BAB V

PENUTUP

Pada bab penutup ini, penulis akan mengambil kesimpulan hasil penelitian yang telah dilakukan. Selanjutnya, penulis membuat implikasi manajerial dan merumuskan saran serta memaparkan keterbatasan penelitian.

5.1. Kesimpulan

1. Hasil analisis persentase dapat diambil kesimpulan bahwa karyawan Universitas Atma Jaya Yogyakarta yang menjadi obyek penelitian ini bekerja di 13 fakultas atau departemen yang ada di UAJY. Mayoritas responden adalah laki-laki dengan usia lebih dari 49 tahun dan berpendidikan Sarjana Strata 2.

2. Hasil analisis deskriptif diketahui bahwa dukungan lingkungan kerja yang diberikan Universitas Atma Jaya Yogyakarta pada karyawan termasuk dalam kategori yang baik. Karyawan Universitas Atma Jaya Yogyakarta memiliki tingkat keterikatan pada organisasi dan retensi yang tinggi.

3. Dukungan lingkungan kerja memiliki pengaruh yang positif terhadap retensi karyawan. Artinya, semakin baik dukungan lingkungan kerja yang diberikan akan meningkatkan retensi karyawan pada organisasi.

4. Dukungan lingkungan kerja memiliki pengaruh yang positif terhadap keterikatan organisasional. Artinya, semakin baik dukungan lingkungan kerja yang diberikan akan meningkatkan keterikatan karyawan pada organisasi.

5. Keterikatan organisasional memiliki pengaruh yang positif terhadap retensi karyawan. Artinya, semakin tinggi tingkat keterikatan karyawan pada organisasi akan meningkatkan retensi karyawan.

6. Keterikatan organisasional memediasi sebagian pengaruh dukungan lingkungan kerja terhadap retensi karyawan. Pengaruh dukungan lingkungan kerja terhadap retensi karyawan akan menjadi lebih efektif saat karyawan memiliki tingkat keterikatan pada organisasi yang semakin tinggi.

5.2. Implikasi Manajerial

Meningkatkan retensi karyawan dapat dilakukan melalui banyak cara. Salah satunya adalah dengan meningkatkan keterikatan karyawan pada organisasi. Peningkatan keterikatan karyawan pada organisasi akan semakin tinggi saat pihak manajemen (organisasi) memiliki kepedulian yang tinggi kepada karyawan. Kepedulian organisasi pada karyawan dapat diimplementasikan melalui pemberian dukungan lingkungan kerja yang semakin baik.

Hasil penelitian ini telah memberikan bukti empiris bahwa untuk meningkatkan retensi karyawan, pihak manajemen dapat melakukannya dengan meningkatkan dukungan lingkungan kerja serta meningkatkan keterikatan karyawan pada organisasi. Retensi karyawan yang semakin tinggi tidak terlepas dari semakin

tingginya keterikatan karyawan organisasi melalui peran organisasi dalam memberikan dukungan lingkungan kerja yang semakin baik. Berdasarkan hal tersebut maka penting bagi pihak manajemen untuk terus meningkatkan dukungan lingkungan kerja guna meningkatkan keterikatan organisasional maupun retensi karyawan. Pihak manajemen dapat melakukannya melalui fokus perbaikan pada indikator-indikator yang dianggap masih rendah oleh karyawan. Temuan hasil penelitian ini memberikan informasi bahwa penilaian terendah pada variabel dukungan lingkungan kerja terdapat pada indikator "Karyawan dapat mempengaruhi banyak orang secara kolektif mengenai masalah penting dalam departemen", dan penilaian terendah pada variabel keterikatan organisasional terdapat pada indikator "Cara UAJY ini menjalankan bisnisnya sehari-hari menginspirasi saya untuk melakukan semua yang saya bisa untuk memastikannya berhasil".

Mengacu dari temuan hasil penelitian yang telah dilakukan, penulis membuat implikasi manajerial merumuskan saran sebagai berikut:

1. Fokus peningkatan dukungan lingkungan kerja berdasarkan penilaian terendah yaitu pada indikator "Karyawan dapat mempengaruhi banyak orang secara kolektif mengenai masalah penting dalam departemen". Cara yang dapat dilakukan antara lain adalah dengan memberikan kesempatan kepada karyawan untuk mengajukan ide-ide baru yang efektif dan efisien untuk perkembangan organisasi. Karyawan dapat menyalurkan ide-ide kreatif yang dimilikinya melalui atasan langsung dari karyawan yang bersangkutan atau melalui forum resmi yang ada dalam masing-masing departemen.

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2. Peningkatan pada variabel keterikatan organisasional fokus pada indikator "Cara UAJY ini menjalankan bisnisnya sehari-hari menginspirasi saya untuk melakukan semua yang saya bisa untuk memastikannya berhasil". Cara yang dapat dilakukan adalah dengan memperkuat budaya organisasi yang ada dalam tubuh organisasi. Penguatan budaya organisasi dapat dimulai dari perilaku pimpinan atau atasan yang dapat digunakan sebagai contoh oleh para bawahannya bahwa apa yang dilakukan pihak manajamen Universitas Atma Jaya Yogyakarta yang tercermin dari cara kerja organisasi akan menumbuhkan semangat kerja dan menginspirasi karyawan untuk dapat bekerja dengan lebih baik.

5.3. Keterbatasan Penelitian

Pada proses penyusunan penelitian ini peneliti memiliki keterbatasan antara lain adalah sebagai berikut:

1. Peyebaran kuesioner yang dilakukan dengan menggunakan *google form* menghalangi penulis untuk dapat berinteraksi dengan lebih jauh/dalam dengan responden penelitian. Hal ini menyebabkan penulis tidak dapat mengeksplorasi secara personal mengenai tanggapan individu dari responden atas dukungan lingkungan kerja, keterikatan organisasional maupun retensi karyawan.

2. Metode penentuan jumlah sampel penelitian yang digunakan dimana menyatakan bahwa jumlah sampel penelitian minimal sebanyak 30 kali jumlah variabel penelitian (90 orang responden atau ± 15,54% dari total seluruh jumlah karyawan Universitas Atma Jaya Yogyakarta sebanyak 579 orang dianggap kurang baik dan tidak dapat digunakan untuk mengeneralisasikan hasil penelitian ini bagi seluruh populasi yang ada.

5.4. Saran untuk Penelitian Selanjutnya

Mengacu dari keterbatasan penelitian di atas, peneliti merumuskan saran bagi penelitian sejenis di masa yang akan datang sebagai berikut:

1. Pada penelitian sejenis di masa yang akan datang sebaiknya menambahkan kuesioner penelitian terbuka yang dapat digunakan untuk meminta rekomendasi atau masukan dari responden berkaitan dengan variabel-variabel yang diteliti. Hal ini dilakukan dengan tujuan agar ditemukan lebih banyak informasi yang berkaitan dengan variabel penelitian yang sebelumnya tidak ter-*cover* oleh peneliti.

2. Menggunakan metode penentuan jumlah sampel penelitian yang lebih baik (memperbanyak jumlah sampel penelitian) hingga diharapkan hasil penelitian akan lebih mampu menggambarkan kondisi riil secara umum yang ada dalam organisasi.

3. Melakukan uji beda pada variabel dukungan lingkungan kerja, keterikatan organisasional dan retensi kerja berdasarkan fakultas atau unit pendukung. Hal ini dilakukan dengan tujuan untuk mengetahui secara lebih spesifik mengenai kualitas dukungan lingkungan kerja, tingkat keterikatan organisasional maupun retensi kerja dari masing-masing fakultas atau unit pendukung.

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LAMPIRAN I: KUESIONER

<div style="border:2px solid black; background:black; color:gold; text-align:center; padding:10px;">

KUESIONER PENELITIAN

PENGARUH DUKUNGAN LINGKUNGAN KERJA TERHADAP RETENSI KARYAWAN DENGAN KETERIKATAN ORGANISASIONAL DEBAGAI VARIABEL MEDIASI
(Studi pada Karyawan Universitas Atma Jaya Yogyakarta)

</div>

Kepada Yth: Responden

Di tempat

Dengan hormat,

Perkenalkan saya adalah mahasiswa Fakultas Ekonomi Universitas Atma Jaya Yogyakarta yang sedang melakukan penelitian untuk menyelesaikan tugas akhir/skripsi.

Nama	**: Jessy Sesilia**
NPM	**: 15 03 22363**
Program Studi	**: Manajemen**
Konsentrasi	**: Sumber Daya Manusia**
Fakultas	**: Ekonomi**
Universitas	**: Atma Jaya Yogyakarta**

Saat ini saya sedang melakukan penelitian untuk menyelesaikan tugas akhir. Saya membutuhkan data penelitian yang sekiranya bapak/ibu dapat membantunya. Atas kesediaannya saya ucapkan banyak terimakasih.

Hormat saya:

Jessy Sesilia

BAGIAN I: KARAKTERISTIK DEMOGRAFI RESPONDEN

1. Nama: …………………………………*(bloleh tidak disi)*

2. Fakultas/departemen:…………………………………

3. Status kepegawaian Anda di Universitas Atma Jaya Yogyakarta:

   a. Karyawan/Dosen tetap

   b. Karyawan/Dosen kontrak *(*Terima kasih, Anda tidak perlu menjawab pertanyaan berikutnya)*

4. Sudah berapa lama Anda bekerja di Universitas Atma Jaya Yogyakarta:

   a. Kurang dari 3 tahun *(*Terima kasih, Anda tidak perlu menjawab pertanyaan berikutnya)*

   b. 3 tahun atau lebih

5. Jenis kelamin:

   a. Laki-laki

   b. Perempuan

6. Usia Anda saat ini:

   a. 20 – 34 tahun

   b. 35 – 49 tahun

   c. Lebih dari 49 tahun

7. Tingkat pendidikan terakhir yang Anda raih:

   a. SLTA/Sederajat/Dibawahnya

   b. Diploma (D1 – D3)

   c. Sarjana Strata 1

   d. Sarjana Strata 2

   e. Sarjana Strata 3

   f. Profesor

BAGIAN II: KUESIONER PENELITIAN

Dibawah ini adalah pertanyaan penelitian. Anda dipersilahkan untuk memilih salah satu dari beberapa alternatif jawaban yang telah disediakan sebagai berikut: SS = Sangat Setuju; S = Setuju; N = Netral; TS = Tidak Setuju; STS = Sangat Tidak Setuju

DUKUNGAN LINGKUNGAN KERJA

No	PERNYATAAN	STS	TS	N	S	SS
1	Lingkungan kerja di Universitas Atma Jaya Yogyakarta (UAJY) saya bagus.					
2	Pimpinan saya membuat saya merasa seperti anggota tim yang penting					
3	Saya diperlakukan dengan hormat.					
4	Pimpinan saya peduli dengan kesejahteraan saya.					
5	Pimpinan saya peduli dengan pendapat saya.					
6	Pimpinan saya mempertimbangkan tujuan dan nilai saya.					
7	Karyawan dapat mempengaruhi banyak orang secara kolektif mengenai masalah penting dalam departemen.					
8	Karyawan dalam kelompok kerja (tim kerja) mampu bekerja sama denga erat selama bekerja.					
9	Karyawan dapat berbagi dan mendiskusikan masalah terkait pekerjaan dengan rekan dalam departemen.					
10	Kondisi lingkungan kerja dalam departemen saya nyaman.					
11	Jumlah pekerjaan yang diharapkan dilakukan karyawan termasuk dalam kategori yang masuk akal.					
12	Pimpinan saya bersedia memperluas kerja sama untuk membantu karyawan melakukan pekerjaannya sebaik mungkin.					

