

The Effect of Employee Well-being and Perceived Organizational Support on Employee Retention through Employee Engagement as an Intervening Variable

Dinda Dwi Lestari^{1*}, Yeni Absah², Yasmin Chairunnisa Muchtar³
Universitas Sumatera Utara

Corresponding Author: Dinda Dwi Lestari dindadwilestari90@gmail.com

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ABSTRACT

This study aims to analyze the effect of employee well-being and perceived organizational support on employee retention through employee engagement. The study employed a quantitative associative approach using the Structural Equation Modeling–Partial Least Square (SEM-PLS) method. The research sample consisted of 160 office employees with a minimum working period of more than one year, selected proportionally from a total population of 267 employees. Data were collected from primary and secondary sources during the 2026 research period. The findings indicate that employee well-being and perceived organizational support have a positive and significant effect on employee engagement and employee retention. In addition, employee engagement was proven to mediate the influence of both variables on employee retention. These findings emphasize the importance of well-being strategies and organizational support in improving employee retention

INTRODUCTION

Employee retention has become one of the strategic issues in modern human resource management because it is directly related to organizational stability, operational effectiveness, and business sustainability. Organizations that fail to retain competent employees are likely to experience increased recruitment costs, declining productivity, and the loss of valuable organizational knowledge. In an increasingly competitive business environment, a company's ability to retain employees has become an important indicator of effective human resource management. Robbins and Judge (2022) explained that workforce stability contributes significantly to organizational effectiveness because employees who remain in the organization tend to possess better job understanding, skills, and organizational commitment compared to newly recruited employees. In the rubber plantation sector, retention challenges are even more complex due to the demanding nature of operational work, production target pressures, and working conditions that differ from those in other industries. The increasing turnover phenomenon in the plantation sector indicates the importance of understanding the factors influencing employees' decisions to remain within an organization.

One of the factors influencing employee retention is employee well-being. Employee well-being reflects employees' physical, psychological, and social welfare experienced within the organization. Employees with a high level of well-being tend to demonstrate stronger loyalty, work motivation, and organizational commitment compared to employees experiencing prolonged work pressure. In the modern organizational context, employee well-being is not only associated with material fulfillment but also includes work-life balance, mental health, workplace comfort, and the quality of social relationships at work. Research conducted by Hartini et al. (2024), Malek et al. (2025), and Khoirunnisa and Aisyah (2025) revealed that employee well-being has a positive and significant effect on employee retention because good well-being enhances psychological comfort and reduces employees' intention to leave the organization. However, Yuliantini et al. (2024) found that workplace well-being did not significantly affect work stress related to employees' turnover intention. These inconsistent findings indicate that the relationship between employee well-being and employee retention still requires further investigation, particularly in the plantation industry, which is characterized by high operational work pressure.

In addition to employee well-being, perceived organizational support is another important factor affecting employee retention. Perceived organizational support describes employees' beliefs regarding the extent to which the organization values their contributions and cares about their well-being. Positive organizational support creates strong reciprocal relationships between employees and the organization, thereby increasing loyalty and employees' willingness to remain within the company. In operational work environments such as plantation industries, organizational support is not limited to compensation but also includes career development opportunities, work support, recognition of employee contributions, and psychological comfort.

Research conducted by Sabila et al. (2024), Ratau (2025), and Krisman et al. (2025) demonstrated that perceived organizational support positively affects employee retention. However, Pithaloka and Ardiyanti (2024) found that perceived organizational support did not significantly influence employees' intention to remain within the organization. These inconsistent findings suggest that the effectiveness of perceived organizational support in improving retention remains situational and requires further examination in different organizational contexts.

In the context of modern organizational behavior, the relationship between employee well-being, perceived organizational support, and employee retention does not always occur directly. Employee engagement is considered a psychological mechanism capable of explaining these relationships. Employees with high engagement levels tend to demonstrate greater enthusiasm, dedication, and emotional involvement toward both their work and organization. High employee engagement also contributes to increased loyalty and lower turnover tendencies. Research conducted by Sathyajothi and Arulkrishnan (2025), Maqfirah et al. (2024), and Prasetyo et al. (2023) found that employee engagement has a positive and significant effect on employee retention. However, Khosiah et al. (2023) found that employee engagement did not significantly influence employee retention. Furthermore, Santoso et al. (2024) and Mitrano and Febriyati (2025) demonstrated that employee well-being significantly affects employee engagement, while Shifanny et al. (2025) found that perceived organizational support had a negative and insignificant effect on employee engagement. These inconsistent empirical findings indicate the existence of a research gap regarding the mechanism linking employee well-being, perceived organizational support, employee engagement, and employee retention.

