Effect of Supportive Work Environment on Employee retention Mediating role of employee engagement

Sanaullah

Karachi University Business School,

University of Karachi.

E-mail: sanaullahwithu@gmail.com

Omar. A .Shaikh

Karachi University Business School,

University of Karachi.

E-mail: shaikh.omar.os@gmail.com

Abstract

Purpose
This research paper attempted to investigate a supportive work environment can lead to higher employee retention, while employee engagement act as a mediator in the research.
Methods
To scrutinize this link, primary data was collected by using structured survey questionnaire that was distributed among employees from the education sector. The survey was to measure employee retention on the work environment, the engagement level and their intention to remain with the organization. Statistical methods like regression analysis and process macro for mediation analysis was used to analyses the data and test the hypotheses incorporated in the study.
Results
The findings demonstrated that a supportive work environment significantly boosts employee engagement, which subsequently leads to higher retention rates. The findings of this research provided appropriate information about the effect of a supportive work environment on employee retention, with the mediator role of employee engagement.
Novelty
The results were added to the existing field of knowledge on employee retention and engagement and have practical implications for organizations that seek to boost their employee retention rates. Through recognizing the importance of a favorable workplace environment's impetus to staff engagement, organizations can create programs and policies that cultivate a positive atmosphere, raise staff engagement, and, as a result, increase staff retention rates.
Key words: Supportive Work Environment; Employee retention, employee engagement.
JEL Code: J28, J53, M12, M14, M52, I21

1. Introduction

Employee retention perceives incredible importance in the bundle of aspects that influence organizational efficiency. The strength and longevity of an organization are largely dependent on the steadiness and fertility of the qualities of the human resources it can attract, develop and retain. At the time organizations strive to direct carefully the connected processes inside and outside the corporation to give performance, the interactive environment of the staff plays an important role in the strategic discussions.

The work environment that covers various aspects such as tangible, interpersonal, and mental has become a major factor for employee on-the-job satisfaction and therefore creating possibility to keep-them retain. The organizational environment, where successful people are mentored, trained and shown respect will be the best environment for holding on to skilled workers. This article examined this complicated relationship between work atmosphere and employee retention. The role of the employee engagement which is a mediator in this interplay is of paramount interest.

Companies are recognizing the significance of well-trained and skilled workforce and try to improve the conditions under which such individuals promote the reputation of the firm inside the organization (Allen et al., 2019). In their 2020 research, Bakker and Albrecht have shown us that the business owners are becoming more and more aware of the significance of employee well-being, knowledge gained and engagement of workers as building blocks for their companies to succeed. Workers today look for an organization that tows the line between only offering high pay but more so being able to deliver a sense of community and opportunities for skillful growth, alongside a healthful balance between work and life that can enable workers to achieve their full potential.

Organizations that are deeply dedicated to establishing a nurturing work environment understand the significance of harmonizing their values with those of their workers. According to Meyer et al. (2004), this alignment helps to build a feeling of mutual aim and a notion of being appreciated, which in turn increases a favorable psychological agreement between the employer and the employee because employees are placing a greater emphasis on their entire well-being. Businesses that provide a supportive working environment have a competitive edge when it comes to attracting and retaining top talent.

It is a no-brainer that the modern day business have to adopt new strategies if it is to stay afloat a midst these challenges. This ranges wider than simply the offices and encompasses leadership styles which promote empathetic behaviour, granting open communication, and evoking a sense of commitment among the workforce to the employee's development (Eisenberger et al., 2017). In addition to that variety of efforts that seek to promote diversity, equality and inclusion become pivotal components of the helping environment that does not only deal with the different needs but also with variety of the backgrounds of the today complicated and dynamic work environment.

Employee retention is not all about avoiding the turnover; but it is one of the strategies, which in turn have consequences for the whole firm's prosperity. There might be high costs incurred from higher turnover rates that include not only the expenses of employment and training but also the depletion of institutional knowledge, and also the disturbance of team chemistry (Allen et al., 2015). In an era of knowledge-based economy in which the human resources are vital to innovative activities and to maintain competition, undoubtedly, it is a matter of great importance to keep highly capable people.

Research shows that a work environment where is support, is of critical importance in the growth of employee engagement as it does this by molding the psychological condition, and moreover, leading to the feeling of being important and belonging (Saks, 2006). Individuals that are engaged in the work of the company have higher chances to bond with their colleagues and the whole company. Hence, they do not easily look for other job options (Rich et al., 2010). Considering that a top priority for many companies are now providing a stimulating work   environment,   employee   retention   rate   may   be   indirectly   enhanced.

Once a comprehensive review of the underlying interactions between a favorable work atmosphere, employee involvement, and retention becomes the focal point of this research, further recognition of the nuances within each component will be necessary. The next part will comprehensively analyze recent literature, featuring the use of empirical research and theoretical paradigms, so as to uncover the causal relationships that exist therein. By varying already existing knowledge in the field, it is our aim to give important implications both to intellectual debate and implementation.

1.1 Research Objective:

- To find out the relationship between Supportive Work Environment and Employee Retention.

- To find out the relationship between Supportive Work Environment and Employee Engagement.

- To find out the relationship between Employee Engagement and Employee Retention.

- To find out the mediation relationship of Employee Engagement between Supportive Work Environment and Employee Retention.

1.2 Research Gap:

In dynamic and rapidly changing organizational landscapes, characterized by radically modified work paradigms and increased competition for a limited supply of skilled professionals, keeping one's employees has become a critical issue (Allen et al., 2019; Meyer et al., 2019). Organization need to hire not only the best, but to also focus on a workplace that makes people stay longer. Research findings have emphasized that a nourishing work environment is among the factors that affect employee retention. Organizations are therefore required to inculcate practices that motivate the employees by providing them with a sense of belonging, professional development, and engagement (Bakker and Albrecht, 2020; Eisenberger et al., 2017).