KETERIKATAN ORGANISASIONAL

No	PERNYATAAN	STS	TS	N	S	SS
1	Saya memberi tahu orang lain betapa bangganya saya bekerja di UAJY, kapan pun saya punya kesempatan.					
2	Cara UAJY ini menjalankan bisnisnya sehari-hari menginspirasi saya untuk melakukan semua yang saya bisa untuk memastikannya berhasil.					
3	Saya mengidentifikasi visi UAJY sedemikian rupa sehingga komitmen saya tetap teguh, bahkan ketika dalam kondisi yang sulit.					

RETENSI KARYAWAN

No	PERNYATAAN	STS	TS	N	S	SS
1	Saya akan tetap bertahan di UAJY untuk lima tahun kedepan.					
2	Tidak mudah bagi saya untuk meninggalkan UAJY					
3	Bagi saya, UAJY adalah yang terbaik dari semua organisasi sebagai tempat untuk bekerja					

*** Terima kasih atas partisispasi Bapak dan ibu dalam penelitian ini ***

LAMPIRAN II: DATA PENELITIAN

	Nama	Fakultas/Departemen
1	Totok Mulyanta	Fakultas Ilmu Sosial dan Ilmu Politik
2	Astri	Fakultas Teknologi Industri
3		Fakultas Teknologi Industri
4		Fakultas Teknik Sipil
5		Fakultas Teknik Sipil
6		Fakultas Ilmu Sosial dan Ilmu Politik
7		Fakultas Hukum
8		Fakultas Teknik Sipil
9	G. Aryadi	Fakultas Hukum
10		Fakultas Hukum
11		Fakultas Ilmu Sosial dan Ilmu Politik
12	Dr. W. Riawan Tjandra, S.H.,M.Hum	Fakultas Hukum
13	Petrus Sumadi	Fakultas Hukum
14		Fakultas Hukum
15		Fakultas Hukum
16	P. Maryono	Fakultas Hukum
17		Fakultas Hukum
18		Fakultas Ilmu Sosial dan Ilmu Politik
19		Fakultas Ilmu Sosial dan Ilmu Politik
20	Heri Sutanto	Fakultas Hukum
21		Fakultas Ilmu Sosial dan Ilmu Politik
22		Fakultas Teknik Sipil
23		Fakultas Hukum
24		Fakultas Teknik Sipil
25		Fakultas Ilmu Sosial dan Ilmu Politik
26		Kantor Admisi dan Akademik
27	Andreas Budi Santosa	Kantor Admisi dan Akademik
28		Kantor Admisi dan Akademik
29	Andono	Fakultas Teknik Biologi
30	–	Fakultas Teknik Biologi
31		Kantor Admisi dan Akademik
32		Fakultas Bisnis dan Ekonomika
33		Fakultas Bisnis dan Ekonomika
34	Basuki Ruswanta	Kantor Sumber Daya Manusia
35		Fakultas Bisnis dan Ekonomika
36	Endang Raino Wirjono	Fakultas Bisnis dan Ekonomika
37	CH. Kurniawan	Fakultas Bisnis dan Ekonomika
38	Anggreni Dian Kurniawati	Fakultas Bisnis dan Ekonomika
39	YSP	Fakultas Hukum
40	–	Fakultas Ilmu Sosial dan Ilmu Politik
41		Fakultas Bisnis dan Ekonomika
42		Kantor Kerja Sama dan Promosi
43	Oktoditya	Fakultas Teknik Sipil
44	Christin Sri Hastuti	Fakultas Teknik Sipil
45		Kantor Admisi dan Akademik
46		Fakultas Teknik Sipil
47		Fakultas Teknologi Industri
48	Ignatius Indra Kristianto	Fakultas Bisnis dan Ekonomika
49		Fakultas Bisnis dan Ekonomika
50		Fakultas Teknologi Industri

	Nama	Fakultas/Departemen
51		Fakultas Teknologi Industri
52		Perpustakaan
53		Fakultas Teknik Sipil
54		Kantor Kerja Sama dan Promosi
55	-	Fakultas Teknik Biologi
56		Fakultas Ilmu Sosial dan Ilmu Politik
57		Fakultas Teknologi Industri
58		Perpustakaan
59		KKACM
60		Fakultas Teknik Sipil
61		Fakultas Ilmu Sosial dan Ilmu Politik
62		Kantor Keuangan
63		Kantor Kerja Sama dan Promosi
64		Kantor Kerja Sama dan Promosi
65		Kantor Sistem Informasi
66		Fakultas Bisnis dan Ekonomika
67		Fakultas Teknologi Industri
68		Fakultas Teknologi Industri
69		Fakultas Teknik Sipil
70		Fakultas Teknik Sipil
71		Fakultas Teknik Sipil
72		Fakultas Teknik Sipil
73		Fakultas Teknik Sipil
74		Kantor Sumber Daya Manusia
75		Perpustakaan
76		Kantor Kerja Sama dan Promosi
77		Fakultas Ilmu Sosial dan Ilmu Politik
78		Fakultas Teknologi Industri
79		Kantor Keuangan
80		Kantor Keuangan
81		Fakultas Ilmu Sosial dan Ilmu Politik
82		Fakultas Ilmu Sosial dan Ilmu Politik
83		Kantor Sistem Informasi
84		Kantor Sistem Informasi
85		Kantor Sistem Informasi
86		Fakultas Bisnis dan Ekonomika
87		Fakultas Bisnis dan Ekonomika
88		Fakultas Ilmu Sosial dan Ilmu Politik
89		Kantor Sumber Daya Manusia
90		Fakultas Ilmu Sosial dan Ilmu Politik

	Status kepegawaian	Lama kerja	Jenis kelamin	Usia
1	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
2	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
3	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
4	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
5	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
6	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
7	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	Lebih dari 49 tahun
8	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
9	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
10	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
11	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	20 – 34 tahun
12	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
13	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
14	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
15	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
16	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
17	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
18	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
19	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	Lebih dari 49 tahun
20	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
21	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
22	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
23	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
24	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
25	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	Lebih dari 49 tahun
26	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	Lebih dari 49 tahun
27	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
28	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
29	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
30	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	35 – 49 tahun
31	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	Lebih dari 49 tahun
32	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
33	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	35 – 49 tahun
34	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
35	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	20 – 34 tahun
36	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	Lebih dari 49 tahun
37	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
38	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
39	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
40	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
41	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
42	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
43	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
44	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
45	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	20 – 34 tahun
46	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	Lebih dari 49 tahun
47	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
48	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	20 – 34 tahun
49	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	Lebih dari 49 tahun
50	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun

	Status kepegawaian	Lama kerja	Jenis kelamin	Usia
51	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	20 – 34 tahun
52	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	Lebih dari 49 tahun
53	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
54	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
55	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	35 – 49 tahun
56	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
57	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
58	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	20 – 34 tahun
59	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	20 – 34 tahun
60	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	35 – 49 tahun
61	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
62	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
63	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
64	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
65	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	20 – 34 tahun
66	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
67	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
68	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	20 – 34 tahun
69	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	35 – 49 tahun
70	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
71	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
72	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
73	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
74	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	Lebih dari 49 tahun
75	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	35 – 49 tahun
76	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
77	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
78	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	35 – 49 tahun
79	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	35 – 49 tahun
80	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
81	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
82	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
83	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
84	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
85	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
86	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	35 – 49 tahun
87	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	20 – 34 tahun
88	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	35 – 49 tahun
89	Karyawan/Dosen tetap	3 tahun atau lebih	Laki-laki	Lebih dari 49 tahun
90	Karyawan/Dosen tetap	3 tahun atau lebih	Perempuan	35 – 49 tahun

	Pendidikan	DLK.1	DLK.2	DLK.3	DLK.4	DLK.5	DLK.6
1	SLTA/Sederajat/Dibawahnya	5	4	4	5	4	4
2	Sarjana Strata 1	5	5	4	3	4	3
3	Diploma (D1 – D3)	4	4	4	4	3	3
4	Sarjana Strata 2	3	2	2	2	2	2
5	Sarjana Strata 2	4	4	5	4	3	4
6	Sarjana Strata 2	4	4	3	3	4	3
7	Sarjana Strata 1	4	5	5	4	5	5
8	Sarjana Strata 3	4	4	4	4	3	3
9	Sarjana Strata 2	5	5	5	5	5	4
10	Sarjana Strata 3	4	4	4	4	3	3
11	Sarjana Strata 2	5	5	5	5	5	5
12	Sarjana Strata 3	2	1	1	3	1	1
13	SLTA/Sederajat/Dibawahnya	5	4	4	4	4	4
14	Sarjana Strata 2	5	4	4	4	3	4
15	Sarjana Strata 3	3	3	3	3	3	3
16	SLTA/Sederajat/Dibawahnya	5	4	4	4	4	3
17	SLTA/Sederajat/Dibawahnya	5	4	4	4	4	4
18	Sarjana Strata 1	4	4	4	4	4	4
19	SLTA/Sederajat/Dibawahnya	5	4	4	4	4	3
20	SLTA/Sederajat/Dibawahnya	4	4	4	4	3	3
21	Sarjana Strata 2	4	4	5	5	5	4
22	SLTA/Sederajat/Dibawahnya	4	3	4	4	4	4
23	Sarjana Strata 1	4	4	4	5	4	4
24	Sarjana Strata 1	4	3	4	4	3	3
25	Sarjana Strata 3	4	4	4	4	4	4
26	Sarjana Strata 1	5	3	4	4	4	4
27	Diploma (D1 – D3)	5	4	5	5	4	4
28	Sarjana Strata 1	4	4	4	4	4	4
29	Sarjana Strata 1	5	4	4	4	3	3
30	Diploma (D1 – D3)	4	4	4	4	4	3
31	Diploma (D1 – D3)	5	5	5	5	4	4
32	Sarjana Strata 3	5	5	5	5	5	5
33	Sarjana Strata 2	4	3	4	4	4	4
34	SLTA/Sederajat/Dibawahnya	4	4	4	4	4	3
35	Sarjana Strata 2	2	1	2	2	1	3
36	Sarjana Strata 2	4	4	4	4	4	4
37	Sarjana Strata 2	5	4	4	3	3	3
38	Sarjana Strata 2	4	4	4	3	4	3
39	Sarjana Strata 2	4	4	4	4	4	4
40	Sarjana Strata 2	4	4	4	5	4	4
41	Sarjana Strata 2	4	3	4	3	4	3
42	Sarjana Strata 1	5	5	5	5	5	5
43	Diploma (D1 – D3)	3	4	3	3	3	3
44	Sarjana Strata 1	4	4	3	2	4	3
45	Sarjana Strata 1	5	5	5	5	5	4
46	Sarjana Strata 1	5	5	5	4	4	4
47	Sarjana Strata 2	5	5	5	4	5	5
48	Sarjana Strata 2	5	4	4	4	4	4
49	Sarjana Strata 2	4	4	4	3	3	3
50	Sarjana Strata 2	4	4	4	4	4	4