This study contributes to the development of human resource management literature by examining an employee retention model within the rubber plantation sector, which remains relatively underexplored in organizational behavior studies. This research also enriches theoretical discussions regarding the role of employee engagement as an intervening variable in explaining the relationship between employee well-being, perceived organizational support, and employee retention. In addition to its theoretical contribution, this study is expected to provide practical implications for organizations in designing human resource management strategies focused on improving employee well-being, strengthening organizational support, and enhancing employee engagement to retain competent and sustainable employees. Based on these phenomena and research gaps, this study aims to analyze the effect of employee well-being and perceived organizational support on employee retention through employee engagement in a rubber plantation company.

LITERATURE REVIEW

Employee Well-being on Employee Engagement

Employee well-being refers to a condition in which employees experience overall welfare in terms of personal life, workplace conditions, and psychological well-being (Zheng et al., 2015). Employees with a high level of well-being tend to demonstrate positive emotions, higher motivation, and stronger involvement in their work. Based on Social Exchange Theory, organizational efforts to fulfill employees' well-being needs encourage employees to reciprocate through positive attitudes and behaviors, including stronger work engagement. Patel and Verma (2025) explained that employee well-being plays an important role in enhancing employees' motivation, resilience, and engagement, which are reflected in vigor, dedication, and absorption at work. These findings are supported by studies conducted by Sypniewska et al. (2023), Santoso (2024), Mitrano and Febriyati (2024), and Özçınar et al. (2024), which revealed that employee well-being has a positive and significant effect on employee engagement. Therefore, the higher the level of employee well-being perceived by employees, the higher their engagement within the organization.

H1: Employee well-being has a positive effect on employee engagement.

Perceived Organizational Support on Employee Engagement

Perceived organizational support refers to employees' perceptions regarding the extent to which the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). Based on Organizational Support Theory, high perceived organizational support fosters positive reciprocal relationships between employees and the organization, thereby increasing affective involvement and work commitment. Perceived organizational support is also considered a job resource that strengthens employees' motivation, energy, and dedication at work (Bakker & Demerouti, 2016). Research conducted by Ariani et al. (2022) and Soomro et al. (2023) demonstrated that perceived organizational support positively and significantly affects employee engagement through increased meaningfulness, job satisfaction, and intrinsic motivation. These findings are further supported by Savio et al. (2023), who found that organizational support significantly contributes to the development of employee work engagement. Therefore, the higher the organizational support perceived by employees, the higher their level of engagement within the organization.

H2: Perceived organizational support has a positive effect on employee engagement

Employee Well-being on Employee Retention

Employee well-being refers to employees' physical, mental, and social welfare, as well as satisfaction with their work. Employees who experience a high level of well-being tend to feel comfortable, secure, and valued within the workplace, which enhances their loyalty and intention to remain in the organization. Zheng et al. (2015) explained that employee well-being includes psychological well-being, work-life balance, and workplace well-being, all of which strengthen employees' emotional attachment to the organization. Lorber

and Dobnik (2023) and Srimulyani and Hermanto (2022) found that employee well-being is positively associated with employee engagement, loyalty, and lower turnover rates. Aman et al. (2023) also emphasized that employee well-being is influenced by employees' ability to manage work stress with adequate organizational support. Furthermore, Darden (2023) found that organizations implementing well-being programs, such as mental health support, flexible working arrangements, and improvements in workplace quality, tend to achieve higher employee loyalty and engagement. These findings are supported by Hartini et al. (2024) and Ardinto et al. (2025), who concluded that employee well-being has a positive and significant effect on employee retention.