There is now a fairly certain understanding that work climate is of utmost importance to employees, but still much is unknown about the many factors and processes that make this link and the impact of those factors on retention of employees. Sometimes empirical research of this issue explores the big picture aspects of it, rather than on the particular job variables and processes that actually lead to better retention (Rich et al. 2018; Saks, 2021). In addition, it is imperative to conduct more research on the role of employee engagement as moderator of this relationship (Stinglhamber et al., 2018).

This research aims at addressing these knowledge gaps by looking into the relationship between having a positive workplace, employee retention and by clarifying the position of employee engagement as a mediator between the two. Generally, it sets out with the goal to breathe life into the academic discourse as well as practical approach through inclusion of more complicated issues related to employee engagement and retention. By targeting exact fields of organizational change, this research will identify problem areas of existing literature and make a practical contribution about how employee retention strategies could be improved.

2. Review of Literature and Hypotheses Development

The essence of this paper was to understand how a supportive work environment and employee engagement relate to retention. This paper was conducted with a focus on the recently published researches and our suggestion is to investigate the best ways that organizations can optimize their environment to not only attract, but surely retain, proactive and committed people.

2.1 Supportive Work Environment and Employee retention

Organizations that are focused on the creating a work environment that is both productive and supportive, know that one of the most powerful tools for accomplishing this is ensuring that the organization's values are in alignment with those of the employees. Stinglhamber and coauthors, (2018) support this assertion by providing insight how such alignment communicates a feeling of shared purpose and appreciation which in turn improves one's competitive edge by attracting and retaining the top talent in the company. Among the examples of innovative approaches in the human resource management process, we have training, remuneration and reward sharing. Reports (Snell and Dean 1992) have found out that financial success, job quality, and retention rates could all be improved with the utilization of such approaches. Human resource management deserves the kudos as it plays a pivotal role in the retaining of employees. With this changing way of doing business, the notion of having a positive workplace that aims to support employees as they adjust to the changing dynamics is increasingly becoming a key factor as businesses strive to recruit and retain talented people (Meyer et al., 2019). On the contrary, people are both assets and inherent part of a business where success is impossible to realize without their contribution.

Research has revealed that the overall work environment which provides an assistance contributes significantly to engagement of employees while bringing up retention (Rich et al., 2018). Engaged employees are likely to expend discretionary efforts/to innovate and to invest in their professional/personal development. Moreover, they develop strong ties with fellow students and the school community, which in turn diminishes their propensity to think about other options of learning (Stinglhamber et al., 2018). Although workers at these organizations may not be financially rewarded for their efforts, they might still experience positive outcomes related to their overall well-being.

Employee retention may be impacted by several variables, as stated by Fitz-enz (1990). What is included in this are pay and benefits, job security, possibilities for advancement, a positive work atmosphere, a fair organization, and a supportive culture among managers. We need to deal with all of these things at once. Following this, many sources highlight the company's human resource management methods as an influence on employee engagement and retention. Stein (2000), Beck (2001), Clarke (2001), and Parker and Wright (2001). Financial and human capital are essential for a firm to operate (Davis, 2003). According to Ellis (2000), employees bear the true responsibility for the growth and prosperity of the business. The people that put in the most work to keep the company running efficiently are the ones who, in the end, get paid for all their efforts. Motivated employees have the capacity to propel their company towards competitiveness (Bridges, L. 2001). Motivating or empowering staff is key to provide them with adequate reasons to remain with the organization (Ellis, R., and B. Lindsay Lowell 1999). To put it gently, the theoretical and empirical literature that suggest a correlation between salaries and the intensity of labor effort have not adequately characterized effectiveness wages or compensation payments (Beam, B.T. & McFadden, J., 2000). This is borne out both the theoretical and empirical literature.

According to Osteraker (1999), a previous research classified it as either having a social, mental, or bodily component. These categories were determined by the social interactions that were made at work, the nature of the tasks that were performed, or the material and physical situations that were related with the labor. Work characteristics are the variables that contribute to employee retention in the mental dimension. Tasks that are both challenging and adaptable let employees feel like they're making a difference, which in turn keeps them around. Among the different parts of social engagement by an employee in the firm can be the social component involved in his or her interaction with others in and outside the organization.

With the incessant changes in these dynamics, the notion of support from the work environment does not only act as the firms' strategic need, but also a key factor in the attraction and retaining of high-performed talents (Meyer et al., 2019). It is embodied by the fact that employees are not only seen as assets, but also as those who make a valuable difference in the same way the company succeeds. While employers are to screen prospect candidates for the existing needs, they should also be looking for ways of helping the employees realize their full potential and continue self-fulfillment in the organization long-term.

A research finding is that, to help employees remain in a job, their environment has to be deliberate in making allowances for them. It then engages those (Rich et al., 2018). The most engaged employees familiarize themselves with the concept of giving discretionary effort, being creative solutions oriented and having a willingness to develop themselves professionally. Moreover, they build parallel networks with peers and their school, thus rendering them more reluctant to explore alternative opportunities, as presented by Stinglhamber et al., (2018). Consequently, companies which stress constantly on the creation of a positive ambiance and the support for employees might eventually succeed in keeping more of their workers by improving the level of engagement.

2.2 Employee retention and employee engagement

In accordance with Mandhanya (2015), there is also the possibility that employee retention is "a management initiative through company policies to create a high degree of employee satisfaction with the ultimate motive of retaining employees" (Mandhanya, 2015, p.118). Professional staff retention is critical for a number of reasons, including cost savings from not having to recruit and train new workers and the maintenance of a consistent level of knowledge and experience across the board (Tymon, Strumpf, and Smith, 2011). Companies with strong levels of stability outperform those with weak levels of stability, according to research by Pitts, Marvel, and Fernandez (2011). Mustapha et al. (2011) and Shaw, Gupta, and Delery (2005) both warn that organizations with high turnover rates and low levels of stability run the danger of forgetting their past. Training is essential for retaining workers and increasing their job satisfaction, according to research by Beynon et al. (2015). Furthermore, it is essential to provide training inside rather than allowing staff to seek it out elsewhere (Beynon et al., 2015).