	Pendidikan	DLK.1	DLK.2	DLK.3	DLK.4	DLK.5	DLK.6
51	Sarjana Strata 2	5	4	5	5	3	4
52	Sarjana Strata 1	4	4	4	4	4	4
53	Sarjana Strata 2	4	3	4	4	4	4
54	Diploma (D1 – D3)	4	4	4	4	4	4
55	SLTA/Sederajat/Dibawahnya	5	4	4	4	3	3
56	Sarjana Strata 2	4	2	4	4	4	4
57	Sarjana Strata 1	5	4	4	4	4	4
58	Sarjana Strata 1	3	4	3	3	4	3
59	Sarjana Strata 1	5	4	3	3	3	3
60	Sarjana Strata 2	5	5	5	5	4	4
61	Sarjana Strata 2	5	5	5	5	5	5
62	Sarjana Strata 1	4	3	4	4	4	4
63	SLTA/Sederajat/Dibawahnya	4	4	4	4	4	3
64	SLTA/Sederajat/Dibawahnya	2	1	2	2	2	2
65	Sarjana Strata 1	4	4	4	4	4	4
66	Sarjana Strata 1	5	4	4	3	3	3
67	Sarjana Strata 1	2	3	2	2	2	2
68	Sarjana Strata 1	4	4	4	4	4	4
69	Sarjana Strata 2	4	4	4	5	4	4
70	Sarjana Strata 3	4	3	4	3	4	3
71	Sarjana Strata 2	5	5	5	5	5	5
72	Sarjana Strata 2	3	4	3	3	3	3
73	Sarjana Strata 2	3	4	3	3	3	3
74	Sarjana Strata 1	4	4	4	3	4	4
75	Sarjana Strata 1	4	4	3	2	4	3
76	SLTA/Sederajat/Dibawahnya	5	5	5	5	5	4
77	Sarjana Strata 2	5	4	4	4	4	4
78	Sarjana Strata 3	5	5	5	4	5	5
79	SLTA/Sederajat/Dibawahnya	5	4	4	4	4	4
80	SLTA/Sederajat/Dibawahnya	4	4	4	3	3	3
81	Sarjana Strata 2	4	4	4	4	4	4
82	Sarjana Strata 2	5	4	5	5	3	4
83	SLTA/Sederajat/Dibawahnya	4	4	4	4	4	4
84	SLTA/Sederajat/Dibawahnya	5	3	4	4	4	4
85	Sarjana Strata 1	5	4	5	5	4	4
86	SLTA/Sederajat/Dibawahnya	4	4	4	4	4	4
87	Diploma (D1 – D3)	3	3	3	4	3	3
88	Sarjana Strata 2	5	5	5	5	5	5
89	Sarjana Strata 1	4	3	3	4	3	4
90	Sarjana Strata 2	4	4	4	4	4	4

	DLK.7	DLK.8	DLK.9	DLK.10	DLK.11	DLK.12	KO.1	KO.2	KO.3
1	3	4	4	5	4	4	4	4	4
2	3	4	4	4	4	5	5	5	5
3	3	4	4	4	4	3	5	4	4
4	1	1	2	2	1	1	2	2	1
5	4	4	4	4	4	4	3	4	3
6	3	4	4	4	3	4	3	4	4
7	4	5	5	5	5	5	4	4	4
8	3	4	4	3	4	4	4	3	3
9	4	4	4	4	4	4	5	5	4
10	2	4	4	3	3	3	4	3	3
11	4	4	5	5	4	5	5	5	4
12	1	1	1	1	3	3	2	2	4
13	4	4	4	5	4	4	4	4	4
14	3	5	5	4	4	4	4	3	4
15	3	3	3	3	3	3	3	3	3
16	3	4	4	4	4	3	5	3	4
17	4	4	4	4	4	4	4	4	3
18	4	4	4	4	4	4	4	4	4
19	3	4	4	5	5	5	5	4	4
20	4	4	3	4	4	4	3	4	4
21	3	4	4	4	5	4	4	5	5
22	3	4	4	4	3	4	4	4	4
23	4	4	4	4	4	4	4	4	4
24	4	4	4	4	3	4	4	4	4
25	4	4	4	4	4	4	4	4	4
26	3	4	4	4	3	3	3	4	4
27	3	4	5	4	4	4	5	5	5
28	3	4	5	5	5	5	4	3	3
29	3	4	4	4	4	4	3	3	4
30	3	4	4	4	4	4	3	3	4
31	4	5	5	5	5	5	5	5	5
32	5	5	5	5	5	5	5	5	5
33	3	2	4	5	2	5	5	5	5
34	4	4	4	4	4	4	4	4	3
35	3	2	1	3	2	1	3	2	2
36	4	4	4	4	5	4	5	4	4
37	3	4	4	4	4	4	4	4	4
38	4	4	5	5	2	2	4	4	4
39	4	4	4	4	4	4	3	4	4
40	4	4	4	4	4	4	5	5	5
41	2	4	4	4	4	4	3	4	3
42	4	4	5	5	4	5	5	5	5
43	3	4	4	4	1	2	5	4	3
44	3	4	4	4	4	4	3	4	3
45	4	4	5	5	4	3	5	5	5
46	1	4	5	5	3	5	5	4	5
47	3	4	4	5	3	4	5	4	5
48	4	4	4	4	4	4	5	5	5
49	2	3	3	4	3	3	3	3	4
50	3	4	4	4	5	3	4	3	4

	DLK.7	DLK.8	DLK.9	DLK.10	DLK.11	DLK.12	KO.1	KO.2	KO.3
51	3	3	3	4	5	4	4	4	4
52	4	4	4	4	4	4	4	4	4
53	3	4	4	4	3	3	3	4	4
54	3	4	5	4	4	4	4	4	4
55	3	4	4	4	4	4	3	3	4
56	2	4	4	5	4	2	4	4	4
57	3	3	4	5	5	5	5	5	5
58	3	4	4	4	3	4	3	4	4
59	4	3	4	4	4	4	4	4	4
60	4	5	5	5	5	5	5	5	5
61	5	5	5	5	5	5	5	5	5
62	3	2	4	5	2	5	5	5	5
63	4	4	4	4	4	4	4	4	3
64	3	2	2	2	2	1	3	2	2
65	4	4	4	4	5	4	5	4	4
66	3	4	4	4	4	4	4	4	4
67	2	2	3	2	2	2	3	2	2
68	4	4	4	4	4	4	3	4	4
69	4	4	4	4	4	4	5	5	5
70	2	4	4	4	4	4	3	4	3
71	4	4	5	5	4	5	5	5	5
72	3	4	3	3	3	3	3	4	3
73	3	4	3	3	2	2	4	3	3
74	3	4	4	4	4	4	3	3	4
75	3	4	4	4	4	4	3	4	3
76	4	4	5	5	4	3	5	5	5
77	4	4	4	4	4	5	5	4	4
78	3	4	4	5	3	4	5	4	5
79	4	4	4	4	4	4	5	5	5
80	2	3	3	4	3	3	3	3	4
81	3	4	4	4	5	3	4	3	4
82	3	3	3	4	5	4	4	4	4
83	4	4	4	4	4	4	4	4	4
84	3	4	4	4	3	3	3	4	4
85	4	4	5	4	5	4	5	5	5
86	3	4	5	5	5	5	4	3	3
87	3	4	4	4	4	4	3	3	4
88	3	5	5	5	5	5	5	5	5
89	2	4	5	4	5	3	4	3	4
90	4	4	4	4	4	4	4	4	4

	RK.1	RK.2	RK.3
1	4	4	4
2	5	5	4
3	5	5	5
4	3	3	2
5	5	5	3
6	3	4	3
7	5	5	5
8	4	3	4
9	5	5	5
10	4	4	3
11	5	5	5
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13	5	5	4
14	5	5	5
15	4	3	3
16	5	5	4
17	4	4	4
18	4	4	4
19	5	5	5
20	4	3	3
21	5	5	5
22	4	4	4
23	5	4	4
24	4	4	4
25	4	4	4
26	5	5	3
27	5	5	4
28	5	4	3
29	4	4	4
30	3	3	3
31	5	5	5
32	5	5	5
33	5	5	5
34	5	5	3
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36	5	5	4
37	4	4	4
38	5	4	5
39	5	5	4
40	5	5	5
41	5	5	3
42	5	5	5
43	5	5	3
44	3	4	4
45	5	2	5
46	5	5	5
47	5	5	4
48	5	5	5
49	4	4	3
50	4	4	4

	RK.1	RK.2	RK.3
51	5	4	3
52	4	4	4
53	5	5	3
54	5	4	3
55	4	4	4
56	4	4	3
57	5	5	5
58	4	4	3
59	4	4	4
60	5	5	5
61	5	5	5
62	5	5	5
63	5	3	3
64	3	3	2
65	5	4	4
66	4	4	4
67	3	2	2
68	4	3	4
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75	3	4	4
76	5	5	5
77	5	4	4
78	5	5	4
79	5	5	5
80	4	4	2
81	4	4	4
82	5	4	3
83	4	4	4
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87	4	3	3
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89	5	4	3
90	4	4	4
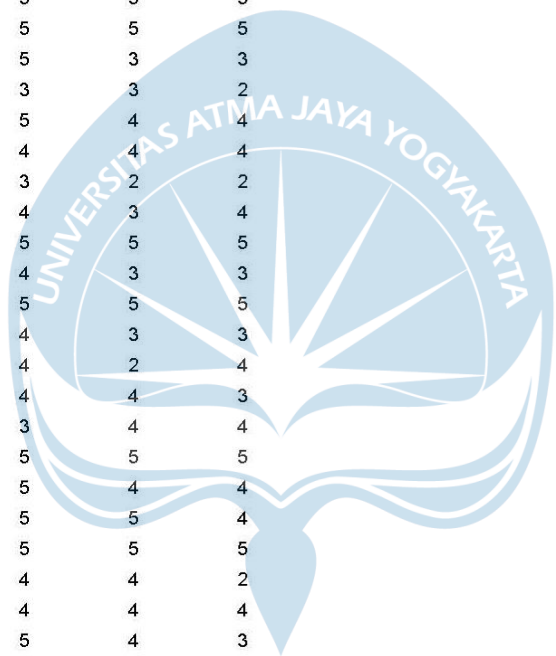
Validitas dan Reliabilitas: Dukungan Lingkungan Kerja

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.926	12

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
DLK.1	43.07	50.892	.786	.916
DLK.2	43.23	51.771	.710	.919
DLK.3	43.17	53.040	.629	.922
DLK.4	43.10	52.576	.700	.919
DLK.5	43.17	51.247	.680	.920
DLK.6	43.30	53.390	.659	.921
DLK.7	42.87	53.844	.629	.922
DLK.8	42.87	52.809	.772	.917
DLK.9	43.07	52.064	.765	.917
DLK.10	43.27	51.513	.688	.920
DLK.11	43.33	51.402	.711	.919
DLK.12	43.30	54.079	.533	.926

