



THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT AND JOB SATISFACTION ON EMPLOYEE RETENTION AT MAULINDRA GROUP

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Abstract. This research endeavors to explore how Employee Retention at Maulindra Group is impacted by both Perceived Organizational Support and Job Satisfaction. Within the context of a vigorously competitive market, keeping employees is a crucial component for ensuring a stable workforce and an effectively running organization. The research methodology implemented involves a quantitative strategy, employing a survey method that distributes Likert scale questionnaires among Maulindra Group's staff. A total sampling approach was utilized, encompassing 33 respondents in the sampling process. Data analysis was carried out through Partial Least Square Structural Equation Modeling (SEM PLS) with Smart PLS 4.0 software. The research outcomes demonstrated that both Perceived Organizational Support and Job Satisfaction exerted a positive and notable influence on Employee Retention, considered separately and collectively. These discoveries suggest that employees are more likely to stay with the company when they feel strongly supported by the organization and are highly satisfied with their jobs. Perceived Organizational Support stands out as the most impactful factor on employee retention ($\beta = 0.433$), establishing it as the leading determinant of employee retention. The significance of this research underscores how critical it is for company executives to foster a nurturing workplace and cultivate job satisfaction to strengthen employee allegiance and lower turnover rates within Maulindra Group.

Keywords: Perceived Organizational Support; Job Satisfaction; Employee Retention.

1 Introduction

Employee retention is an important issue in human resource management across various industrial sectors in Indonesia. A company's ability to retain talented employees greatly affects operational stability, productivity, and the achievement of long-term business goals (Indrawan Syah et al., 2025). Increasingly fierce competition in the labor market requires organizations to create effective retention strategies so as not to lose quality workers to competitors. Employee retention includes strategies to create a work environment that makes employees feel valued and involved, thereby fostering loyalty (Friscila, 2024). Retention indicators include organizational components, career opportunities, rewards and recognition, task design, and inter-employee relationships (Rahman et al., 2025).

A global phenomenon shows that employee retention is increasingly becoming a major focus for companies, especially amid intense competition for talent and changing preferences among the younger generation. According to Gallup (2025), 52% of workers worldwide are looking for or considering new job opportunities. In Indonesia, the challenge of retention is becoming increasingly complex, especially in the startup and contemporary company sectors, where many Generation Z employees have no desire to stay long and tend to seek job opportunities that they consider more in line with their interests and career development prospects. A Jobplanet study (2017) revealed that 57.3%

of Gen Z workers leave their jobs within the first year, and 75% of them are willing to leave even if they have not found a new job.

A noteworthy element impacting how long employees stay with a company is their understanding of Perceived Organizational Support (POS). This refers to how much workers feel their company appreciates what they do and is concerned for their overall health (Eisenberger et al., 1986). This idea comes from the framework of organizational support and the rules of give-and-take in social settings. These highlight the helpful connection for both the company and its workers. Employees who strongly believe the company is behind them will be more dedicated and faithful to the business (Mufidah & Wicaksono, 2024). What shows POS exists includes seeing accomplishments acknowledged, having chances to grow in a job, having work conditions that are helpful, and seeing that employee well-being is a priority (Yovita Narwastu et al., 2023).

In addition, the factor of job satisfaction includes an assessment of the extent to which work meets individual values, needs, and expectations (Indrasari, 2017). Job satisfaction also plays a significant role in positive emotional conditions that arise when employees' expectations of their work match their actual experiences (Pratama & Jakfar, 2025). Indicators of job satisfaction include satisfaction with the job itself, compensation, promotion, supervision, and relationships with coworkers (Rahman et al., 2025). Satisfied employees tend to have high loyalty and the intention to stay with the company, while dissatisfaction can encourage the intention to leave (Hendriyulianti, 2025). This is in line with Herzberg's theory of two main factors in job satisfaction, namely motivators ((intrinsic) factors including accomplishment, acknowledgment, and responsibility, and hygiene (extrinsic) factors such as compensation, company policy, and working conditions. Motivators generate job satisfaction and encourage employees to perform well, while hygiene factors serve to prevent dissatisfaction. Thus, a high level of job satisfaction will strengthen employees' commitment and desire to stay with the company (Herzberg, F, 1959).