A number of studies widened the definition of employee engagement beyond only employee engagement to include involvement with both the work and the organization. Employment qualities, perceived organizational support, perceived supervisor support, incentives and recognition, procedural fairness, and distributive justice are the aspects that Saks (2006) identifies as antecedents to worker engagement. People are more loyal to their employers and stay for longer when they feel that they belong in the team and have an impact on the overall success of the company, says Van Knippenberg (2000). The work that Locke has done and the theory that he has built on goal setting contribute to the foundation of this idea. On the other side, engagement is defined by a variety of outcomes, such as work satisfaction, organizational commitment, organizational citizenship behavior, and desire to quit. Employees are less likely

to want to quit when they are highly engaged in their work, according to many research (Saks, 2006; Maslach et al., 2001). According to Joshi and Sodhi (2011), six administrative responsibilities are identified as crucial drivers of executive involvement, and they are prioritized according to significance. The following functions are in play: job content (in terms of autonomy and challenging learning opportunities), monetary rewards (in terms of appealing pay and vice versa), career progression opportunities, and public acknowledgment.

"Empowerment is a multifaceted concept that means different things to different people." "Empowerment" was first used by Adams (2008) to describe the collaborative effort of communities, organizations, and individuals to improve the standard of living for everyone. According to Potterfield, employee empowerment is one of the most prominent and generally acknowledged management principles of the contemporary period (1999). A research conducted by Qing, Rong, and Guoliang (2013) found that empowering workers positively affects both their satisfaction and their performance and accountability.

According to Zhao et al. (2016) and Andreassi et al. (2014), frontline workers will be happier if human resource management and line managers work together to provide them greater responsibility and flexibility. The authors Conger and Kanungo (1988) claim that there are a number of beneficial consequences that can be attributed to employee empowerment; nevertheless, it is essential to keep in mind that there are also some detrimental side effects. The authors Conger and Kanungo (1988) go on to highlight that one of the negative sides of empowerment has been shown to be overconfidence, which may result in erroneous assessments. An explanation for the workplace in connection to a number of qualities has been sought for by a great deal of research. Among these traits things are like work engagement, organizational commitment, staff retention, job satisfaction, and staff turnover (Laffaldano & Muchinsky, 1985; Martin, 1979; Sjoberg & Sverke, 2000). According to Zeytinoglu and Denton (2005), the work environment is seen as a key factor in retaining potential employees.

Hytter (2008) states that when people think of the workplace, they usually think about it from an industrial perspective, with a focus on things like loudness, chemical exposure, and heavy lifting. I find this to be a really interesting part of the workplace. When compared to the manufacturing sector, the characteristics of the service sector workplace are distinct. This is because, according to Normann (1986), the services sector works directly with clients or consumers. To a greater or lesser extent, the interactions are contingent upon the nature of the work or the kind of business being conducted. The physical dimension gives way to the psychological dimension in the interactions that take place between staff and customers or clients. It is essential to be aware of and acknowledge the growing requirements of workers, as well as to create a quality working environment in accordance with the requirements, in order to maintain the employees' commitment to the organization. Ramlall (2003) asserts that individuals are more likely to work and remain employed in businesses that provide a favorable and constructive working environment, one in which employees have the sense that they are respected and are contributing to the organization's success.

Consultants and practitioners alike have taken a keener interest in employee engagement in recent years, claims Saks (2006). "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).

2.3 Theoretical Framework and Supportive Theories

Social exchange theory, the job demands-resources (JD-R) model, and psychological contract theory provide the theoretical framework that guides the research. Taken as a whole, these ideas

provide light on the intricate relationship that exists among a positive work atmosphere, employee involvement, and retention.

2.4 Social Exchange Theory

According to the Social Exchange Theory (Blau, 1964), the expectations of mutual benefit to one another are what form the connections that exist inside an organization. According to Eisenberger et al. (2017) and Rousseau (1989), a supportive atmosphere in the workplace is regarded as organizational support, which helps to develop a good social exchange (Eisenberger et al., 2017). This exchange results in workers demonstrating dedication and loyalty to the organization. This hypothesis served as the framework for Hypotheses 1 and 2, which demonstrated the fundamental relationship between a supportive work environment and both the retention of employees and their involvement in their job.

2.5 Psychological Contract Theory

A supportive work environment strengthens this psychological contract, fostering commitment. Positive reciprocity in the psychological contract contributes to engagement and higher retention rates (Eisenberger et al., 2017; Rousseau, 1989). This theory underlies Hypotheses 1 and 3, emphasizing a supportive work environment's role in shaping the psychological contract and influencing employee attitudes.

These theories collectively provided a comprehensive understanding of the relationships proposed in the hypotheses. A supportive work environment, viewed through Social Exchange Theory, is a crucial resource (JD-R model) that shapes the psychological contract, influencing both engagement and retention. Employee engagement, as a mediator (JD-R model), signifies the ongoing social exchange where employees reciprocate the organization's support, enhancing their commitment and likelihood to stay. This theoretical framework not only forms the basis for the hypotheses but also enriches the conceptualization of how organizational support, engagement, and retention are interconnected. The study aimed to contribute to these theoretical underpinnings by empirically testing these relationships in contemporary organizational contexts.

2.6 Hypothesis

H1: There is significant relationship between supportive work environment and employee retention.

H2: There is significant relationship between supportive work environment and employee engagement.

H3: There is significant relationship between employee engagement and employee retention.

H4: Employee engagement significantly mediate the relationship between supportive work environment and employee retention.