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
47.07	61.926	7.869	12

Validitas dan Reliabilitas: Keterikatan Organisasional

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.839	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KO.1	7.63	1.964	.638	.847
KO.2	7.67	2.023	.708	.770
KO.3	7.77	2.047	.774	.714

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.53	4.189	2.047	3

Validitas dan Reliabilitas: Retensi Karyawan

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.805	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
RK.1	7.57	2.116	.627	.760
RK.2	7.63	1.964	.745	.632
RK.3	7.53	2.326	.590	.794

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.37	4.378	2.092	3

LAMPIRAN IV: ANALISIS PERSENTASE

Frequencies

Frequency Table

Nama

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	-	3	3.3	3.3	3.3
		70	77.8	77.8	81.1
	Andono	1	1.1	1.1	82.2
	Andreas Budi Santosa	1	1.1	1.1	83.3
	Anggreni Dian Kurniawati	1	1.1	1.1	84.4
	Astri	1	1.1	1.1	85.6
	Basuki Ruswanta	1	1.1	1.1	86.7
	CH. Kurniawan	1	1.1	1.1	87.8
	Christin Sri Hastuti	1	1.1	1.1	88.9
	Dr. W. Riawan Tjandra, S. H.,M.Hum	1	1.1	1.1	90.0
	Endang Raino Wirjono	1	1.1	1.1	91.1
	G. Aryadi	1	1.1	1.1	92.2
	Heri Sutanto	1	1.1	1.1	93.3
	Ignatius Indra Kristianto	1	1.1	1.1	94.4
	Oktoditya	1	1.1	1.1	95.6
	P. Maryono	1	1.1	1.1	96.7
	Petrus Sumadi	1	1.1	1.1	97.8
	Totok Mulyanta	1	1.1	1.1	98.9
	YSP	1	1.1	1.1	100.0
	Total	90	100.0	100.0	

Fakultas/Departemen

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fakultas Bisnis dan Ekonomika	12	13.3	13.3	13.3
	Fakultas Hukum	12	13.3	13.3	26.7
	Fakultas Ilmu Sosial dan Ilmu Politik	15	16.7	16.7	43.3
	Fakultas Teknik Biologi	3	3.3	3.3	46.7
	Fakultas Teknik Sipil	15	16.7	16.7	63.3
	Fakultas Teknologi Industri	9	10.0	10.0	73.3
	Kantor Admisi dan Akademik	5	5.6	5.6	78.9
	Kantor Kerja Sama dan Promosi	5	5.6	5.6	84.4
	Kantor Keuangan	3	3.3	3.3	87.8
	Kantor Sistem Informasi	4	4.4	4.4	92.2
	Kantor Sumber Daya Manusia	3	3.3	3.3	95.6
	KKACM	1	1.1	1.1	96.7
	Perpustakaan	3	3.3	3.3	100.0
	Total	90	100.0	100.0	

Status kepegawaian

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Karyawan/Dosen tetap	90	100.0	100.0	100.0

Lama kerja

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 tahun atau lebih	90	100.0	100.0	100.0

Jenis kelamin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Laki-laki	50	55.6	55.6	55.6
	Perempuan	40	44.4	44.4	100.0
	Total	90	100.0	100.0	

Usia

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 – 34 tahun	29	32.2	32.2	32.2
	35 – 49 tahun	29	32.2	32.2	64.4
	Lebih dari 49 tahun	32	35.6	35.6	100.0
	Total	90	100.0	100.0	

Pendidikan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma (D1 – D3)	7	7.8	7.8	7.8
	Sarjana Strata 1	25	27.8	27.8	35.6
	Sarjana Strata 2	33	36.7	36.7	72.2
	Sarjana Strata 3	8	8.9	8.9	81.1
	SLTA/Sederajat/ Dibawahnya	17	18.9	18.9	100.0
	Total	90	100.0	100.0	

LAMPIRAN V: ANALISIS DESKRPTIF
Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
DLK.1	90	2.00	5.00	4.2333	.77966
DLK.2	90	1.00	5.00	3.8889	.84060
DLK.3	90	1.00	5.00	3.9889	.80020
DLK.4	90	2.00	5.00	3.9000	.82175
DLK.5	90	1.00	5.00	3.7667	.82175
DLK.6	90	1.00	5.00	3.6556	.75194
DLK.7	90	1.00	5.00	3.2667	.79039
DLK.8	90	1.00	5.00	3.8222	.74318
DLK.9	90	1.00	5.00	4.0111	.78604
DLK.10	90	1.00	5.00	4.1000	.75028
DLK.11	90	1.00	5.00	3.8111	.93490
DLK.12	90	1.00	5.00	3.8222	.94307
Dukungan lingkungan kerja	90	1.58	5.00	3.8556	.64317
Valid N (listwise)	90				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
KO.1	90	2.00	5.00	4.0222	.84770
KO.2	90	2.00	5.00	3.9333	.81833
KO.3	90	1.00	5.00	3.9778	.82077
Keterikatan organisasional	90	1.67	5.00	3.9778	.73744
Valid N (listwise)	90				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
RK.1	90	3.00	5.00	4.4889	.65762
RK.2	90	1.00	5.00	4.2000	.87666
RK.3	90	2.00	5.00	3.8778	.89728
Retensi karyawan	90	2.33	5.00	4.1889	.67606
Valid N (listwise)	90				

LAMPIRAN VI: ANALISIS REGRESI
Regression

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Dukungan lingkungan kerja [a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Keterikatan organisasional

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.790[a]	.624	.620	.45465

a. Predictors: (Constant), Dukungan lingkungan kerja

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.210	1	30.210	146.147	.000[a]
	Residual	18.190	88	.207		
	Total	48.400	89			

a. Predictors: (Constant), Dukungan lingkungan kerja

b. Dependent Variable: Keterikatan organisasional

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.485	.293		1.657	.101
	Dukungan lingkungan kerja	.906	.075	.790	12.089	.000

a. Dependent Variable: Keterikatan organisasional

Regression

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Dukungan lingkungan kerja[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Retensi karyawan

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779[a]	.607	.603	.42623

a. Predictors: (Constant), Dukungan lingkungan kerja

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.691	1	24.691	135.906	.000[a]
	Residual	15.987	88	.182		
	Total	40.678	89			

a. Predictors: (Constant), Dukungan lingkungan kerja

b. Dependent Variable: Retensi karyawan

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.031	.275		3.757	.000
	Dukungan lingkungan kerja	.819	.070	.779	11.658	.000

a. Dependent Variable: Retensi karyawan

Regression

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Keterikatan organisasional[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Retensi karyawan

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860[a]	.739	.736	.34704

a. Predictors: (Constant), Keterikatan organisasional

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.079	1	30.079	249.756	.000[a]
	Residual	10.598	88	.120		
	Total	40.678	89			

a. Predictors: (Constant), Keterikatan organisasional

b. Dependent Variable: Retensi karyawan

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.053	.202		5.219	.000
	Keterikatan organisasional	.788	.050	.860	15.804	.000

a. Dependent Variable: Retensi karyawan

94

Regression

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Keterikatan organisasional,[a] Dukungan lingkungan kerja	.	Enter

a. All requested variables entered.

b. Dependent Variable: Retensi karyawan

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875[a]	.766	.761	.33083

a. Predictors: (Constant), Keterikatan organisasional, Dukungan lingkungan kerja

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.156	2	15.578	142.329	.000[a]
	Residual	9.522	87	.109		
	Total	40.678	89			

a. Predictors: (Constant), Keterikatan organisasional, Dukungan lingkungan kerja

b. Dependent Variable: Retensi karyawan

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.742	.216		3.430	.001
	Dukungan lingkungan kerja	.279	.089	.265	3.136	.002
	Keterikatan organisasional	.596	.078	.650	7.686	.000

a. Dependent Variable: Retensi karyawan

LAMPIRAN VII: TABEL DISTRIBUSI R 5%

TABEL DISTRIBUSI R

Df	5%	DF	5%	DF	5%	DF	5%
1	0.997	51	0.271	101	0.194	151	0.159
2	0.950	52	0.268	102	0.193	152	0.158
3	0.878	53	0.266	103	0.192	153	0.158
4	0.811	54	0.263	104	0.191	154	0.157
5	0.754	55	0.261	105	0.190	155	0.157
6	0.707	56	0.259	106	0.189	156	0.156
7	0.666	57	0.256	107	0.188	157	0.156
8	0.632	58	0.254	108	0.187	158	0.155
9	0.602	59	0.252	109	0.187	159	0.155
10	0.576	60	0.250	110	0.186	160	0.154
11	0.553	61	0.248	111	0.185	161	0.154
12	0.532	62	0.246	112	0.184	162	0.153
13	0.514	63	0.244	113	0.183	163	0.153
14	0.497	64	0.242	114	0.182	164	0.152
15	0.482	65	0.240	115	0.182	165	0.152
16	0.468	66	0.239	116	0.181	166	0.151
17	0.456	67	0.237	117	0.180	167	0.151
18	0.444	68	0.235	118	0.179	168	0.151
19	0.433	69	0.234	119	0.179	169	0.150
20	0.423	70	0.232	120	0.178	170	0.150
21	0.413	71	0.230	121	0.177	171	0.149
22	0.404	72	0.229	122	0.176	172	0.149
23	0.396	73	0.227	123	0.176	173	0.148
24	0.388	74	0.226	124	0.175	174	0.148
25	0.381	75	0.224	125	0.174	175	0.148
26	0.374	76	0.223	126	0.174	176	0.147
27	0.367	77	0.221	127	0.173	177	0.147
28	0.361	78	0.220	128	0.172	178	0.146
29	0.355	79	0.219	129	0.172	179	0.146
30	0.349	80	0.217	130	0.171	180	0.146
31	0.344	81	0.216	131	0.170	181	0.145
32	0.339	82	0.215	132	0.170	182	0.145
33	0.334	83	0.213	133	0.169	183	0.144
34	0.329	84	0.212	134	0.168	184	0.144
35	0.325	85	0.211	135	0.168	185	0.144
36	0.320	86	0.210	136	0.167	186	0.143
37	0.316	87	0.208	137	0.167	187	0.143
38	0.312	88	0.207	138	0.166	188	0.142
39	0.308	89	0.206	139	0.165	189	0.142
40	0.304	90	0.205	140	0.165	190	0.142
41	0.301	91	0.204	141	0.164	191	0.141
42	0.297	92	0.203	142	0.164	192	0.141
43	0.294	93	0.202	143	0.163	193	0.141
44	0.291	94	0.201	144	0.163	194	0.140
45	0.288	95	0.200	145	0.162	195	0.140
46	0.285	96	0.199	146	0.161	196	0.139
47	0.282	97	0.198	147	0.161	197	0.139
48	0.279	98	0.197	148	0.160	198	0.139
49	0.276	99	0.196	149	0.160	199	0.138
50	0.273	100	0.195	150	0.159	200	0.138

LAMPIRAN VIII: SURAT KETERANGAN RISET

UNIVERSITAS ATMA JAYA YOGYAKARTA
Kantor Sumber Daya Manusia

Nomor : 909.02 / KSDM / 2021   7 Januari 2021
Lamp. : -
Hal   : Ijin Penelitian

Kepada
Yth. Dekan Fakultas
        Pimpinan Unit
Universitas Atma Jaya Yogyakarta

Menanggapi surat Dekan Fakultas Bisnis dan Ekonomika tertanggal 14 Desember 2020 perihal Izin Penelitian, bersama ini kami mengijinkan saudara:

  Nama : Jessy Sesilia
  NPM   : 150322363

Untuk mengambil data penelitian primer lewat kuesioner dengan judul penelitian "Pengaruh Lingkungan Kerja terhadap Retensi KaryawanDengan Keterikatan Organisasional Sebagai Variabel Mediasi", di lingkungan Universitas Atma Jaya Yogyakarta.