In the context of employment relationships, when employees feel that they receive support and positive treatment from the organization, they will respond with behavior that benefits the organization, such as loyalty, commitment, and the desire to stay. Thus, the higher the level of organizational support felt, the stronger the employees' intention to continue working at the company. This Social Exchange Theory was proposed by Blau (1964), who explained that the relationship between individuals and organizations is based on the principle of reciprocity (Syahri, 2014).

Employee retention is positively impacted by Perceived Organizational Support (POS), as employees who believe their contributions are valued and their well-being is cared for by the organization exhibit a greater commitment to staying with the company. According to Fahlevi & Lestari (2024), employees are less inclined to switch jobs when they perceive higher levels of organizational support. In addition, Job Satisfaction significantly and positively influences employee retention, with employees who are content with their jobs being more inclined to remain with the organization rather than seeking employment elsewhere, as noted by Hulu et al. (2024).

Perceived Organizational Support (POS) and Job Satisfaction have a significant effect on Employee Retention in service sector companies. The study found that employees who feel cared for, whose welfare is taken into consideration, and who receive adequate organizational support show a higher tendency to remain with the company (Tamundong et al., 2024).

However, there are inconsistencies in previous studies that state that POS does not always have a direct effect on retention intentions (Pithaloka & Ardiyanti, 2024), so the relationship between these variables needs to be further examined comprehensively.

Considering this occurrence, the purpose of this research was to assess how Employee Retention at Maulindra Group is impacted by both Perceived Organizational Support and Job Satisfaction. The intention of this study is to address the identified research void through the presentation of tangible evidence concerning the degree to which these two factors play a role in the choices made by employees regarding their continued employment within the company, notably within the realm of the digital industry focused on internet sales. This study is expected to provide empirical insights and strategic recommendations for management in designing more effective retention policies to retain quality employees amid the ever-evolving dynamics of the workforce.

2 Research Method

The methodology employed in this research incorporates a quantitative strategy that utilizes a survey-based technique, which aims to test hypotheses through the measurement of variables with research instruments, as well as data analysis using statistical techniques. The survey method was conducted to obtain data on current phenomena by collecting information through the distribution of a 1-5 Likert scale questionnaire to respondents who were the subjects of the study. (Sugiyono, 2024). The type of data collected is cross-sectional, meaning that data collection is carried out at a specific point in time to describe the relationship between variables at the time of the study.

For this research, the group being examined includes each of the 33 workers at the Maulindra Group. Because the overall number of individuals is not very big, and they all share similar qualities making them good choices for the study, the method for choosing participants involves non-probability sampling with an inclusive or complete sampling strategy.

The data used is primary data obtained directly from respondents (Sugiyono, 2023). The collected research information underwent examination utilizing the Partial Least Square–Structural Equation Modeling (PLS-SEM) technique, employing SmartPLS 4.0 software. The selection of the PLS-SEM methodology was based on its suitability for studies involving comparatively limited sample dimensions, as well as its capacity to concurrently assess models via both outer model assessment (validation and consistency) and inner model assessment (relationships among factors). Consequently, PLS-SEM facilitates a more thorough assessment regarding the impact of Perceived Organizational Support and Job Satisfaction concerning Employee Retention (Evi, N., & Rachbini, 2022).