2.7 Conceptual Framework:
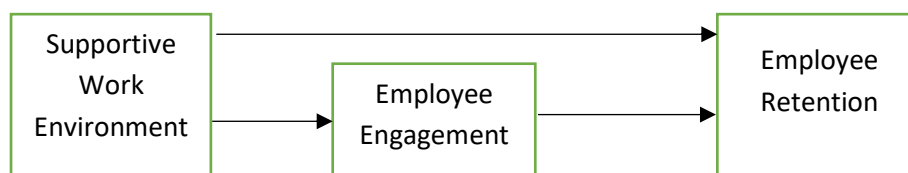
3. Research Method

Methodology provided an overview of the processes and methods that were used in order to examine the connections that exist between a supportive work environment, employee engagement, and employee retention. To investigate the hypothesized connections, the research took a quantitative approach and used regression analysis as its method of investigation. For the purpose of determining the extent to which organizational culture and employee satisfaction have an impact on employee retention, we conducted an investigation using an explanatory research approach within the field of quantitative research. In the field of statistics, regression analysis is a technique that is used to estimate the link between variables that are associated with a cause-and-effect relationship.

3.1 Research Design

This study maintained a cross-sectional research design to capture a snapshot of the relationships between the variables within the education sector. Cross-sectional designs were suitable for exploring associations between variables without manipulating them over an extended period, providing valuable insights into the dynamics of the educational work environment.

3.2 Procedure

Educators and staff members were invited to participate in an online survey specifically designed for the education sector. Informed consent was obtained, emphasizing voluntary participation and the confidentiality of responses. To enhance data reliability, participants were assured of the anonymity of their responses. For the purpose of this investigation, the questionnaire served as a technique of measurement. There are questions on the questionnaire that are connected to the variables that were being studied. The replies of candidates vary from saying they strongly agree to saying they strongly disagree on a Likert scale of five points.

3.3 Population and Sampling

Employees working in the education sector were the ones who provided the data for the research. In addition, methods of sampling that were convenient were used in order to obtain the data. According to Badgaiani et al. (2016), the research used a sampling approach that was convenient.

It is the contention of Tabachknick and Fidell that in research, a sample size of at least 300 is regarded to be big. In order to accurately reflect the population, the sample size needed was 310. Each individual who responded was provided with the exact identical questionnaire. Each and every one of the 310 questionnaires was acquired, and not a single one of them was left unfilled.

3.4 Questionnaire Survey

In order to obtain primary data for this research, a questionnaire was first administered. There were a number of statements or questions that were included in a questionnaire. The goal of the questionnaire was to collect responses from respondents in order to accomplish a certain objective. A set of questions were formulated in order to satisfy the objectives and demands of the research. It was important that the statements or questions that were included be straightforward, easy to comprehend, and simple for respondents, and that respondents were eager to offer the information that was required. The total 350 questionnaires were distributed and only 310 were returned with success rate 89 percent.

3.5 Data Analysis

Regression analysis was used to test the hypothesized relationships within the unique context of the education sector. The regression model outlined in the general methodology section was adapted to account for the specific features and dynamics of the education sector. Following the data collection phase, the gathered data was undergone processing utilizing Statistical Software, specifically SPSS. Through this software, a Descriptive Analysis of the data was conducted, and the ensuing result was systematically compared against the hypotheses formulated in the earlier stages of the study. The establishment of a regression model was derived from the outcomes of the hypothesis testing.

In the context of SPSS, most of the tests used are mostly descriptive in nature. The analysis that follows was enhanced by generating graphs based on the processed data. In addition, auxiliary software tools such as Microsoft PowerPoint, Adobe Photoshop, Microsoft Excel, and Microsoft Paint played a crucial role in carrying out graphical, tabular, and computational operations. The statistical analysis used descriptive measures like mean, standard deviation, median, frequency, and coefficient of variation. Microsoft Excel was used for specific computational tasks.

For the purpose of regression analysis, SPSS served as the primary tool, utilizing multi-linear regression. The validity of this regression model was subsequently assessed through the application of R-square. The R-square metric is crucial as it not only indicates the model's overall fit to the data but also provides insights into the predictive accuracy of the model, thereby enhancing the study's methodological rigor and robustness.

4. Result and Discussion

4.1 The demographics information of respondents is as follows:

Table 4.1: Demography of respondents

No.	Characteristics	Frequency	Percentage
1	**Gender**		
	Male	191	61.6
	Female	119	38.4
3	**Duration of employment**		
	$\leq$ 5 years	81	26.1
	>5 – $\leq$ 10 years	84	27.1
	>10 – $\leq$ 15 years	11	3.5
	>15 – $\leq$ 20 years	44	14.2
	$\geq$ 20 years	90	29.0
4	**Age**		
	< 24 years	39	12.6
	>25 – $\leq$ 35 years	194	62.6
	>35 – $\leq$ 45 years	60	19.4

	> 45 years	17	5.5

4.2 Correlation Matrix

The following table provides a summary of the correlations that have been discovered between all of the variables that have been discussed up to this point. The data suggest that all factors are strongly related with one another, and that this correlation is seen to be of utmost significance in some circumstances while being of considerable importance in others. According to the "Pearson correlation," the link describes an investigation into the relationship that exists between employee retention and the elements that influence the employee engagement. When it comes to relationships, the knowledge of the link between variables is of fundamental importance.

Table 4.2: Correlation Matrix

Correlations

		Supportive_Environment	Employee_retention	Employee_engagement
Supportive_Environment	Pearson Correlation	1	.352**	.526**
	Sig. (2-tailed)		.000	.000
	N	310	310	310
Employee_retention	Pearson Correlation	.352**	1	.515**
	Sig. (2-tailed)	.000		.000
	N	310	310	310
Employee_engagement	Pearson Correlation	.526**	.515**	1
	Sig. (2-tailed)	.000	.000	
	N	310	310	310
**. Correlation is significant at the 0.01 level (2-tailed).				