Demikian, untuk dipergunakan sebagaimana mestinya.

                                                    Kepala,

                                                    Agt. Agung Prasetyo, S.H., M.M.

LAMPIRAN IX: JURNAL REFRENSI

Effects of supportive work environment on employee retention

Mediating role of organizational engagement

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Haryana School of Business, Guru Jambheshwar University of Science and Technology, Hisar, India

Abstract

Purpose – The purpose of the present study is to investigate the mediating effect of organizational engagement in the relationship between supportive work environment (SWE) and employee retention.

Design/methodology/approach – Primary data of 211 respondents from 67 organizations were analysed. Confirmatory factor analysis was used to assess the dimensionality and validity of study variables. Further, the hypothesized model was tested with the help of multiple regression analysis.

Findings – The findings suggest that SWE plays a crucial role in predicting employee retention. Organizational engagement partially mediates the relationship between SWE and employee retention.

Research limitations/implications – The data were limited to the Indian setting and of cross-sectional design only; so, it may not be generalized across the world. Further, the sample size is also comparatively smaller but the results are not affected adversely.

Originality/value – The role of SWE along with organizational engagement is currently under-researched in the Indian context. The present study is an intense effort to analyse the mediating effect of organizational engagement in the relationship between SWE and employee retention.

Keywords India, Employee retention, Organizational engagement, Supervisory relationship, Supportive work environment

Paper type Research paper

Introduction

In the light of today's economic volatility and uncertainty, retaining personnel is the biggest challenge faced by the organizations worldwide (Pfeffer, 1994). HRM has emerged as an essential element for sustained competitive advantage which never depreciates (Kumar and Kaushik, 2013). Employee turnover affects organizational performance in terms of draining of experienced employees (Walsh and Taylor, 2007). Employees in an organization can be retained by three Rs, namely, reward, recognition and respect, which are ultimately responsible for improved efficiency, reduced absenteeism, pleasurable work environment and higher earnings (Nazia and Begum, 2013). Bhatnagar (2007) has well elucidated the trend in the Indian industry where the focus has shifted from traditional HRM to strategic HRM after the liberalization of Indian economy. With the introduction of strategic HRM, the retention of talented employees is predicted as one of the key functions of HRM (Bhatnagar, 2007). Resource-based view (RBV), as a basis of competitive advantage, primarily focuses on employees as the most strategic asset for the firm that are valuable, harder to imitate and non-substitutable (Barney, 2001).

Retention practices referred by different researchers include job enrichment, financial rewards and employee benefits, training and development opportunities, work environment and work–life balance (Allen *et al.*, 2003; Ghosh *et al.*, 2013; Pfeffer, 1994). Further, some scholars pose retention strategies as career development (Agarwala, 2003), employee engagement (Palmer and Gignac, 2012) and learning attitudes (Kyndt *et al.*, 2009). In accordance with the past literature, seven factors primarily encourage employee retention among employees: challenging work, opportunities to learn, positive relationships with colleagues, compensation and appreciation of the work performed, recognition of capabilities, work–life balance and good communication (Walker, 2001).

Guchait and Cho (2010) have projected that 80 per cent of employees look for better work environment. Therefore, it becomes vital to create a conducive work environment in the light of organizational support to retain professional employees (Ghosh and Sahney, 2011). Supportive work environment (SWE) cultivates the expected retention (Richman *et al.*, 2008). So, organizations need to maintain the learning and working climate to foster the talented workforce (Kyndt *et al.*, 2009). SWE is obligatory for organizations to sustain the viable growth and performance (Luthans *et al.*, 2008). Individual performance is the function of effort × support × ability wherein "organizational support" is being viewed as a vital element of an employee performance (Schermerhorn *et al.*, 1990). Rogg *et al.* (2001) have found that supportive climate is positively related to employee outcomes such as job satisfaction and commitment.

Because of immense competition, organizational engagement has emerged as one of the hottest topics over the globe (Juhdi *et al.*, 2013). Employee engagement was first propounded by Kahn in 1990 (Choo *et al.*, 2013) but no universal phenomenon exists that describes the term organizational engagement. Employee engagement is stipulated as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" [Kahn (1990), p. 694]. Saks (2006) classifies the term employee engagement into the job as well as organizational engagement conceptualized from Kahn's (1990) definition. Organizational engagement is "the degree of absorption into one's role performance in an organization" [Saks (2006), p. 602]. Organizational engagement is the most vital organizational outcome, which has been studied to a limited extent in the past (Saks, 2006) and also not very well investigated in India (Bhatnagar, 2007). Organizational engagement is one of the strongest indicators of employee turnover than job engagement (Saks, 2006). Engaged employees are viewed as strategic assets (Bhatnagar, 2007), that can be done only with the help of organizational engagement (Nutov and Hazzan, 2014). Organizational engagement stressed upon identification of the employees' organizational needs and strategically incorporating with organizational culture (Nutov and Hazzan, 2014). The organizational engagement observed as $f(C \times N)$, whereas C denotes the organizational culture and N denote the employees' organizational needs (Getzels, 1958; Nutov and Hazzan, 2014).

The current study contributes to previous researches in a number of ways. This study contributes to the deliberation on the challenging issue of employee retention in developing countries like India. Specifically, we began with the theoretically identification of retention practices in terms of SWE and then empirically investigated the role of SWE that influences employee retention. On the basis of social exchange theory (Blau, 1964) and employer–employee relationship (Eisenberger *et al.*, 1986), we then framed the SWE components. Hence, our study contributes to the existing knowledge by introducing a contextualized perspective of the SWE in the form of perceived climate, supervisory relationship, peer group interaction and perceived organizational support. To the best of our knowledge, no study has ever revealed such components of SWE. To take a holistic view of these practices, we conceptualised the SWE components for predicting employee retention. In addition, we

introduced the organizational engagement as a supportive measure for employee retention. "SWE leads to organizational engagement" the said relationship has not yet been tested in the Indian context (Juhdi *et al.*, 2013). Very few studies exist where organizational engagement is taken as a mediator to address employee outcomes (Saks, 2006; Juhdi *et al.*, 2013; Malinen *et al.*, 2013). This study underpins the broader view of SWE, where organizational engagement works as mediator to address employee retention. The present study investigates the SWE and organizational engagement as forerunners of employee retention and simultaneously tries to establish the casual relationship among these variables. The study also attempts to explore some noteworthy directions for HR practitioners when considering the adoption of SWE and therefore provides an important step towards a thorough understanding of retention within the Indian context. On the basis of the above discussion and literature we, therefore, propose the model (Figure 1) depicting the hypothesized relationships among study variables.

Review of literature and hypotheses formulation
Finding and retaining talented personnel has become a foremost priority for organizations these days (Fegley, 2006). Owing to gaps in the workforce demand and supply, organizations seem to retain the valuable talent (Guchait and Cho, 2010). March and Simon's (1958) theory of organizational equilibrium suggests that an individual's intention to stay is balanced by incentives offered by the organization and expected contribution from an individual. Employee retention is one of the key parameters to measure the strength of any organization (Kennedy and Daim, 2010). Employees are more likely to stay with an organizational process if they are engaged, as engaged employees are more passionate towards learning (Bhatnagar, 2007). Employee engagement has evolved from affective commitment (Richman *et al.*, 2008), but organizational engagement is distinct from commitment (Saks, 2006). Richman *et al.* (2008) have coined engagement as an "emotional and cognitive commitment" to the organization. Employee engagement tends to shift towards the identification of organizational input and employee needs which, furthermore, add value to the organizational engagement (Nutov and Hazzan, 2014). Organizational engagement is viewed as the strong association and involvement of employees with employing organization (Juhdi *et al.*, 2013). Employees are more likely to repay the
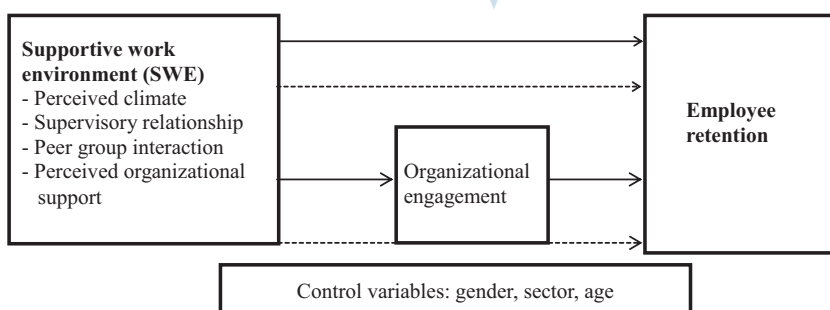
Notes: —— line depicts the direct relationships between predictor and dependent variables; + Signs represent the direction of relationships between predictor and dependent variables; ——— line shows the mediating effect of organizational engagement

Figure 1.
Proposed conceptual model

organization if they are highly engaged (Saks, 2006) and are more likely to be empowered in an organizational processes if they are engaged. Certain HR practices (compensation, opportunities for development and rewards) play a crucial role in engaging employees (Lockwood, 2007). Supportive environment that employees receive from their immediate peers, superiors and other departments stimulates employee outcomes in the form of organization commitment and job satisfaction (Luthans *et al.*, 2008). Organizational work environment stimulates HR practices and employee behavior that is directly linked to employee reinforcement (Ma Prieto and Pérez-Santana, 2014). Management support and co-worker support are vital elements of predicting SWE (Ma Prieto and Pérez-Santana, 2014). On the basis of previous findings, SWE is examined in terms of the perceived climate (Kennedy and Daim, 2010), supervisory relationship (Eisenberger *et al.*, 1986; Rhoades *et al.*, 2001), peer group interaction (Ghosh and Sahney, 2011) and perceived organizational support (Rhoades *et al.*, 2001; Ghosh and Sahney, 2011).