H3: Employee well-being has a positive effect on employee retention

Perceived Organizational Support on Employee Retention

Perceived organizational support refers to employees' perceptions regarding the extent to which the organization values their contributions and cares about their well-being (Suta & Ardana, 2019). Positive organizational support can create favorable psychological conditions that encourage employees to provide optimal contributions to the organization (Mustika & Rahardjo, 2017). High perceived organizational support also contributes to increased job satisfaction and reduced employee turnover (Robbins et al., 2014). Sitaniapessy et al. (2023) explained that perceived organizational support plays an important role in strengthening employee retention because employees who feel valued and supported tend to demonstrate higher motivation and loyalty toward the organization. These findings are supported by studies conducted by Sitaniapessy et al. (2023), Cipto et al. (2024), and Darmika and Sriathi (2019), which revealed that perceived organizational support has a positive and significant effect on employee retention.

H4: Perceived organizational support has a positive effect on employee retention

Employee Engagement on Employee Retention

Employee engagement is a psychological condition in which employees feel emotionally, cognitively, and physically connected to their work and demonstrate enthusiasm and dedication in performing their tasks (Kahn, 1990). Schaufeli and Bakker (2010) explained that employee engagement is characterized by vigor, dedication, and absorption, which reflect employees' energy, sense of pride, and full involvement in their work. Employees with a high level of engagement tend to perceive their work as meaningful and demonstrate stronger loyalty toward the organization. Saks (2019) stated that employee engagement plays an important role in enhancing organizational commitment and reducing turnover intention. These findings are supported by studies conducted by Ahraf (2024), Maqfirah et al. (2024), and Prasetyo et al. (2023), which revealed that employee engagement has a positive and significant effect on employee retention.

H5: Employee engagement has a positive effect on employee retention

Employee Well-being on Employee Retention through Employee Engagement

Employee well-being is an important factor in creating positive work experiences and increasing employees' intention to remain within the organization. In the Job Demands-Resources (JD-R) Model, employee well-being is considered the result of adequate job resources that enhance employees' energy, enthusiasm, and sense of meaningfulness at work, thereby fostering employee engagement (Bakker & Demerouti, 2007). Özçınar et al. (2024) also found that employee well-being plays a role in improving work engagement through healthier psychological conditions. Furthermore, employee well-being has been proven to enhance employee retention because employees who experience higher well-being tend to demonstrate stronger loyalty and organizational commitment (Zheng et al., 2015).

In this relationship, employee engagement functions as a psychological mechanism linking well-being and retention. Schaufeli and Bakker (2004) explained that employee engagement, reflected through vigor, dedication, and absorption, is an important indicator in increasing employees' intention to stay. In line with the Attitudinal Model of Employee Retention, Hom et al. (2017) emphasized that employee well-being can influence employee retention both directly and indirectly through increased employee engagement. Therefore, the higher the level of employee well-being, the stronger employee engagement and retention within the organization.

H6: Employee well-being has a positive effect on employee retention through employee engagement

Perceived Organizational Support on Employee Retention through Employee Engagement

Perceived organizational support reflects employees' beliefs that the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). High organizational support encourages the development of positive attitudes and psychological attachment toward both the job and the organization (Eisenberger et al., 2016). In this context, employee engagement acts as a mediating mechanism linking perceived organizational support and employee retention. Schaufeli et al. (2002) explained that employee engagement is characterized by vigor, dedication, and absorption, which reflect enthusiasm, dedication, and full involvement in work activities. Bakker and Demerouti (2017) also stated that perceived organizational support enhances employee engagement through supervisor support, positive workplace relationships, and attention to employees' work-related needs. Employees with high levels of engagement tend to demonstrate stronger loyalty, higher intention to stay, and lower turnover intention (Schaufeli & Bakker, 2004). These findings are supported by Hom et al. (2017) and Soomro et al. (2023), who found that strong organizational support contributes to higher employee engagement and long-term employee retention.

H7: Perceived organizational support has a positive effect on employee retention through employee engagement

Based on the theoretical review, empirical phenomena, and findings from previous studies, the conceptual framework of this study can be illustrated as follows:

