



Sustainable Workforce: The Role of Employee Engagement on Perceived Organizational Support to Employee Retention

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Abstract. Retaining talented employees in the competitive pharmaceutical industry becomes crucial for company success. This study explores employee engagement's role as a mediator in the influence of perceived organizational support on pharmaceutical employees' retention. The study method used is quantitative cross-sectional. Purposive sampling was used with 212 employees from private pharmaceutical companies, each with a minimum period of 6 months. Data analysis in research using Mediation Regression Analysis. The mediation analysis results showed $p=0.001$ ($p<0.05$) that employee engagement plays a significant role as a partial mediator in the relationship between perceived organizational support and employee retention by 6,6%. This study provides insights into the importance of perceived organizational support and employee retention in enhancing employee engagement, enabling companies to retain talented employees in the pharmaceutical industry.

Keywords: *employee engagement; perceived organizational support; employee retention*

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Introduction

The COVID-19 pandemic has had an impact, especially in the chemical, pharmaceutical, and traditional medicine industries. According to Hakim, (2021) this impact included increased demand for medicines, positively affecting the industry. The pandemic has become a lesson learned in strengthening preparedness for future pandemic threats, which has led to improvements in meeting healthcare needs.

The COVID-19 pandemic has had a direct and profound impact on the pharmaceutical industry, necessitating significant changes in product demand and policies. Notably, there has been a surge in demand for medicines used in the treatment of COVID-19, such as those that support the immune system (Rini M & Holis, 2020). In response, pharmaceutical companies have increased the production and distribution of these products to meet the drastically increased market demand, a testament to the industry's ability to adapt and respond swiftly to emerging challenges.

According to data released by the Central Bureau of Statistics in 2021, despite an increase in medicine demand, the value of Gross Domestic Product (GDP) in the chemical, pharmaceutical, and traditional medicine subsectors decreased significantly in 2022. According to the data, GDP decreased from 339.18 trillion to 235.05 trillion. This decrease is aligned with the impact of the domestic COVID-19 pandemic, which affects the growth of the pharmaceutical industry's performance (BPS, 2022). One private pharmaceutical company explained that the condition of the national pharmaceutical market has not fully recovered in the post-COVID-19 pandemic period (Phaprosnews, 2023). This is in line with the National Pharmaceutical Market data in the second quarter of 2023, which showed a slowdown in the growth of 7.2% compared to the fourth quarter of 2022 and 0.2% compared to the same period the previous year. Several pharmaceutical product categories, such as over-the-counter and prescription medicines, experienced a significant slowdown in growth. For example, multivitamin products experienced a 25.2% slowdown in performance in the over-the-counter medicine segment (Hilda, 2023). Despite this, the pharmaceutical industry remains a strong sector in science and manufacturing, focusing on research and innovation (Achilladelis & Antonakis, 2001; Malerba, 2002). This enabled the pharmaceutical industry to create knowledge that contributing to organizational success and individual and group development through experience, knowledge, and expertise (Zambon, 2003). Organizations in this industry can achieve competitive advantage by expanding, disseminating, and optimizing knowledge internally and protecting it from imitation efforts by competitors Chatzoglou et al., (2005), thus creating sustainable value (Hussi, 2004).

The Association of Indonesian Pharmaceutical Companies explained that pharmaceutical companies have experienced a significant impact from the COVID-19 pandemic. For instance,

[mention specific challenges such as supply chain disruptions, decreased demand, or increased production costs]. However, until now, there has been no termination of employment of employees, and they were still trying to maintain their employees and fulfill employee rights (PMMC News, 2020) Based on the facts, there were pharmaceutical companies in Indonesia currently being hit by issues or phenomena where the organization has not fulfilled the rights of its employees; in this case, employees feel that they have not received welfare and wages while working (Romys, 2023). In line with this issue, the WHO estimated that there will be a global shortage of health workers by 2030, and it was investing in health workers to achieve universal health coverage and sustainable development goals. The World Health Organization (WHO) and the Global Health Workforce Alliance make it clear that there can be no healthcare delivery without health professionals (WHO, 2021)

Health workforce investment is not only related to numbers; it is about designing policies that suit the unique characteristics and behaviors of the workforce. This is one of the development goals (DGs) set by the International Pharmaceutical Federation (FIP) on Pharmacy Intelligence. The workforce element is directly linked to the availability of national strategies and actions in collecting and sharing workforce data and workforce planning for development (International Pharmaceutical Federation, 2021) A global systematic review of the pharmacy workforce has highlighted the need for increased recruitment and retention of employees and attrition to maintain and expand the pharmacy workforce in the future (Hawthorne & Anderson, 2009). They maintain a structured resource on the pharmacy workforce in Indonesia to aid in the planning, development, and management of the pharmacy workforce effectively and efficiently (Meilianti et al., 2022). Organizations must make extra efforts to identify the right employee replacement and provide sufficient time for individuals or employees to perform their duties (McShane et al., 2020). Therefore, organizations must proactively try to retain employees, underlining the crucial role of each individual in the audience in addressing these workforce challenges.