It is reasonable to make the conclusion that there is a statistically significant correlation between and job satisfaction. This is because the value is less than 0.05, which is equal to 0.00. Taking into consideration the information that is shown in the table, one may arrive at this conclusion. Furthermore, it demonstrates that the correlation coefficient that was determined by Pearson is 0.526. A representation of the link that exists between supportive environments and is shown in the table that is presented below.

Additionally, the data that is shown in the table reveals that there is a correlation that is statistically significant between the employee retention and the employee engagement. This relationship does not surpass the significant value of 0.05, which is comparable to 0.001, which is the threshold for statistical significance. Consequently, this connection is not statistically significant. Based on the data presented in Table 4.18, the Pearson correlation coefficient between organization culture and job satisfaction was found to be 0.526.

4.3 Reliability of Scales

An examination of the tests' dependability is carried out at various points during the testing method. The reliability of tests may be relied upon that they are carried out in a manner that is consistent. A common method of classification is known as Cronbach's alpha, which is a statistical metric that determines the degree of correlation between the value that is being measured and the real degree of error. Alpha is a classification that is used very often and is a sign of internal solid statistics. It studies the relationship between value and true inaccuracy in the data. Alpha is one of the classifications that is used most. The value of the Cronbach's alpha should be at least 0.7, since this is the suggested number. Within the realm of measurement, secondary data engage in interactions with one another. To the extent that it is correct, the questionnaire was accomplished what it was designed to do. It is possible to assess the amount of consistency, known as Cronbach's alpha, by utilizing the table that is provided below. Based on the findings, it was determined that the dependability of alpha factors is more than 0.70.

Table 4.3: Reliability of Scales

Variable	Cronbach's alpha	No of items
Employee retention	.721	03
Employee engagement	.755	03
Supportive work environment	.820	12

4.4 Regression Analysis process macro for mediation by Andrew F. Hayes

Process macro was used in order to carry out regression and mediation analysis as part of the inquiry of the link between supportive work environment on employee retention. Additionally, the inquiry made use of two mediators to assist in the process. One of the factors that acted as a mediator was the level of dedication shown by employees.

4.4.1 Model summary of supportive work environment on employee engagement

Table 4.4.1: Outcome: employee engagement

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5257	.2764	.3853	117.6467	1.0000	308.0000	.0000

Model

	Coeff	se	t	p	LLCI	ULCI

constant	**1.6882**	**.1759**	**9.5993**	**.0000**	**1.3421**	**2.0342**
Environment	**.5207**	**.0480**	**10.8465**	**.0000**	**.4262**	**.6152**

The analytical table indicates that there is a correlation between work environment and employee engagement. The fact that the value of "R" is 0.5257 suggests that there is a significant and favorable connection between organization culture and job satisfaction and that this connection is considerable. R2 is the square root of the letter r, and while it is also known as the coefficient. The value of R-squared, which is 0.2764, demonstrates that there is a substantial difference between the work environment and employee engagement. Both the fact that the model is a good fit for the data and the fact that there is a substantial link between the variables are shown by this indication. In this case, the value of P is 0.0000, which is lower than the threshold of 0.05, and the value of F is 117.64. In light of the fact that the value of the co-efficient is 0.5207, it is possible to draw the conclusion that organization culture does have an impact on the level of employee retention. Both the fact that the value of "t" is more than two and the fact that the value of p is less than the alpha value, which is 0.05, show that organization culture has a significant impact on job satisfaction. The fact that the value of "t" is greater than two indicates that the model is suitable for the purpose.

4.4.2 Mediation analysis of job satisfaction

Effect of employee engagement (M) and supportive work environment (X) on employee retention (Y)

Table 4.4.2: Outcome: employee satisfaction

Model Summary

R	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**
.5241	.2747	.3483	58.1290	2.0000	307.0000	.0000

Model

	coeff	**se**	**t**	**p**	**LLCI**	**ULCI**
constant	**1.6463**	**.1906**	**8.6376**	**.0000**	**1.2713**	**2.0213**
Engagement	**.4326**	**.0542**	**7.9841**	**.0000**	**.3260**	**.5392**
Environment	**.1055**	**.0537**	**1.9668**	**.0501**	**.0000**	**.2111**

The results of this study indicate that there is a significant and favorable connection between connections between supportive work environment on employee retention with the mediating role of employee engagement. This is shown by the "R" statistic, which was found to be 0.5241 in this investigation. R2 is the square root of the letter r, and it is also known as the coefficient, it is also referred to by that name. A difference exists between the organization culture variable and job satisfaction in connection to the performance of the company, as shown by the square root of the correlation coefficient, which is 0.4326. This implies that there is a difference between the two variables. Both the fact that the model is a good fit for the data and the fact that there is a substantial link between the variables are shown by this indication. In this case, the value of P is 0.0000, which is lower than the threshold of 0.05, and the value of F is 58.12. Taking into consideration the fact that the value of the co-efficient for job employee retention is 0.1055. Both the fact that the value of "t" is more than two and the fact that the value of p is less than the alpha value, which is 0.05, show that organization culture has a significant impact

on employee retention. The fact that the value of "t" is greater than two indicates that the model is suitable for the purpose. It is possible to draw the conclusion that there is some degree of mediation between the components taking into account the data that were reported before.