Supportive work environment, organizational engagement and employee retention
Supportive work environment and employee retention. SWE is viewed as a climatic factor such as supervisory or peer support, as well as the constraint and opportunity to perform learned behavior on the job [Baldwin and Ford's, (1988), p. 64]. In SWE, employees feel supported and encouraged (Ma Prieto and Pérez-Santana, 2014). The work environment factor includes supervisory support, organizational support and peer support (Broad and Newstrom, 1992). Organizational support theory and social support theory propagate on how "organizational support" builds affective commitment among employees and strengthens their emotional connection with the organization (Rhoades *et al.*, 2001). SWE boosts the interest levels of employees towards their jobs, in turn, improving their productivity (Ma Prieto and Pérez-Santana, 2014). Further, it serves as a valuable input for desired behavior among employees and therefore, develops the innovative work behaviour as well (Ma Prieto and Pérez-Santana, 2014). Previous studies have revealed that SWE results in higher organizational commitment (Rhoades *et al.*, 2001) and improved employee retention (Eisenberger *et al.*, 2002). Interpersonal relationship and well-nurtured environment enable managerial retention in organizations (Ghosh and Sahney, 2011). Supportive organizational practices are found to have a significant effect on employee turnover (Huselid, 1995). Positive supervision is negatively related to employee turnover. Further, the extent to which employees feel that their contributions are valued by their employing organizations and their employers care for their well-being is inversely related to voluntary turnover (Eisenberger *et al.*, 2002). Thus, it can be concluded that perceived work environment reciprocates employee retention. A healthy work environment develops discretionary behavior action (Janssen, 2000; Gilbreath, 2004) and projects to pursue desired behavior (Ma Prieto and Pérez-Santana, 2014). In addition, Lingard and Francis (2006) have reported that SWE in context of perceived organizational support, co-worker relations and supervisory relationship moderates the relationship of job burnout and work-family conflicts. Hytter (2007) has also demonstrated that workplace factors such as rewards, leadership style, career opportunities, training and development of skills, physical working conditions and work–life balance have an indirect influence on retention.

Ramlall (2003) has postulated that people attempt to work for those organizations wherein a pleasant work environment is provided and employees' contributions are properly valued. Kyndt *et al.* (2009) has explored that personal (self-perceived leadership skills and learning attitude) and organizational (appreciation, stimulation and pressure of work) factors have a positive influence on employee retention. Hiring the right people and strategically embedding them in the organizational culture enhances the competitive

advantage of organizations and reduces the employee turnover (Dawson and Abbott, 2011). Organizations create supportive learning environment through the influence of organizational culture and leadership (Lancaster and Di Milia, 2015).

"Employees don't quit their companies, they quit their bosses" is a popular proverb that has been empirically proved in the context of voluntary turnover (Mathieu *et al.*, 2016). Positive supervision is an essential module of a psychologically healthy work climate (Gilbreath, 2004). Psychosocial support received at the workplace enhances the job involvement of employees (Chan *et al.*, 2008). Ghosh and Sahney (2011) have explored that organizational social (perceived supervisory relationship, peer group interaction and person–organization fit) and technical subsystems (managerial job characteristics, work technology support and perceived organizational support) have a significant impact on managerial job. Employees are more likely to stay when there is a positive work environment and vice versa (Ghosh *et al.*, 2013). Recognition of employees' contributions and concern for their welfare enhance employee retention (Eisenberger *et al.*, 2002). Supervisory support at organizational level can reduce anxiety and induce a higher degree of job satisfaction (van Dierendonck *et al.*, 2002) and employee retention (Eisenberger *et al.*, 2002). Supervisory behavior is directly related to the subordinate absenteeism (van Dierendonck *et al.*, 2002). Supervisor relationship plays an apparent role in appraising the performance of an employee (Lancaster and Di Milia, 2015). Positive superior–subordinate relationship in terms of sharing feedback, sharing information, performance appraisal, recognition, reciprocity, trustworthiness and cooperation can significantly enhance managerial retention (Ghosh and Sahney, 2011). Co-workers' support is also found to be an important indicator in determining retention level (Ng and Sorensen, 2008). Supportive organizational climate in the context of interpersonal relationship improves the managerial effectiveness (Bamel *et al.*, 2013). Inclusion and recognition by top management is directly related to organizational support (Wayne *et al.*, 1997). Both co-worker support and management support lead to innovative work behavior in an organization, as they contribute to innovative ideas in the organization (Ma Prieto and Pérez-Santana, 2014).

Organizational support, infrastructure, career development, inter-unit support, top management support, senior support, compensation, employee well-being and work–life balance have a positive influence on retention of personnel in organizations (Ghosh and Sahney, 2011). Organizations improve the employee retention by exploring top management support (Taylor *et al.*, 2010). High level of organizational support positively influences employee attitudes (Eisenberger *et al.*, 1986) and stimulates the intention to stay with the organization (Ramlall, 2003; Chan *et al.*, 2008). Wayne *et al.* (1997) have found that individuals who perceive greater support from their engaging organizations are more likely to feel indebted to their organizations. Perceived organizational support is found to be a significant predictor of employees' behavioral intentions (Saks, 2006). Thus, on the basis of the aforementioned literature, the following hypothesis can be proposed:

H1. Supportive work environment is positively and significantly related to employee retention.

Supportive work environment and organizational engagement. Engagement is a vital strategy for retaining personnel in organizations (Glen, 2006). Engaged employees offer competitive advantage to the organizations (Bhatnagar, 2007), so, organizations need to continuously engage them to achieve strategic goals and produce vital business results (Joo and Mclean, 2006). In-depth analysis of past studies has revealed that perceived organizational support (Saks, 2006) and support from colleagues (Schaufeli and Bakker, 2004) predict organizational engagement among employees. Richman *et al.* (2008) have

stated that organizational engagement can be enhanced through perceived organizational justice, good employee–job fit and perceived organizational support. They further opine that to retain valuable employees, organizations need to create such an environment that posits the person–job fit, provides career development and vast growth opportunities. SWE in relation to perceived flexibility and supportive work–life policies, is the best predictors of engagement and expected retention (Juhdi *et al.*, 2013). An engaged employee looks to be more committed to the organization and brings good business results (Richman *et al.*, 2008). Peer relationship, supervisory relationship, organizational policies and procedures, supportive work climate and workplace environment are integral elements of a positive work climate that foster employee engagement (Shuck *et al.*, 2010). Based on the aforementioned discussion, it is clearly stated that SWE leads to engaged workforce. On the basis of above theoretical and empirical studies, the following hypothesis can be stated:

H2. Supportive work environment is positively and significantly related to organizational engagement.

Organizational engagement and employee retention. Organizational engagement has become a hot topic among practitioners. Based on a survey of 50,000 employees in 27 countries, Lockwood (2007) has reported that engagement is directly linked to business success and employee retention in organizations. Evidences indicate that an engaged and committed workforce can abundantly benefit the organization prominently in terms of lower turnover intentions and reduced absenteeism (Allen *et al.*, 2003; de Lange *et al.*, 2008). Owing to high rivalry in the market, organizations need to align their strategic goals with individual goals to create organizational engagement (Nutov and Hazzan, 2014). Kahn (1990) has predicted that engagement leads to individual and organizational results in terms of the quality of people's work and productivity of the organization. Engagement is the result of a stronger commitment to the organization, greater job satisfaction and improved work environment (Harter *et al.*, 2002). Employee engagement enhances organizational outcomes, such as productivity, safety, profitability and turnover (Harter *et al.*, 2002), while organizational engagement improves both employee and organizational performance (Richman *et al.*, 2008). Both trust in senior management and procedural justice are significant predictors of organizational engagement (Malinen *et al.*, 2013). Employees who have trust in the senior management show higher levels of engagement and lower intention to quit the organization (Malinen *et al.*, 2013).

Juhdi *et al.* (2013) have found that certain HRM practices such as compensation, rewards, developmental opportunities, career management, person–job fit and job control influence organizational engagement. de Lange *et al.* (2008) have stipulated that high work engagement retains and motivates the personnel, whereas absence of work engagement results in increased departure from the organization. Schaufeli and Bakker (2004) have found that employee engagement is negatively related to turnover intention among employees. A number of other studies have also revealed that there exists a negative correlation between work engagement and intention to leave (Harter *et al.*, 2002; Saks, 2006; de Lange *et al.*, 2008; Agarwal, 2016). In the words of Bhatnagar (2007), engagement has a significant influence on organizational outcomes, employee efficiency and employee retention. Thus, the hypothesis can be stated as follows:

H3. Organizational engagement is positively and significantly related to employee retention.

Mediation of organizational engagement. Organizational engagement anticipates employee outcome, organizational success and financial performance (Juhdi *et al.*, 2013). Schaufeli and Bakker (2004) have revealed that engagement mediates the relationship between job resource and turnover intention. They have also demonstrated that engagement works as a motivational

tool, while high job resources lead to higher engagement and reduced employee turnover. Organizational engagement mediates the relationship between antecedents (job characteristics, rewards and recognition, perceived supervisor support, perceived organizational support, procedural justice and distributive justice) and outcomes (job satisfaction, intention to quit, organizational commitment and organizational citizenship behavior) of the organization (Saks, 2006). Organizational engagement is related to employees' attitudes, intentions and behaviors towards the organization (Saks, 2006). Engagement works as a mediating variable between work conditions and work outcomes (Maslach *et al.*, 2001). Malinen *et al.* (2013) have also investigated the mediating effects of organizational engagement between trust, procedural justice and withdrawal attitudes and found that more engaged employees are less likely to leave the organization. Bhatnagar (2007) has explored that engagement works as a mediator between talent management practices and employee retention. Organizational engagement also works as a mediator between HR practices (career management, person–job fit, pay satisfaction, performance appraisal and job control) and turnover intention (Juhdi *et al.*, 2013). Hence, the following hypothesis is proposed:

H4. Organizational engagement mediates the relationship between SWE and employee retention.

Research methodology
The sample. Primary data based on 211 respondents from 67 organizations were gathered and analysed. The organizations were chosen from both private and public sectors while covering both manufacturing and service industry as well. The distribution of sample can be seen in Table I.

Table I shows that a total of 211 respondents participated in the study by completing the questionnaire. More than half of the participants (88.2 per cent) were Non-HR. Only 11.8 per cent were HR employees. Out of the total participants, 84.4 per cent were male and 15.6 per cent were female. More than half of these respondents (72.5 per cent) were working for private organizations. Only 27.5 per cent were from public organizations. Considering the industry, 58.8 per cent participants were from service organizations, whereas 41.2 per cent from manufacturing organizations. Further, 34.1 per cent respondents were MNC employees and 65.9 per cent respondents were from Indian organizations; 25.6 per cent of respondents were aged less than 25 years, 37 per cent were aged between 26 and 30, 18.5 per cent were aged between 31 and 40, 12.8 per cent were aged between 41 and 50, 4.7 per cent were aged between 51 and 60 and 1.4 per cent were aged above 60 years.

Measures
Supportive work environment (independent variable). SWE was measured by adapting four multiple item scales, i.e. perceived climate (Kennedy and Daim, 2010), supervisory relationship (Eisenberger *et al.*, 1986; Rhoades *et al.*, 2001), peer group interaction (Ghosh and Sahney, 2011) and perceived organizational support (Rhoades *et al.*, 2001; Ghosh and Sahney, 2011). Of these four, supervisory relationship and perceived organizational scales were modified before put into use. All these constructs were measured and assessed on a five-point Likert scale ranging from 1 "strongly disagree" to 5 "strongly agree".

Organizational engagement (mediating variable). Organizational engagement was measured using three statements adapted from the study of Palmer and Gignac (2012). The participants were asked to evaluate each of the three statements pertaining to the organizational engagement on a five-point Likert scale, ranging from 1 "strongly disagree" to 5 "strongly agree".