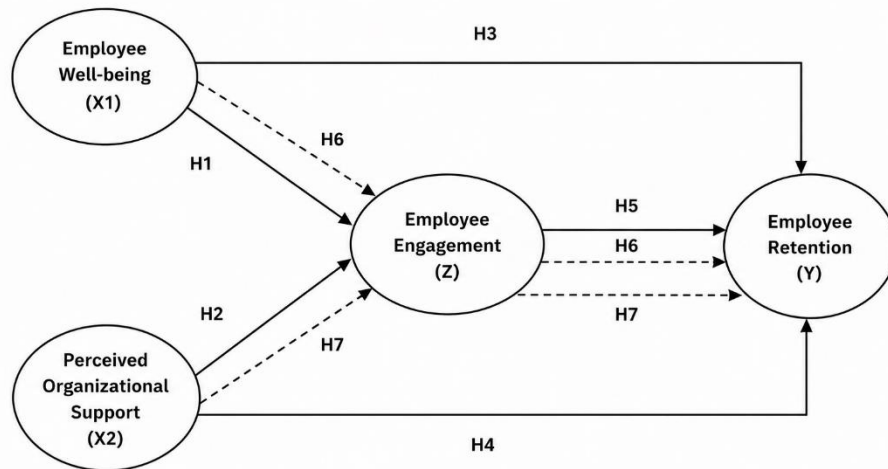


Figure 1. Conceptual Framework

METHODOLOGY

This study employed a quantitative approach with an explanatory research design to examine the effect of employee well-being and perceived organizational support on employee retention through employee engagement. The study was conducted from January to March 2026 at a rubber plantation company in Indonesia whose identity was intentionally anonymized to maintain organizational confidentiality. The population consisted of 267 office employees with a minimum working period of one year. The sample size was determined using the Slovin formula, resulting in 160 respondents. A probability sampling technique was applied, allowing each member of the population to have an equal opportunity to be selected as a research respondent.

Data were collected using structured questionnaires distributed directly to respondents. Employee well-being was measured using indicators adapted from Zheng et al. (2015), perceived organizational support from Eisenberger et al. (2016), employee engagement from Schaufeli et al. (2002), and employee retention from Kyndt et al. (2009). All variables were measured using a five-point Likert scale ranging from strongly disagree to strongly agree.

Data analysis was conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS 4.0 software. PLS-SEM was selected because it is suitable for predictive analysis and mediation model testing involving latent variables. The analysis included outer model evaluation through convergent validity, discriminant validity, Composite Reliability, and Cronbach's Alpha, followed by inner model evaluation using path coefficient analysis, coefficient of determination (R^2), and mediation testing through indirect effect and Variance Accounted For (VAF).

RESEARCH RESULTS

This section presents the findings of the study conducted to examine the effect of employee well-being and perceived organizational support on employee retention through employee engagement as a mediating variable. Using the Structural Equation Modeling (SEM) approach, the analysis results describe the strength of the relationships among variables, both partially and simultaneously. All testing results serve as the basis for answering the research questions and providing evidence-based recommendations for human resource management within the organization.

Validity and Reliability

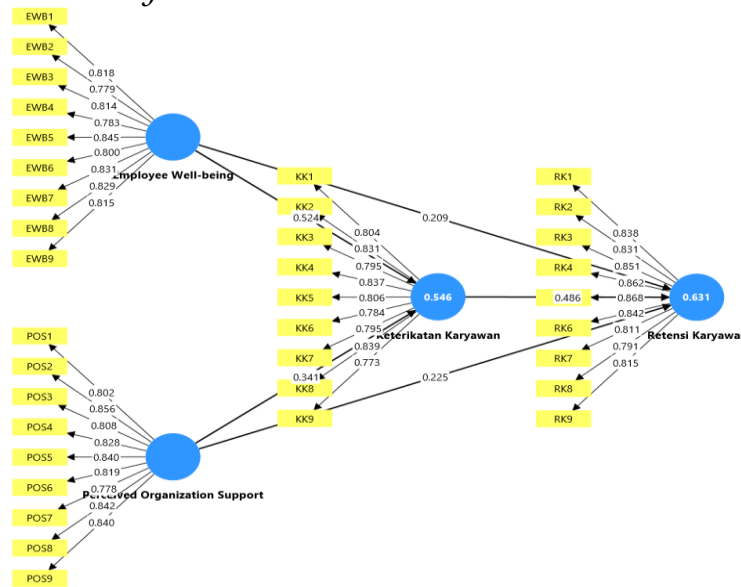


Figure 2. Loading Factor Full Model

Figure 2 presents the Full Model Loading Factor, illustrating the relationships between latent variables and their indicators. The model consists of four latent variables, namely Employee Well-being (X1), Perceived Organizational Support (X2), Employee Engagement (Z), and Employee Retention (Y), where each construct is measured using several indicators.