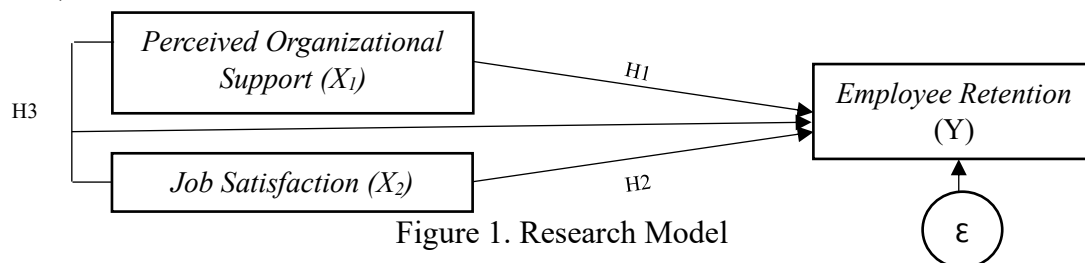


Figure 1. Research Model

3 Results and Discussions

3.1 Respondent Profile

Among the 33 individuals who participated, females comprised 91% of the group, while males represented the remaining 9%. Most were between 23-24 years old, indicating that Maulindra Group employees are predominantly a young workforce.

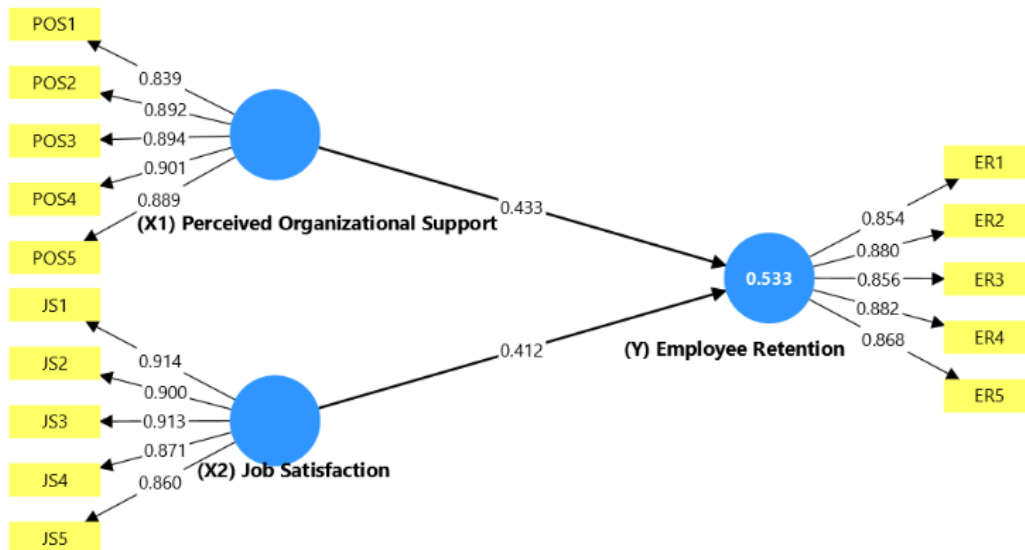
3.2 Descriptive Analysis

Perceived Organizational Support (X_1) obtained an average value of 3.485 with a percentage of 69.70%, which indicates that Maulindra Group employees assess the organizational support provided by the company is quite good. Job Satisfaction (X_2) obtained an average value of 3.503 with a percentage of 70.06%, which indicates that employees assess the level of job satisfaction at Maulindra Group is good. Employee Retention (Y) obtained an average value of 3.079 with a percentage of 61.58%, which indicates that employee retention at Maulindra Group is in the good category.

However, the factor that needs the most attention is improving retention, because there is a possibility that some employees are still considering other job opportunities even though organizational support and job satisfaction are in the good category. The managerial implications of these findings indicate the need for companies to strengthen their retention strategies, particularly through performance reward programs, career development guarantees, and creating a positive work experience for employees.

3.3 Outer Model

The Outer Model test is performed to determine how well each measurement indicator aligns with the specific concept it's intended to measure, which is done by examining outer loadings. The validity criteria must show a loading factor ≥ 0.70 and communality ≥ 0.50 .



Source: Data processed using SmartPLS 4.0

Figure 2. Convergent Validity Test Results

The test results show that all indicators have a loading factor value ≥ 0.70 and communality ≥ 0.50 . This indicates that all indicators are valid in measuring the construct and have met the convergent validity requirements (Zuhri et al., 2025).