Variables	Categories	No.	(%)	Average
Designation	HR	25	11.8	
	Non- HR	186	88.2	
	Total	211	100	
Gender	Male	178	84.4	
	Female	33	15.6	
	Total	211	100	
Sector	Private	153	72.5	
	Public	58	27.5	
	Total	211	100	
Nature	Service company	124	58.8	
	Manufacturing company	87	41.2	
	Total	211	100	
Ownership	MNC_s	72	34.1	
	Indian	139	65.9	
	Total	211	100	
Age (years)	Under 25	54	25.6	
	26-30	78	37	
	31-40	39	18.5	
	41-50	27	12.8	32.61
	51-60	10	4.7	
	Above 60	3	1.4	

Notes: MNC_S – multinational companies; number of organizations – 67
Source: Author

Employee retention (dependent variable). The employee retention scale describes the intention to stay among employees. The items were measured using a modified version of Seashore *et al.* (1982). All items were assessed on a five-point Likert scale ranging from 1 "strongly disagree" to 5 "strongly agree".

Control variables. Based on a prior study by Kashyap and Rangnekar (2014), age of employees, gender and sector were treated as control variables. Coding for the variables used in the study is as follows: age (1 = under 25 years, 2 = 26-30 years, 3 = 31-40 years, 4 = 41-50 years, 5= 51-60 years and 6 = above 60 years), gender (1 = male, 0 = female) and sector (1 = public sector, 0 = private sector).

Statistical tools. The gathered primary data were analysed with statistical tools like means and standard deviations, correlations, factor analysis and regression analysis using SPSS 18.0 version. Cronbach's alpha values were also calculated to check the reliability among variables. Further, confirmatory factor analysis (CFA) was carried out on 18 statements including SWE (perceived climate, supervisory relationship, peer group interaction and perceived organizational support), organizational engagement and employee retention using AMOS 18.0 version. CFA results were analysed with the help of indices such as χ^2/df (chi-square goodness-of-fit to degrees-of freedom ratio), comparative fit index (CFI), Tucker–Lewis index (TLI) and RMSEA (root mean square error of approximation).

Results
Confirmatory factor analysis
Initially, exploratory factor analysis (EFA) produced six-factor solution explaining 62.909 per cent of the variance. Using AMOS 18.0, we then performed first-order CFA to estimate the validity and reliability of these six constructs (including perceived climate, supervisory

relationship, peer group interaction, perceived organizational support, organizational engagement and employee retention). Table II shows that the composite reliability that ranged from 0.67 to 0.87, greater than the standard of 0.6 (Zhao and Cavusgil, 2006). Further, to check the convergent validity of the constructs, the average variance extracted for each constructs was between 0.50 and 0.69, higher than or equal to 0.5 (Hair *et al.*, 2006). Squared correlation of the variables were found to be less than the that. Hence, constructs confirmed the discriminant validity (Fornell and Larcker, 1981). Cronbach's alpha values for subscales ranged from 0.68 to 0.86, providing acceptable reliability (Hair *et al.*, 2006).

Table III shows the results of CFA. Good values for best fit model that comes under acceptable criteria are $\chi^2/df < 0.3$, permissible up to 0.5, CFI ≥ 0.9, TLI ≥ 0.9, RMSEA ≤ 0.08 (Hair *et al.*, 2006). The proposed six-factor model (baseline model) was found to be a good fit for the research study (Table III). The results of CFA were $\chi^2/df = 1.59$, with a chi-square of 191.6, df = 120, TLI = 0.94, CFI = 0.95 and RMSEA = 0.05. Three alternate models (Table III) were also tested against the baseline model to reach a valid conclusion. First, the one-factor model, where all items were loaded on to a single latent factor, depicted a poor fit with a chi-square value of 671.9, df = 136, $\chi^2/df = 4.94$, TLI = 0.64, CFI = 0.68 and RMSEA = 0.13. Then, two-factor model was tested and again, it depicted a poor fit with chi-square of 464.3, df = 134, $\chi^2/df = 3.46$, TLI = 0.77, CFI = 0.80 and RMSEA = 0.10. Finally, we tested a five-factor model where perceived organizational support and organizational engagement were merged owing to high correlation ($r = 0.91, p < 0.001$). The model fit of the five-factor model was found to be good but lower than the six-factor model with a chi-square of 206.8, df = 125, $\chi^2/df = 1.65$, TLI = 0.94, CFI = 0.95 and RMSEA = 0.05. Thus, all alternative models were not as good as the baseline model. Hence, discriminant validity was confirmed (Kashyap and Rangnekar, 2014).

Overall measurement model
To test empirically whether SWE including perceived climate, supervisory relationship, peer group interaction, perceived organizational support can reproduce such a high-order construct, we estimated a second-order factor model. CFA results of the second order were $\chi^2/df = 1.84$; CFI = 0.95; TLI = 0.94; RMSEA = 0.06. It confirmed the relationship of these practices into a higher factor. Thus, we revised our previous measurement model of six latent factors with a three-factor model (including SWE index, organizational engagement and employee retention). Results of this three-factor model revealed best fit representing chi-square of 196, df = 126, $\chi^2/df = 1.55$, TLI = 0.94, CFI = 0.95, RMSEA = 0.05. Thereafter, we proceeded with the three-factor model.

Common method variance
To assess the extent of common method variance, Harman's one-factor test with confirmatory factor analysis was conducted. The results of single-factor measurement model revealed a poor fit ($\chi^2/df = 4.94$; TLI = 0.64; CFI = 0.68; RMSEA = 0.13). Based on this Harman's one-factor test using CFA, we then concluded that common method variance was not a major problem in this study (Podsakoff *et al.*, 2003).

Descriptive statistics
Table IV presents the intercorrelations of the scales and the means and standard deviations. The correlations supported the hypothesised linkages between SWE, organizational engagement and employee retention. As high correlations have been found among some independent variables (Table IV), multicollinearity problems might exist (Malhotra, 2010). In this context, variance inflation factors (VIFs) and tolerance statistics are known

Latent variables	Loadings	Cronbach alpha	Composite reliability	Average variance extracted
Perceived climate		0.74	0.74	0.50
The work environment at my organization is good	0.63			
My superiors make me feel like an important team member	0.74			
I am treated with respect	0.73			
Supervisory relationship		0.79	0.79	0.57
My work supervisor really cares about my well-being	0.82			
My supervisor cares about my opinions	0.76			
My supervisor strongly considers my goals and values	0.68			
Peer group interaction		0.77	0.77	0.53
Employees can collectively influence many important issues in the department	0.70			
Employees of the work group work closely together and during the same time frame	0.80			
One can share and discuss job-related issues with peers in the department	0.69			
Perceived organizational support		0.68	0.67	0.50
Work stations in the department are comfortable	0.50			
The amount of work one is expected to do on the job is reasonable	0.67			
Senior executives/managers are willing to extend cooperation in order to help employees perform their jobs to the best of their ability	0.76			
Organizational engagement		0.76	0.76	0.52
I tell others how proud I am to work for this organization, whenever I have the chance	0.72			
The way this organization conducts its day-to-day business inspires me to do everything I can to ensure it is successful	0.75			
I identify with this organization's vision in such a way that my commitment remains unwavering, even when conditions become difficult	0.69			
Employee Retention		0.86	0.87	0.69
I am likely to stay in this organization for next five years	0.77			
I will not change this organization easily	0.91			
For me, this organization is the best of all possible organization to work for	0.81			

Table II.
Latent variables with CFA loadings, validity, and reliability values

Notes: These six latent variables accounted for 62.909% of the variance because of exploratory factor analysis; all the loadings related to CFA were significant at the 0.001 level. Model fit statistics: $\chi^2/df = 1.59$; CFI = 0.95; TLI = 0.94; RMSEA = 0.05
Source: Author

Models	χ^2	df	$\chi^2/$df	TLI	CFI	RMSEA
A: First order						
One-factor model	671.9	136	4.94	0.64	0.68	0.13
Two-factor model	464.3	134	3.46	0.77	0.80	0.10
Five-factor model	206.8	125	1.65	0.94	0.95	0.05
Six-factor model (Baseline model)	191.6	120	1.59	0.94	0.95	0.05
B: Second order						
Three-factor model	196	126	1.55	0.94	0.95	0.05

Notes: One-factor model: all six latent variables were treated as one factor; two-factor model: index of independent variables as first factor and index of dependent and mediating variables were treated as second factor; five-factor model: perceived climate, supervisory relationship, peer group interaction, perceived organizational support + organizational engagement and employee retention were treated as five factors; six factors model (baseline model): all six latent variables were separately treated as factors; finally three-factor (second-order) model was best and used for analysis purpose
Source: Author

indicators. VIF statistics were found within the range of 1.076-2.111, far less than the acceptable criteria below 10 (Kennedy, 1992). Also, the tolerance values associated with the predictors were found within the range of 0.474-0.929. A value of 0.10 is recommended as the minimum level of tolerance (Tabachnick and Fidell, 2001). Hence, the concerned study did not create multicollinearity problem or we can say that regression model did not give biased results.

Regression analysis
For empirical evidences, we used the mediation conditions (Baron and Kenny, 1986) as:

- the causal variable (i.e. SWE) is related with the outcome variable (i.e. employee retention);
- the causal variable (i.e. SWE) is correlated with the mediator (i.e. organizational engagement);
- the mediator variable (i.e. organizational engagement) must exercise an effect on the outcome variable (i.e. employee retention); and
- the relationship of the causal variable with outcome variable is reduced significantly (partial mediation) or remains no longer significant (full mediation), if both casual and outcome variables entered in regression equation simultaneously.

The current study infers that all the conditions as suggested by Baron and Kenny (1986) were satisfied. The multiple regression analysis results disclosed a statistically significant positive relationship between SWE and employee retention (Table V). Model 1 was taken as the base model that included the control variables. Model 2, 3, 4 and 5 highlighted the effects of independent variable along with mediating variable on the dependent variable. In Model 2, organizational engagement was regressed on SWE and it was found to be significant and positive ($\beta = 0.65$, $p \leq 0.001$), thus, supporting *H2*. In Model 3, employee retention was regressed on SWE. This relationship was found significant and positive ($\beta = 0.55$, $p \leq 0.001$), supporting *H1*. In Model 4, employee retention was regressed on organizational engagement (mediator) and the relationship was significant and positive ($\beta = 0.54$, $p \leq 0.001$), thus, supporting *H3*. In Model 5, employee retention was regressed on SWE and organizational engagement simultaneously. Results show that organizational engagement

Variables	No. of items	Mean	SD	1	2	3	4	5	6	7	8	9	10
Gender	–	0.84	0.36	–									
Sector	–	0.27	0.44	0.06	–								
Age	–	2.38	1.21	0.25**	0.21**	–							
Perceived climate	3	4.13	0.62	0.05	−0.08	0.07	–						
Supervisory relationship	3	4.02	0.65	0.05	−0.02	0.11	0.65**	–					
Peer group interaction	3	3.77	0.68	0.00	0.12	−0.06	0.36**	0.46**	–				
Perceived organizational support	3	3.91	0.65	0.01	−0.00	0.11	0.49**	0.63**	0.45**	–			
SWE	12	3.96	0.51	0.03	0.00	0.07	0.78**	0.86**	0.72**	0.81**	–		
Organizational engagement	3	3.89	0.67	0.00	0.04	0.14*	0.47**	0.59**	0.39**	0.64**	0.66**	–	
Employee retention	3	3.86	0.86	0.14*	0.23**	0.18*	0.42**	0.42**	0.44**	0.49**	0.56**	0.56**	–

Notes: **$p \leq 0.01$; *$p \leq 0.05$;
Source: Author

Table IV.
Means, standard
deviations and
correlations

was found to be a significant predictor of employee retention ($\beta = 0.31$, $p \leq 0.001$) and the relationship between SWE and employee retention was reduced (from $\beta = 0.55$, $p \leq 0.001$ to $\beta = 0.34$, $p \leq 0.001$), but was still significant. Hence, it can be concluded that organizational engagement partially mediates the relationship between SWE and employee retention. Thus, *H4* was supported.