Table 1. Validity and Reliability Test

Indikator	Variabel	Outer Loading	AVE	Cronbach's alpha	Composite reliability (rho_a)
X1.1	Employee Well-being (X1)	0.818	0.661	0.936	0.936
X1.2		0.779			
X1.3		0.814			
X1.4		0.783			
X1.5		0.845			
X1.6		0.800			
X1.7		0.831			
X1.8		0.829			
X1.9		0.815			

X2.1	Perceived Organizational Support (X2)	0.802	0.679	0.942	0.942
X2.2		0.856			
X2.3		0.808			
X2.4		0.828			
X2.5		0.840			
X2.6		0.819			
X2.7		0.778			
X2.8		0.842			
X2.9		0.840			
Z.1	Employee Engagement (Z)	0.804	0.652	0.934	0.934
Z.2		0.831			
Z.3		0.795			
Z.4		0.837			
Z.5		0.806			
Z.6		0.784			
Z.7		0.795			
Z.8		0.839			
Z.9		0.773			
Y.1	Employee Retention (Y)	0.802	0.697	0.946	0.946
Y.2		0.856			
Y.3		0.808			
Y.4		0.828			
Y.5		0.840			
Y.6		0.819			
Y.7		0.778			
Y.8		0.842			
Y.9		0.840			

The validity and reliability test results presented in Table 1 indicate that the measurement model demonstrates excellent psychometric properties. All indicators have outer loading values above the recommended threshold of 0.70, indicating strong convergent validity and adequate indicator reliability. In addition, the Average Variance Extracted (AVE) values for Employee Well-being (0.661), Perceived Organizational Support (0.679), Employee Engagement (0.652), and Employee Retention (0.697) exceed the minimum threshold of 0.50, confirming that each construct explains more than 50% of the variance of its indicators.

From the reliability perspective, the Cronbach's Alpha values for Employee Well-being (0.936), Perceived Organizational Support (0.942), Employee Engagement (0.934), and Employee Retention (0.946) indicate high internal consistency and construct reliability. Overall, these findings confirm that the measurement model satisfies the required validity and reliability criteria and is appropriate for further structural model analysis.

Heterotrait-monotrait (HTMT)

Table 2. Discriminant validity - Heterotrait-monotrait ratio (HTMT)

	Employee Well-being	Perceived Organizational Support	Keterikatan Karyawan	Retensi Karyawan
Employee Well-being				
Perceived Organizational Support	0.717			
Employee Engagement	0.457	0.604		
Employee Retention	0.672	0.800	0.623	

Based on Table 2, the discriminant validity test using the Heterotrait-Monotrait Ratio (HTMT) method shows that all construct pairs have HTMT values below the recommended threshold of 0.85, indicating adequate discriminant validity. The HTMT value between Employee Well-being and Perceived Organizational Support is 0.717, while the values between Employee Well-being and Employee Engagement and Employee Retention are 0.457 and 0.672, respectively. Furthermore, the HTMT values between Perceived Organizational Support and Employee Engagement and Employee Retention are 0.604 and 0.800, respectively, indicating strong but acceptable construct distinctions. The relationship between Employee Engagement and Employee Retention shows an HTMT value of 0.623. Overall, these findings confirm that each construct in this study is empirically distinct and free from excessive conceptual overlap. Therefore, all constructs are considered valid for further structural model analysis, particularly in examining the mediating role of employee engagement in the relationship between employee well-being, perceived organizational support, and employee retention.

R-Square

Table 3. R Square

	R-Square	R-Square Adjusted
Employee Retention	0.631	0.624
Employee Engagement	0.546	0.540

Based on Table 3, the R-Square value for Employee Retention is 0.631, indicating that 63.1% of the variance in employee retention can be explained by the independent variables in this study, namely Employee Well-being, Perceived Organizational Support, and Employee Engagement as a mediating variable. Meanwhile, the Adjusted R-Square value of 0.624 reflects the adjustment for the number of predictor variables included in the model, thereby reducing the

potential for overestimation. These results indicate that the model has strong predictive power in explaining variations in employee retention.

Furthermore, the R-Square value for Employee Engagement is 0.546, indicating that 54.6% of the variance in employee engagement can be explained by Employee Well-being and Perceived Organizational Support. The Adjusted R-Square value of 0.540 is slightly lower but still demonstrates a substantial relationship. These findings suggest that although a considerable proportion of the variance in employee retention and employee engagement can be explained by the model, there are still other factors outside the model that may influence both variables, thereby providing opportunities for future research.