4.4.3 Direct effect of supportive work environment on employee retention

Table 4.4.3: Outcome: employee retention

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3522	.1241	.4193	43.6256	1.0000	308.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.3766	.1835	12.9540	.0000	2.0156	2.7375
Environment	.3308	.0501	6.6050	.0000	.2322	.4293

The analytical table indicates that there is a effect of work environment and employee retention.The fact that the value of "R" is 0.3522 suggests that there is a significant and favorable effect of supportive environment on employee retention that this connection is considerable. R2 is the square root of the letter r, and while it is also known as the coefficient. The value of R-squared, which is 0.1241, demonstrates that there is a effect of work environment on employee retention. Both the fact that the model is a good fit for the data and the fact that there is a substantial link between the variables are shown by this indication. In this case, the value of P is 0.0000, which is lower than the threshold of 0.05, and the value of F is 43.62. In light of the fact that the value of the co-efficient is 0.3308, it is possible to draw the conclusion that organization culture does have an impact on the level of employee retention. Both the fact that the value of "t" is more than two and the fact that the value of p is less than the alpha value, which is 0.05, show that organization culture has a significant impact on job satisfaction. The fact that the value of "t" is greater than two indicates that the model is suitable for the purpose.

4.4.4 Statistical mediation model Effect of employee engagement (M) and supportive work environment (X) on employee retention (Y)

Table 4.4.4: Effects of X on Y

Total effect of X on Y

Effect	SE	t	p	LLCI	ULCI	
.3308	.0501	6.6050	.0000	.2322	.4293	
Direct effect of X on Y						
Effect	SE	t	p	LLCI	ULCI	
.1055	.0537	1.9668	.0501	.0000	.2111	
Indirect effect of X on Y						

	Effect	Boot SE	BootLLCI	BootULCI
Engagement	.2252	.0400	.1564	.3149
Partially standardized indirect effect of X on Y				
	Effect	Boot SE	BootLLCI	BootULCI
Engagement	.3261	.0523	.2321	.4379
Completely standardized indirect effect of X on Y				
	Effect	Boot SE	BootLLCI	BootULCI
Engagement	.2398	.0422	.1663	.3331
Ratio of indirect to total effect of X on Y				
	Effect	Boot SE	BootLLCI	BootULCI
Engagement	.6809	.1669	.4252	1.0805

Table 1.

Line	Coefficient	$t_{statistic}$	p-value
X ==> Y	.3308	6.6050	0.000
X ==> M	.5207	10.8465	0.000
M ==> Y	.4326	7.9841	0.000

The analytical table that is just shown to us indicates that there is a correlation between work environment and employee engagement. The analysis provided above demonstrates that the independent variable is work environment, which is denoted by the letter "X," and the mediator variable is employee engagement, which is indicated by the letter "M." and the dependent variable is employee retention, which is signified by the letter "Y." The results of this study indicate that there is a significant and favorable connection between connections between supportive work environment on employee retention with the mediating role of employee engagement. In all cases, the value of P is 0.0000, which is lower than the threshold of 0.05. In light of the fact that the value of the co-efficient is 0.3308, it is possible to draw the conclusion that organization culture does have an impact on the level of employee retention. The fact that the value 0.5257 suggests that there is a significant and favorable connection between organization culture and job satisfaction and that this connection is considerable. A difference exists between the organization culture variable and job satisfaction in connection to the performance of the company, as shown by the square root of the correlation coefficient, which is 0.4326.

5. Discussion and Conclusion

The findings of the study revealed that the whole theory is accepted. The first hypothesis H1 of the research is "There is a positive association between supportive work environment and

employee retention," which is accepted. The second hypothesis H2 of the study is "There is a significant and positive association between supportive work environment and employee engagement." Statistical analysis revealed that there is a significant association between supportive work environment and employee engagement, as indicated by the outcomes of the research. The use of supportive work environment sites may help to increase the value of education services by increasing their visibility. The public needed a sufficient level of financial education and understanding of education services, which would benefit them in the use and comparison of education services. People's financial judgments, attitudes, choices, and behaviors are better understood when they have a better grasp of financial learning. Furthermore, supportive work environment encourages individuals to become more knowledgeable about financial issues and options. Supportive work environment facilitates the use of education services and the development of skills to use and evaluate the finest financial products and services that match their needs, resulting in an increase in employee productivity.

The third hypothesis, H3, is also accepted which is supported by the fact that employee engagement has a beneficial and significant impact on employee retention. It is believed that completing the project would improve social connections as well as boost knowledge of how to plan and use education services properly. People learn through observing and interacting with one another. The ability to form and maintain social connections may alter behaviors and understandings, as well as increase one's ability to deal with the obstacles of daily life. Individuals' social interaction leads to the formation of an associational network, which may help them improve their financial skills and knowledge, allowing them to make smart and successful financial decisions in accordance with their preferences or needs.

Fourth, "Employee engagement mediates the positive link between supportive work environment and employee retention," which is also acknowledged, and was tested to see if the combined influence of supportive work environment and employee engagement on employee retention is significant. The outcomes of the study suggest that there is a partial mediation of employee engagement between supportive work environment and employee retention, according to the researchers.

5.1 Conclusion

To better understand the link between supportive work environment and employee retention also examine the mediating role of employee engagement. For the sake of determining the interrelationships among the variables, regression and correlation analysis were used. Multiple theories are being tested in this research. According to our findings, supportive work environment has a favorable impact on employee retention. Employee retention is positively correlated with employee engagement. Employee engagement has a favorable effect on supportive work environment in the same manner. Supportive work environment and employee retention were combined with a mediator variable of employee engagement in the research, which provided and enhanced the model for describing the amount of worker performance.

For future researchers, demographics such as marital status and gender are also employed in conjunction with employee retention for future study. Time-series data may be more advanced than cross-sectional data in this investigation. It's possible that the research might be expanded to include additional factors in the future and be regarded a mediating variable in addition to employee retention.

References

Aaker, D, Kumar, V, Day, G, & Leone, R 2010, Marketing Research, n.p.: Hoboken, N.J.: Wiley; Chichester: John Wiley [distributor], [2010], cop. 2011.

Al-Emadi, A, Schwabenland, C, & Qi, W 2015, 'the Vital Role of Employee Retention in Human Resource Management: A Literature Review', IUP Journal of Organizational Behavior, 14, 3, pp. 7-32.

Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining talent: Replacing misconceptions with evidence-based strategies. Academy of Management Perspectives, 24(2), 48-64.

Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2019). Retaining talent: Replacing misconceptions with evidence-based strategies. Academy of Management Perspectives, 33(2), 166-188.

Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2019). Retaining talent: Replacing misconceptions with evidence-based strategies. Academy of Management Perspectives, 33(2), 166-188.

Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2019). Retaining talent: Replacing misconceptions with evidence-based strategies. Academy of Management Perspectives, 33(2), 166-188.

Andreassi, J, Lawter, L, Brockerhoff, M, & Rutigliano, P 2014, 'Cultural impact of human resource practices on job satisfaction: A global study across 48 countries', Cross Cultural Management, 21, 1, pp. 55-77

Aruna, M, & Anitha, J 2015, 'Employee Retention Enablers: Generation Y Employees', SCMS Journal of Indian Management, 12, 3, pp. 94-103.

Bakker, A. B., & Albrecht, S. L. (2018). Work engagement: Current trends. Career Development International, 23(1), 4-11.

Bakker, A. B., & Albrecht, S. L. (2020). Work engagement: Current trends and future directions. Annual Review of Organizational Psychology and Organizational Behavior, 7, 123-141.

Bakker, A. B., & Albrecht, S. L. (2020). Work engagement: Current trends and future directions. Annual Review of Organizational Psychology and Organizational Behavior, 7, 123-141.

Bakker, A. B., & Albrecht, S. L. (2020). Work engagement: Current trends and future directions. Annual Review of Organizational Psychology and Organizational Behavior, 7, 123-141.

Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. Journal of Occupational Health Psychology, 22(3), 273-285.

Barney, JB 1986, 'Organizational Culture: Can It Be a Source of Sustained Competitive Advantage?', The Academy of Management Review, 3, p. 656.

Bies, R. J., & Moag, J. S. (1986). Interactional justice: Communication criteria of fairness. In R. Lewick, B.H. Sheppard, & M. H. Bazerman (Eds.), Research on negotiation in organizations (pp. 43–55).

Blau, P. M. (1964). Exchange and power in social life. Transaction Publishers.

Brenkert, G.G., 2010. 'The Limits and Prospects of Business Ethics', Business Ethics Quarterly. [online] Vol. 20, 4, pp. 703-709.

Brown, J.D. 2000. Statistics Corner. Questions and answers about language testing statistics: What is construct validity? Shiken: JALT Testing & Evaluation SIG Newsletter, 4 (2) Oct 2000 (p. 8 - 12).

Cardy, R, & Lengnick-Hall, M 2011, 'Will They Stay or Will They Go? Exploring a Customer-Oriented Approach to Employee Retention', Journal of Business and Psychology, 2, p. 213.

Carmen R, Wilson Van, V, & Betsy L, M 2007, 'Understanding Power and Rules of Thumb for Determining Sample Sizes', Tutorials In Quantitative Methods For Psychology, 2, p. 43.

Cellar, D, Stuhlmacher, A, Young, S, Fisher, D, Adair, C, Haynes, S, Twichell, E, Arnold, K, Royer, K, Denning, B, & Riester, D 2011, 'Trait Goal Orientation, Self-Regulation, and Performance: A Meta-Analysis', Journal of Business and Psychology, 4, p. 467.

Coetzee, M, & Stoltz, E 2015, 'Employees' satisfaction with retention factors: Exploring the role of career adaptability', Journal of Vocational Behavior, 89, pp. 83-91.

Cohen, T, Panter, A, & Turan, N 2013, 'Predicting counterproductive work behavior from guilt proneness', Journal of Business Ethics, 114, 1, pp. 45-53.

Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. Journal of Applied Psychology, 86, 386–400.

Cooper, D. R., & Schindler, P. S. (2000). Business research methods (7th ed.). McGraw-Hill Education.

Cravens, K, Goad Oliver, E, Shigehiro, O, & Stewart, J 2015, 'Workplace Culture Mediates Performance Appraisal Effectiveness and Employee Outcomes: A Study in a Retail Setting', Journal of Management Accounting Research, 27, 2, pp. 1-34.

Eisenberger, R., Karagonlar, G., Stinglhamber, F., Neves, P., Becker, T. E., Gonzalez-Morales, M. G., & Steiger-Mueller, M. (2010). Leader-member exchange and affective organizational commitment: The contribution of supervisor's organizational embodiment. Journal of Applied Psychology, 95(6), 1085-1103.

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2017). Perceived supervisor support: Contributions to perceived organizational support and employee retention. Journal of Applied Psychology, 102(12), 1805-1817.

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2017). Perceived supervisor support: Contributions to perceived organizational support and employee retention. Journal of Applied Psychology, 102(12), 1805-1817.

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2017). Perceived supervisor support: Contributions to perceived organizational support and employee retention. Journal of Applied Psychology, 102(12), 1805-1817.

Field, A., 2009. Discovering statistics using SPSS. Third Edition. Sage Publications Ltd. Flowers, V, & Hughes, C 1973, 'Why employees stay', Harvard Business Review, 51, 4, pp. 49-60.

Gibson, L, Finnie, B, & Stuart, J 2015, 'A mathematical model for exploring the evolution of organizational structure',International Journal Of Organizational Analysis, 23, 1, pp. 21-40.

Harter, J, Schmidt, F, & Hayes, T 2002, 'Business-Unit-Level Relationship between Employee Satisfaction, Employee Engagement, and Business Outcomes: A MetaAnalysis', Journal of Applied Psychology, 87, 2, pp. 268-279.

Hasan Ali, A 2010, 'A Study of Relationship between Organizational Justice and Job Satisfaction', International Journal of Business and Management, 12, Directory of Open Access Journals.

Hausknecht, J, Rodda, J, & Howard, M 2009, 'Targeted employee retention: Performancebased and job-related differences in reported reasons for staying', Human Resource Management, 48, 2, pp. 269-288.