Further, Sobel's (1982) Z test was conducted as a means of validating the results of indirect effects. Results of the Sobel Z test sustained the mediation effect of organizational engagement. The Sobel Z test was significant for the model ($z = 4.257$, $p \leq 0.05$). It denoted that the indirect effect of SWE on employee retention through organizational engagement was significant.

Discussion

In a knowledge-based economy, retaining a talented workforce is vital for organizational success (Pfeffer, 1994). In this study, we thus explored the relationship between SWE and employee retention. Using multiple regression analysis on a sample of 211 respondents from 67 organizations, the current study provides a strong indication that SWE (perceived climate, supervisory relationship, peer group interaction and perceived organizational support) positively contributes to employee retention (Table V). Furthermore, we conceptualized SWE to predict employee retention (Figure 1). Consistent with the social exchange theory (Blau, 1964), the finding indicates that investment in SWE practices positively influences employee retention. The index of SWE is most appropriate for predicting employee retention, as individual supportive practices are having less correlation with employee retention (Table IV). On the basis of multiple regression analysis, it is clearly stated that SWE is one of the important parameters to judge the employee retention. The results are consistent with the study of Cromwell and Kolb (2004), which discloses that high levels of SWE lead to a greater transfer of knowledge and skill among employees. Further, Lingard and Francis (2006) have stated that SWE prevents employee burnout. Healthy work environment influences the intention to remain with a particular organization (Ramlall, 2003). Supportive work climate creates the pivotal role in developing positive attitudes among employees towards their employing organization (Gilbreath, 2004).

Universalistic perspective of the organization has proposed that supportive organizational practices enhance job quality, improve performance and reduce turnover

| | Dependent variables | | | | |
| | Organizational engagement | | Employee retention | | |
Independent variables	Model 1	Model 2	Model 3	Model 4	Model 5
Gender	0.10	−0.04	0.09	0.12	0.10
Sector	0.19***	0.02	0.20***	0.19***	0.19***
Age	0.12	0.09	0.08	0.04	0.04
SWE	–	0.65***	0.55***	–	0.34***
Organizational engagement	–	–	–	0.54***	0.31***
R^2	0.08	0.44	0.38	0.37	0.44
Adjusted R^2	0.07	0.43	0.37	0.36	0.42
F-statistic	6.30***	41.52***	32.49***	30.99***	32.54***
N	211	211	211	211	211

Note: ***$p \leq 0.001$
Source: Author

Table V.
Results of multiple
regression analysis
testing the mediating
effects of
organizational
engagement

(Guchait and Cho, 2010). Therefore, dynamic and supportive work environments should be provided in organizations for retaining and motivating talented employees (Earle, 2003). At the beginning of this paper, it has been highlighted that very little emphasis has been given on organizational engagement in past studies. The current study fills this gap by introducing the mediating effect of organizational engagement. Our results have also found a positive relationship between SWE and organizational engagement. Further, the results have highlighted that organizational engagement partially mediates the relationship between SWE and employee retention. In this regard, empirical results have provided support for the proposed model (Figure 2). Malinen *et al.* (2013) have also supported the findings by empirically establishing organizational engagement as a partial mediator between trust relationship in management and withdrawal attitudes. Supportive HR measures in the light of rewards and autonomy provide better retention of employees (Gberevbie, 2010) and lead to a higher level of organizational engagement (Saks, 2006). Further, organizational practices in the context of employee communication, reward and recognition and employee development foster a higher degree of engagement in the organization (Choo *et al.*, 2013).

Correlation results show that the supervisory relationship plays a crucial role in predicting employee retention (Table IV). van Dierendonck *et al.* (2002) have similar findings, showing that supervisory behavior is directly proportionate to subordinate turnover. With the introduction of SWE, organizations are trying to maintain healthy relations with employees. Peer group interaction is found to be positively related to employee retention, consistent with the study by Ghosh and Sahney (2011), which stated that peer group interaction improves the retention of managerial personnel. Perceived organizational support also has a vital role in predicting employee retention (Table IV). Managerial support in terms of participation, familial care and respect ensures long tenure of employees with the organization (Ghosh and Sahney, 2011). Our results are in line with Wayne *et al.* (1997), who contend that employees perceiving low support may be more likely to leave the organization.

Balancing both the organizational social (peer group interaction, supervisory relationship) and technical subsystem (perceived organizational support) enhances the competitive advantage of the organizations and improves the managerial retention (Ghosh and Sahney, 2011). Further, supportive HR practices, i.e. participation in decision-making,
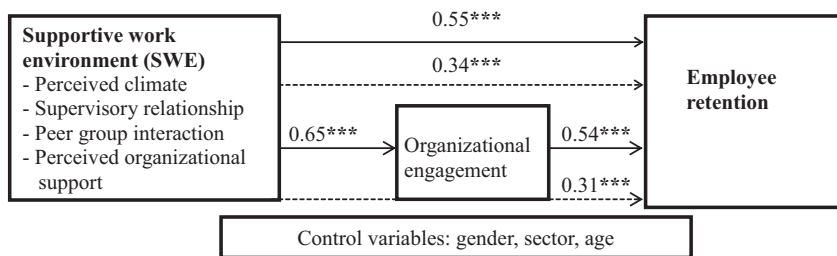
Figure 2.
Results of regression analysis for derived model

Notes: The standardized β coefficients are presented in Figure 2; ***$p \leq 0.001$, **$p \leq 0.01$, *$p \leq 0.05$; —— line depicts the direct relationships between predictor and dependent variables; + Signs represent the direction of relationships between predictor and dependent variables; —— line shows the mediating effect of organizational engagement

growth opportunities and fairness of rewards, enhance the organizational commitment (Allen *et al.*, 2003). Healthy work climate in the context of managerial support and work environment (Ramlall, 2003) and open communication with superiors (Earle, 2003) help retain employees and enhance the competency of the organization. Employee retention strategies such as staff participation in decision-making, enhanced and regular salary package, good relations with employees (Gberevbie, 2010) and development and empowerment (Kundu and Gahlawat, 2016) help in enhancing firm performance. Researchers suggest that HR managers should be aware about design and implementation of strategic HRM practices such as remuneration, training and development, career opportunities and work–life balance in addressing employee retention (Presbitero *et al.*, 2016). Positive work environment reciprocates the retention of managers as well as employees (Agarwal, 2016).

Implications of study
The study has several practical implications for HR practitioners, professionals and organizations. The study infers that HR executives exploring ways to enhance retention among employees must put their focus on the enlargement and strategic implementation of SWE in their organizations instead of adopting one or two practices individually as the results reveal that SWE has a larger impact on employee retention than isolated practices, i.e. perceived climate, supervisory relationship, peer group interaction and perceived organizational support. HR practitioners are required to learn about the changing aspects of SWE and must work towards strategically designing and implementing such SWE practices for better retention of employees. The findings of the study explained that when employees are provided with satisfactory supervisory support, good peer relationship and organizational support, they will be more engaged with the organization and tend to remain with the same organization for a long run. Similarly, sharing and promoting organizational values with their employees can increase a sense of belonging with the organization and the best talent can be retained with the organization (Mathieu *et al.*, 2016). Therefore, it is advisable for organizations to develop positive work environment for retaining valuable employees. HR managers should work towards retaining the competent employees by developing SWE. Similarly, Kundu and Vora (2004) also suggest that retaining the motivated and efficient employees is essential to ensure good service.

HR practitioners must focus on custom-based HRM (concerned with individual needs) instead of traditional HRM so that organization's and individual's objectives are accomplished (Agarwala, 2003). Further, HR practitioners must endure cultural and global adoption for enhancing employee retention. Another implication of this study contends that HR practitioners must follow the set of SWE practices while isolated practices have limited effects on employee retention. These SWE practices positively influence the individual attitudes towards the employing organization. Some researchers have stressed that organizational culture (co-worker support, supervisory support, supportive organization culture, development and flexibility) modifies employees to act according to an organization's corporate culture, which in turn, promotes employee retention (Becker and Huselid, 1999; Chew *et al.*, 2005; Kundu and Gahlawat, 2016; Kundu *et al.*, 2016). As organizational engagement plays important role in the relationship between SWE and retention, HR managers must align organizational practices with the individual employee's needs so that employee and organizational engagement is enhanced (Nutov and Hazzan, 2014). Through such proactive efforts, the organization can reduce the likelihood of losing the critical employees.

Limitations and future research

Considering the limitations, the results of this study suggest a number of avenues for future research. We used age, gender and sector as control variables to examine the effects of SWE on employee retention. Future researchers can use variables like firm age, ownership and experience of employees for exerting the control on empirical relationships revealed in our model. Furthermore, sample size can be increased for the generalisation of the results. Our study shows partial mediation effect of the organizational engagement on the relationship between SWE and employee retention. It opens the avenues for more mediating variables. Future studies might look for other mediators between SWE and employee retention. For example, future research may examine whether SWE can lead to employee retention through person–organization fit (Presbitero *et al.*, 2016). Organizational commitment may also act as an alternative mediator explaining employee retention, as commitment plays an important role in predicting turnover intention (Mathieu *et al.*, 2016). Employee perception regarding procedural justice can be studied in future along with engagement as a serial/parallel mediator, as it is a significant predictor of organizational engagement (Saks, 2006).

Pursuing further, we relied on a single source to collect data, i.e. self-designed questionnaire, there might emerge the problem of common method variance. However, we have taken some procedural remedies (Podsakoff *et al.*, 2003) related to designing and administering the questionnaire where we mixed the order of the questions of a different scale to minimize the likelihood of common method variance. We also applied other statistical measures, i.e. post hoc Harman's (1976) single-factor confirmatory factor analysis to check whether the common method variance significantly improved the model fit or not. Results of one factor confirmatory factor analysis revealed a very poor fit, indicating that common method variance was not a serious issue in our study (Podsakoff *et al.*, 2003). Therefore, researchers should consider the procedural and statistical measure to avoid common method variance. Another limitation of this study was the cross-sectional design. To improve the results, longitudinal studies can be carried out to establish the casual relationship between variables. Further, studies across cultures can also be pursued for getting more generalised results.

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