F-Square

Table 4. F Square

	F-Square
Employee Well-being -> Employee Retention	0.065
Employee Well-being -> Employee Engagement	0.493
Perceived Organizational Support -> Employee Retention	0.092
Perceived Organizational Support -> Employee Engagement	0.209
Keterikatan Karyawan-> Employee Retention	0.291

Based on Table 4, employee well-being has the largest effect on employee engagement, with an F-Square value of 0.493, indicating a strong effect size. Perceived organizational support also shows a moderate effect on employee engagement, with an F-Square value of 0.209. Furthermore, employee engagement has a moderate effect on employee retention, with an F-Square value of 0.291. Meanwhile, perceived organizational support and employee well-being have relatively small direct effects on employee retention, with F-Square values of 0.092 and 0.065, respectively. These findings indicate that employee engagement plays an important role in strengthening the relationship between employee well-being, perceived organizational support, and employee retention.

Path Coefficients

Table 5. Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Employee Well-being > Employee Engagement	0,524	0,524	0,052	10,061	0,000
Perceived Organizational Support >	0,341	0,343	0,054	6,335	0,000

Employee Engagement					
Employee Engagement > Employee Retention	0,486	0,484	0,070	6,905	0,000
Employee Well-being > Employee Retention	0,209	0,211	0,068	3,065	0,001
Perceived Organization Support > Employee Retention	0,225	0,227	0,056	3,996	0,000
Employee Well-being > Employee Retention > Employee Retention	0,255	0,253	0,045	5,701	0,000
Perceived Organizational Support > Employee Retention > Employee Retention	0,166	0,166	0,035	4,720	0,000

Based on the results presented in Table 5 Path Coefficients, all relationships among variables show positive and significant effects. Employee well-being positively affects employee engagement, with a coefficient value of 0.524, a t-statistics value of 10.061, and a p-value of 0.000. In addition, perceived organizational support also has a positive effect on employee engagement, with a coefficient value of 0.341, a t-statistics value of 6.335, and a p-value of 0.000. Employee engagement positively affects employee retention, with a coefficient value of 0.486, a t-statistics value of 6.905, and a p-value of 0.000. Furthermore, employee well-being and perceived organizational support positively affect employee retention, with coefficient values of 0.209 and 0.225, respectively. Regarding the indirect effects, employee well-being positively affects employee retention through employee engagement, with a coefficient value of 0.255, while perceived organizational support has an indirect effect of 0.166 on employee

retention through employee engagement. These findings indicate that employee engagement is able to mediate the relationship between employee well-being, perceived organizational support, and employee retention.

Variance Accounted For (VAF)

The test results indicate that the VAF value for the effect of employee well-being on employee retention through employee engagement is 54.96%, indicating partial mediation. In addition, the VAF value for the effect of perceived organizational support on employee retention through employee engagement is 42.46%, which also indicates partial mediation. Therefore, employee engagement serves as a partial mediating variable in the relationship between employee well-being, perceived organizational support, and employee retention.

DISCUSSION

The findings indicate that employee well-being has a positive and significant effect on employee engagement. This suggests that employees who experience higher levels of psychological, social, and workplace well-being tend to demonstrate stronger emotional attachment, enthusiasm, and work involvement. In the context of the rubber plantation industry, employee well-being contributes to workplace comfort, work-life balance, and psychological stability, which ultimately strengthen employee engagement within the organization. The descriptive analysis also revealed that role clarity was one of the strongest indicators of employee well-being, indicating that employees who clearly understand their duties and organizational expectations tend to feel more psychologically secure and engaged in their work. These findings support the Job Demands-Resources (JD-R) Model, which explains that the availability of job resources enhances employees' energy, dedication, and absorption at work. The results are consistent with studies conducted by Patel and Verma (2025), Mitrano and Febriyati (2025), and Özçinar et al. (2024), which found that employee well-being positively affects employee engagement.