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In the diagram above, all indicators in the Perceived Organizational Support (POS) construct, Job Satisfaction (JS) construct, and Employee Retention (ER) construct have outer loading values > 0.70 , with AVE values of 0.780 for Perceived Organizational Support, 0.795 for Job Satisfaction, and 0.753 for Employee Retention. These values exceed the minimum threshold of 0.50. This requirement is in line with research findings that state that a construct is considered valid if the AVE value is above 0.50 in SEM-PLS analysis (Setiabudhi et al., 2024).

Moreover, the discriminant validity assessment outcomes, when employing Fornell-Larcker standards, reveal that every construct's Average Variance Extracted (AVE) value's square root, namely Perceived Organizational Support (0.868), Job Satisfaction (0.892), and Employee Retention (0.883), were all greater than the correlations between variables, namely 0.492; 0.625; and 0.636. This confirms that each variable has the ability to distinguish itself from other variables. In these findings, discriminant validity is confirmed when the square root of the average variance extracted for a specific construct is greater than its correlation with other constructs (Ghozali & Kusumadewi, 2023).

Table 1. Reliability Test Results

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Description
POS	0.930	0.939	0.947	Reliable
JS	0.936	0.943	0.951	Reliable
ER	0.918	0.925	0.939	Reliable

Source: Data processed using SmartPLS 4.0

The construct reliability test produced Cronbach's Alpha and Composite Reliability (CR) values above 0.70 for all variables (Setiabudhi et al., 2024). This indicates that each construct has excellent internal consistency. The highest reliability value was found in Job Satisfaction (0.951), followed by Perceived Organizational Support (0.947) and Employee Retention (0.939).

3.4 Inner Model

To ascertain the links involving unobservable variables and evaluate how much the independent variables impact worker retention, structural model analysis was employed. The test findings indicate an overall Variance Inflation Factor (VIF) score of 1.320. Should the VIF score stay below 5, it can be inferred that the model is devoid of multicollinearity concerns (Hair et al., 2021). The R^2 value in this study is 0.533, which can be interpreted as moderate, indicating that the model has sufficient explanatory power. An R^2 value of around 0.50 is categorized as moderate (Hair et al., 2021). The SRMR value of 0.082 is still below the threshold of 0.10, indicating adequate model fit. This interpretation is consistent with research stating that an SRMR below 0.08 or 0.10 is acceptable as an indicator of goodness-of-fit in PLS-SEM (Nursyamsi et al., 2022). In addition, a Q^2 value of 0.435 indicates that the model has good predictive power. A Q^2 value above 0 indicates predictive relevance (Fadillah Putri et al., 2024). Thus, this research model has met predictive validity and is able to adequately explain the phenomenon of employee retention.

3.5 Hypothesis Test (Bootstrapping)

Hypothesis test in PLS-SEM To ascertain the importance and orientation of the links between variables, the bootstrapping technique was utilized in the study. A unidirectional impact was suggested by a positive path coefficient, and the outcomes were deemed substantial when the t-statistic exceeded 1.96 and the p-value was less than 0.05.

Table 2. Direct Effect

Construct	Original Sample (O)	T Statistics (O/Stdev)	P Values	Description
Perceived Organizational Support → Employee Retention	0.433	2.727	0.006	Significant
Job Satisfaction → Employee Retention	0.412	2.416	0.016	Significant

Source: Data processed using SmartPLS 4.0

H₁: The Effect of Perceived Organizational Support on Employee Retention at Maulindra Group

Perceived Organizational Support (POS) has a positive and significant effect on Employee Retention at Maulindra Group (H₁ accepted). The results of the structural model analysis show a Path Coefficient (β) of 0.433 (positive), with a t-statistic value of $2.727 > 1.96$ and a P value of $0.006 < 0.05$, in accordance with the criteria of p-value < 0.05 and t-statistic > 1.96 (Setiabudhi et al., 2024). This shows that the better employees' perception of support from the organization, the greater their desire to remain with the company. These findings indicate that management needs to strengthen forms of organizational support, such as providing consistent rewards, supportive supervision, and attention to employee welfare, as these aspects have been proven to increase work loyalty and reduce the desire to leave.

