actions for companies trying to get talent (Mitchell et al., 2001). Therefore, Human Resource Management talent management can be a company strategy for getting and retaining talented employees because competitors can look at talented employees who need their competence. Currently, compe-

tion for talent management is at the forefront and continues to grow. Employees want to know that their participation in the organization is valued. To retain employees, they want to feel part of the company (Shahid, 2018).

### **Theoretical Implications**

This study enriches the growing literature on the role of organizational support to employees. Previous research is the basis of policy in the research framework to study research findings and their methodology, as well as comparison and picture that can support research activities. The variables discussed in this study are similar to those studied in a number of other studies, so the study's findings can support the conclusions made. Based on the organization support theory that explains the psychological process of employees when obtaining organizational support is the mutual relationship perceived by employees is the obligation to care for the company and help the company Intention to Stay goals.

Based on the results of research, it is known that Perceived Organizational Support has a significant and positive direct impact on Job Satisfaction. Job satisfaction also has a direct, significant, and positive impact on the intention to stay. While Perceived Organizational Support is not significant and not positive, it has a direct impact on Employee Engagement and Intention to Stay. Employee Engagement is also not significant and has no positive impact on Intention to Stay, while Job Satisfaction has a significant and positive effect on Employee Engagement. So, from this research, it can be seen that Job Satisfaction becomes an important variable in mediating the influence of Perceived Organizational Support and Intention to Stay. In addition, Job Satisfaction also has an influence on Employee Engagement, and Job Satisfaction is also the biggest variable of Intention to Stay influence in affecting Perceived Organizational Support and Intention to Stay. Therefore, strengthening the employee's intention to stay in the company can provide support to the Intention to Stay employees by increasing employee Job Satisfaction in the firm.

### **RECOMMENDATIONS**

Based on this research, inputs were obtained for further research, namely: For the descrip-

tion obtained to be more comprehensive regarding the factors that influence the Intention to Stay at PT Yodya Karya (Persero) in relation to the company's core business, it is also necessary to do specifically for functional employees who in the field for future research. Furthermore, this research is based on cross-sectional data collected at one point in time for research. However, research in the behavioral sciences indicates that employees may change their behavior over time and under different conditions. Therefore, longitudinal research can be carried out to collect data in different periods to study Perceived Organizational Support, Job Satisfaction, Employee Engagement, and Intention to Stay more closely on PT Yodya Karya (Persero) employees. Then, further research can examine the influence of variables such as perceived organizational support, job satisfaction, employee engagement, and intention to stay with other relationship paths.

This research has limitations, including the following: Most of the population is functional employees who have high work intensity, so it is difficult to take the time to participate optimally in filling out the questionnaire as well as the period for filling out the questionnaire which coincided with the month of Ramadan so that it has limited time to fill out the questionnaire and in addition, the relatively limited research time resulted in a less preparatory process. For this reason, if future research is carried out, it is hoped that it can be carried out with adequate duration.

## CONCLUSIONS

Conclusions that can be drawn according to the research questions based on the analysis described in the previous section are: The results show that employee engagement does not have a significant and positive effect in mediating perceptions of organizational support with employees' intentions to stay in the company. The study's results also show no significant and positive influence between perceived organizational support and employee engagement and attachment to employee intentions to stay in the company. These results can generally be interpreted as the intention to stay in the company not being influenced by employee engagement and organizational support. In addition, there is a significant and positive influence between perceived organizational support

and employees' intention to stay in the company through the mediation of job satisfaction within the company. Indirectly, this study's results indicate a significant and positive influence between perceived organizational support and job satisfaction and employee intention to stay in the company. It is understood that when employees have a high intention to stay in the company, the level of job satisfaction will be high only if the perceived organizational support increases. This study also found that job satisfaction has a significant and positive effect on employee engagement.

On the other hand, this study's results do not prove a significant and positive direct effect between perceived organizational support and employee intentions to stay in the company. This can be interpreted as the organizational support felt by employees from their company cannot influence the employee's intention to stay in the company, and they can leave the company at any time. Overall, this research shows that the perception of organizational support will have an impact when other things influence the employee's intention to stay in the company through job satisfaction. This can be seen from the results, which prove that job satisfaction plays a role in mediating between perceptions of organizational support and employee intentions to stay in the company. Job satisfaction also greatly influences employee intentions to stay in the company and employee involvement in the company. Thus, job satisfaction in the company needs to be increased to increase employee intentions to stay in the company and employee engagement. Employee engagement does not affect the employees' intention to remain in the company because the majority of employees are contract employees who become employees for a certain period, so they have no attachment to the company.

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