Holtom, B. C., Mitchell, T. R., Lee, T. W., & Eberly, M. B. (2008). Turnover and retention research: A glance at the past, a closer review of the present, and a venture into the future. The Academy of Management Annals, 2(1), 231-274.

Holtom, B. C., Mitchell, T. R., Lee, T. W., & Eberly, M. B. (2019). Turnover and retention research: A glance at the past, a closer review of the present, and a venture into the future. The Academy of Management Annals, 13(1), 231-274.

Holtom, B. C., Mitchell, T. R., Lee, T. W., & Eberly, M. B. (2019). Turnover and retention research: A glance at the past, a closer review of the present, and a venture into the future. The Academy of Management Annals, 13(1), 231-274.

Holtom, B.C. and Inderrieden, E.J. (2006), "Integrating the unfolding model and job embeddedness model to better understand voluntary turnover", Journal of Managerial Issues, Vol. 18 No. 4, pp. 435-452.

Holtom, B.C., Mitchell, T.R., Lee, T.W. and Eberly, M.B. (2008), "Turnover and retention research: a glance at the past, a closer review of the present, and a venture into the future", The Academy of Management Annals, Vol. 2 No. 1, pp. 231-274.

Hosie, P, Jayashree, P, Tchantchane, A, & Lee, B 2013, 'The effect of autonomy, training opportunities, age and salaries on job satisfaction in the South East Asian retail petroleum industry', International Journal Of Human Resource Management, 24, 21, pp. 3980-4007.

Hunter, L. (2012), "Challenging the reported disadvantages of e-questionnaires and addressing methodological issues of online data collection", Nurse Researcher, Vol. 20, No 1, p. 11-20.

Jaramillo, F, Mulki, J, & Boles, J 2013, 'bringing meaning to the sales job: The effect of ethical climate and customer demandingness', Journal of Business Research, 66, 11, pp. 2301-2307.

Joo, B 2010, 'Organizational Commitment for Knowledge Workers: The Roles of Perceived Organizational Learning Culture, Leader-Member Exchange Quality, and Turnover Intention',Human Resource Development Quarterly, 21, 1, pp. 69-85.

Kahn, WA 1990, 'PSYCHOLOGICAL CONDITIONS OF PERSONAL ENGAGEMENT AND DISENGAGEMENT AT WORK', Academy Of Management Journal, 33, 4, pp. 692- 724.

Karagonlar, G., & Eisenberger, R. (2020). A new look at the moderating role of affective commitment in the perceived organizational support–employee retention relationship. Journal of Organizational Behavior, 41(4), 324-339.

Karagonlar, G., & Eisenberger, R. (2020). A new look at the moderating role of affective commitment in the perceived organizational support–employee retention relationship. Journal of Organizational Behavior, 41(4), 324-339.

Kwon, S, Kim, M, Kang, S, & Kim, M 2008, 'Employee reactions to gainsharing under seniority pay systems: The mediating effect of distributive, procedural, and interactional justice', Human Resource Management, 47, 4, pp. 757-775.

Latham, G, & Pinder, C 2005, 'WORK MOTIVATION THEORY AND RESEARCH AT THE DAWN OF THE TWENTY-FIRST CENTURY', Annual Review Of Psychology, 56, 1, pp. 485-516.

Lee Whittington, J, & Greg Bell, R 2016, 'Leader–member exchange, enriched jobs, and goalsetting: Applying fuzzy set methodology', Journal of Business Research, 69, Set-Theoretic research in business, pp. 1401-1406.

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. Journal of Vocational Behavior, 61(1), 20-52.

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2019). Affective and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. Journal of Vocational Behavior, 110, 257-271.

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2019). Affective and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. Journal of Vocational Behavior, 110, 257-271.

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2019). Affective and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. Journal of Vocational Behavior, 110, 257-271.

Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. Academy of Management Journal, 53(3), 617-635.

Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. Academy of Management Journal, 53(3), 617-635.

Rich, B. L., Lepine, J. A., & Crawford, E. R. (2018). Job engagement: Antecedents and effects on job performance. Academy of Management Journal, 61(2), 617-635.

Rich, B. L., Lepine, J. A., & Crawford, E. R. (2018). Job engagement: Antecedents and effects on job performance. Academy of Management Journal, 61(2), 617-635.

Rousseau, D. M. (1989). Psychological and implied contracts in organizations. Employee Responsibilities and Rights Journal, 2(2), 121-139.

Saks, A. M. (2006). Antecedents and consequences of employee engagement. Journal of Managerial Psychology, 21(7), 600-619.

Saks, A. M. (2021). Antecedents and consequences of employee engagement. Journal of Organizational Behavior, 42(6), 1725-1749.

Saks, A. M. (2021). Antecedents and consequences of employee engagement. Journal of Organizational Behavior, 42(6), 1725-1749.

Saks, A. M. (2021). Antecedents and consequences of employee engagement. Journal of Organizational Behavior, 42(6), 1725-1749.

Stinglhamber, F., Marique, G., Caesens, G., & Hanin, D. (2018). Employees' organizational embeddedness: A P-E fit perspective. European Journal of Work and Organizational Psychology, 27(2), 188-203.

Stinglhamber, F., Marique, G., Caesens, G., & Hanin, D. (2018). Employees' organizational embeddedness: A P-E fit perspective. European Journal of Work and Organizational Psychology, 27(2), 188-203.

Stinglhamber, F., Marique, G., Caesens, G., & Hanin, D. (2018). Employees' organizational embeddedness: A P-E fit perspective. European Journal of Work and Organizational Psychology, 27(2), 188-203.

Topolnytsky, L., Meyer, J. P., & LaFrance, A. (2018). Examining the differential, temporal effects of affective and continuance commitment on continuance and normative commitment to the organization. Journal of Organizational Behavior, 39(6), 697-710