These results are in line with Organizational Support Theory, which explains that employees will feel reciprocally bound to repay positive treatment from the organization by showing high loyalty. These findings are also consistent with previous research showing that organizational support has a positive influence on employee retention (Fahlevi & Lestari, 2024).

H₂: The Effect of Job Satisfaction on Employee Retention at Maulindra Group

Job Satisfaction has a positive and significant effect on Employee Retention at Maulindra Group (H₂ accepted). Referring to the Two-Factor Theory (Herzberg, F, 1959), job satisfaction arises from the fulfillment of motivators such as achievement and recognition, as well as the maintenance of hygiene factors such as salary and working conditions. When both aspects are fulfilled, employees feel motivated, comfortable, and committed to staying in the organization. The analysis results show a path coefficient (β) of 0.412, a t-statistic value of $2.416 > 1.96$, and a p-value of $0.016 < 0.05$, which means that job satisfaction has a significant positive effect on employee retention. These findings indicate that companies need to improve aspects that affect job satisfaction, especially those related to fair compensation, harmonious working relationships, career development opportunities, and support from superiors. Improvements in these aspects

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will not only encourage employee loyalty but also help reduce turnover and retain quality workers.

Thus, these results reinforce Herzberg's theory and previous research (Hulu et al., 2024) which emphasizes that job satisfaction contributes to increased loyalty and reduces the desire to leave the company.

H₃: Perceived Organizational Support and Job Satisfaction simultaneously effect Employee Retention at Maulindra Group

Perceived Organizational Support and Job Satisfaction To positively and substantially influence how well a company retains its workforce at the same time. (H₃ accepted). Referring to Social Exchange Theory, a reciprocal relationship between the organization and employees is formed when the organization provides support and a satisfying work environment, so that employees respond with high levels of loyalty and commitment. The Coefficient of Determination (R^2) value, which is 0.533, suggests that 53.3% of the fluctuations observed in Employee Retention can be accounted for by the two variables examined; the remaining portion is affected by other elements not considered. These findings indicate that effective retention strategies must focus on two main aspects simultaneously: increasing organizational support and improving job satisfaction. Management needs to integrate appreciation policies, career development, supportive supervision, and the creation of a comfortable work environment so that employees not only feel supported but are also satisfied with their work. This simultaneous approach has proven to be more effective than improving only one factor.

These results support previous research showing that organizational support and job satisfaction have a significant influence, both directly and through mediation, on employee retention. Both variables are important factors that influence employee loyalty within a company (Tamundong et al., 2024).

4 Conclusions and Recommendations

Following a thorough examination of the research outcomes and subsequent discussions, it becomes evident that there exists a noteworthy and affirmative correlation between Perceived Organizational Support and the ability of Maulindra Group to retain its workforce. This indicates that the more employees believe their organization is supportive, the greater the tendency for employees to remain with the company. Additionally, a notable and favorable correlation exists between how content someone is with their job and how long they stay with the company, suggesting that if employees are more satisfied, they are much more likely to want to keep working there. Employee retention at Maulindra Group is significantly and positively impacted by both job satisfaction and the feeling of being supported by the organization. This is demonstrated by a coefficient of determination (R-Square) of 0.533, or 53.3%, indicating that changes in employee retention can be attributed to these two variables working together, with the other 46.7% being affected by different elements not covered in this study.

To improve employee retention, the company (Maulindra Group) is advised to strengthen its culture of appreciation, build supportive communication between superiors and subordinates, and increase career development opportunities so that employees feel valued, grow, and want to continue working in the long term. In addition, the company also needs to pay attention to job satisfaction by providing career development opportunities, open communication, and a fair compensation system so that employees feel valued and motivated to stay with the company for the long term.

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This study has limitations because it only tested two independent variables, namely Perceived Organizational Support and Job Satisfaction, so it was not able to describe all the factors that influence Employee Retention. Therefore, future research should include other potentially relevant variables, such as work motivation, age, organizational commitment, or work-life balance, to gain a more comprehensive understanding of the determinants of employee retention. In addition, the research sample should be expanded to include other companies or different industrial sectors to produce more representative findings and improve the generalization of the research results.

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