The study also found that perceived organizational support has a positive and significant effect on employee engagement. Employees who perceive organizational support through fair treatment, supervisor support, recognition of work contributions, and concern for employee welfare tend to develop stronger engagement and commitment toward the organization. In this study, employees generally demonstrated positive perceptions of organizational support, particularly regarding organizational concern for employee contributions and welfare. However, several respondents still perceived that work resources and work systems were not yet optimal, indicating that operational support and technological effectiveness remain organizational challenges. These findings support Social Exchange Theory, which explains that employees reciprocate organizational support through positive work attitudes and increased work engagement. The results are in line with studies conducted by Franselina et al. (2025), Rahmawati and Hapsari (2025), and Mensah et al. (2024), which

demonstrated that perceived organizational support significantly affects employee engagement.

Furthermore, employee well-being was found to have a positive and significant effect on employee retention. Employees with higher levels of well-being tend to feel more comfortable, experience lower stress levels, and show greater satisfaction with their work environment, thereby increasing their intention to remain within the organization. In this study, work-life balance emerged as one of the strongest indicators of employee well-being, suggesting that balance between personal life and work is an important factor in retaining employees. These findings indicate that employee well-being is not merely an additional organizational program but has become a strategic factor in improving employee retention. The results are consistent with studies conducted by Ardinto et al. (2025), and Widiwati (2026), which found that employee well-being positively affects employee retention.

In addition, perceived organizational support also has a positive and significant effect on employee retention. Employees who feel valued, supported, and fairly treated by the organization tend to demonstrate stronger loyalty and intention to stay. These findings indicate that organizational support fosters trust, emotional attachment, and a sense of belonging among employees, thereby strengthening employee retention. The results support the argument that supportive organizational practices play an important role in reducing turnover intention and maintaining workforce stability. These findings are consistent with studies conducted by Cipto et al. (2024), Rachman and Mardiani (2022), and Ratau (2025).

The study further revealed that employee engagement has a positive and significant effect on employee retention. Employees with high levels of vigor, dedication, and absorption tend to demonstrate stronger loyalty and commitment toward the organization. The descriptive findings showed that employees generally demonstrated high dedication and seriousness toward their work, indicating that emotionally engaged employees are more likely to maintain long-term employment relationships within the organization. These findings support the view that employee engagement is an important predictor of employee retention because highly engaged employees tend to have lower turnover intentions. The results are consistent with studies conducted by Maqfirah et al. (2024), Prasetyo et al. (2023), and Natarajan and Suriyapriya (2023).

The mediation analysis revealed that employee engagement significantly mediates the effects of employee well-being and perceived organizational support on employee retention. These findings indicate that employee well-being and organizational support are more effective in improving retention when they successfully foster employee engagement. Employees remain within the organization not only because they feel comfortable or supported, but also because such conditions create emotional and psychological attachment to their work and organization. Therefore, employee engagement functions as a psychological mechanism linking organizational practices and employee retention. These findings emphasize the importance of organizational strategies focused on

enhancing employee well-being and organizational support in order to strengthen employee engagement and sustain long-term employee retention.

CONCLUSION AND RECOMMENDATION

Based on the findings of this study, it can be concluded that employee well-being and perceived organizational support have positive and significant effects on employee engagement and employee retention. Employees who experience higher levels of well-being and organizational support tend to demonstrate stronger emotional attachment, dedication, and loyalty toward the organization. In addition, employee engagement was also found to have a positive and significant effect on employee retention, indicating that highly engaged employees are more likely to remain within the organization.

The results further revealed that employee engagement significantly mediates the effects of employee well-being and perceived organizational support on employee retention. These findings suggest that improving employee well-being and organizational support will be more effective in enhancing employee retention when organizations are able to foster strong employee engagement. Therefore, employee engagement serves as an important psychological mechanism linking organizational practices and employee retention. Accordingly, organizations should strengthen human resource management strategies focused on enhancing employee well-being, organizational support, and employee engagement in order to sustain long-term employee retention.

FUTURE RESEARCH

This study has several limitations that should be considered. First, the research was conducted only in one rubber plantation company, which may limit the generalizability of the findings to other industrial sectors or organizational contexts. Second, the study focused only on employee well-being, perceived organizational support, employee engagement, and employee retention, while other factors such as leadership style, organizational culture, compensation, and career development may also influence employee retention. Third, this study employed a cross-sectional design, which limits the ability to examine changes in employee attitudes and behavior over time.

Therefore, future research is recommended to involve broader research settings across different industries and organizational characteristics to improve the generalizability of the findings. Further studies are also encouraged to incorporate additional variables and apply longitudinal approaches to provide a deeper understanding of the factors influencing employee retention.

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