Organizations that retain their employees often experience losses in terms of costs and time spent recruiting and training new employees (Kemnaker, 2020) Organizations need to pay competitive rates to retain talented employees. This is aligned with Tracey & Hinkin, (2008) research, which showed that losing employees hurts organizations financially and leads to the loss of critical organizational knowledge (Kim & Park, 2020; Payán-Sánchez et al., 2021). When talented or experienced employees left the company, they brought with them knowledge and expertise that were not easily replaced, which negatively impacted the productivity and efficiency of the organization (Caroline Martins & Meyer, 2012; Galan, 2023; Lorenz et al., 2023; Massingham, 2018) Therefore, organizations must pay attention to employee knowledge to

accommodate and encourage employees to stay in the organization (Govaerts et al., 2011; Kyndt et al., 2009)

In today's world, employee retention has become a significant concern for businesses. Employees who have received training tend to look for better opportunities in other organizations; lucrative salaries, comfortable working hours, better working environment, and growth opportunities were some of the factors that encouraged employees to seek change (Basnyat & Clarence Lao, 2019; Diah et al., 2020; Preetha et al., 2023). This is in line with Roberts Walters Indonesia's Salary Survey 2023 Report, where 66% of the working population recognized that the main factor they considered in making a job transition was career advancement, while it was estimated that 81% of experts would request an increase in financial compensation. In addition, 82% of workers could look for new job opportunities if they did not receive a salary increase that exceeds the inflation rate, given the rising cost of living. It becomes the responsibility of management and the team in charge of human resources to intervene immediately and ascertain the exact reasons behind a talented or excellent employee's decision to leave. Organizations strive to acquire and keep efficient and talented employees to achieve broader organizational productivity and profitability goals (Ivana, 2020; Shahzad et al., 2020; Tlaiss et al., 2017)

In the Indonesian context, Pricewaterhouse Coopers (PwC), in its Hopes and Fears Global Workforce Survey for 2023, showed that 20% of Indonesian employees considered changing jobs once opportunities became available. The report further indicated that one of the reasons highlighted was inappropriate and unfair support from the organization. Intrinsically, implementing the right organizational practices can integrate the needs of individuals and organizations well. In this regard, it has been proven to be a practical approach to increase employee commitment, motivation, and retention in the organization (Shahid et al., 2018), and the well-being of the organization can be achieved with a competitive advantage through the support of its committed employees (Shahid et al., 2020).

According to Roberts Walters Indonesia's Salary Survey 2023 Report, 88% of organizations worry about finding qualified employees or having the appropriate competencies as the demand for organizations to start addressing human capital retention increases. Talent in an employee comes with effort. It is the organization's responsibility to recognize the talents of employees chosen to be part of the organization. It was necessary to identify talented employees to ensure their retention and advancement in the organization and the industry (Busser & Shulga, 2019). Therefore, organizations manage human resources by having and retaining talented or superior employees. This is the opinion Kyndt et al., (2009) that employee retention serves as an organization's competitiveness through continuous employee development, and retaining

employees over a long period was a complex concept among researchers and organizations (Das & Baruah, 2013; Hassan, 2023; Houssein et al., 2020).

Based on previous research, the factor that affected employee retention was a commitment to the organization (Curtis & Wright, 2001). Several factors, according to Curtis & Wright (2001), namely employee commitment, which is categorized into three types of employee commitment (affective commitment, continuance commitment, and normative commitment). The second factor was employee replacement costs, including separation costs, temporary replacement costs, recruitment and selection costs, and induction and training costs. The third factor was employee participation and career development. Employees who demonstrate high commitment to the organization strongly identify with the company, value their role, align with its vision and values, and tend to remain loyal, enduring, and dedicated (Curtis & Wright, 2001). This aimed to keep the organization competitive (Kyndt et al., 2009). Therefore, organizations must strive to increase retention by increasing the number of employees who want to stay at work of their own free will, not because there was coercion from the organization, so it was necessary to develop an effective organizational strategy.

Employee retention strategies in shaping employee commitment often use their knowledge and skills to benefit the organization (Harris, 2019; Parmar et al., 2019); this was by Herzberg's two-factor theory to help explore and understand positive employee behavior (Alrawahi et al., 2020; Kazi & Chandani, 2021). Effective training and opportunities for learning and development can improve employee retention (Arnold, 2005; Gupta et al., 2021; Herman, 2005; Hiltrop, 1999). High integrity and involvement on the part of leaders, empowerment, responsibility, and new challenges to increase employee retention (Andrić et al., 2023; Birt et al., 2004). Even though companies may try to use all these factors to improve employee retention, an employee may still choose to leave the workplace due to poor management (Han, 2022). Therefore, the interaction between organizations and employees in determining and meeting the needs of talented employees can provide continuous engagement for employees with a supportive workplace.

A strategy that the organization can develop is to provide direct support to employees (organizational support), including various efforts made by the organization to improve employee well-being (Eisenberger et al., 1986; Kurtessis et al., 2017). Furthermore, employees' perceptions of the support provided by the organization were known as perceived organizational support, which is defined as the extent to which employees believe that the organization supports and contributes to their well-being (Eisenberger et al., 2002; Robbins & Judge, 2021). In this case, it refers to the employee's view of the support provided by the company for their contribution (Eisenberger et al., 1986), so that employees were attracted to organizations where they can meet

and exceed their expectations regarding career and personal goals referring to the attention given by the organization to the values, goals, and opinions and handling of problems in employees (Eisenberger et al., 2001). This has been shown to reduce turnover intentions caused by poor management by creating a more supportive work environment (Martinussen et al., 2020)

In perceived organizational support, reflecting organizational values towards employee contributions and attention to benefits for employees can build good relationships with employees and motivate employees to continue working hard (Sun, 2019). Therefore, when employees feel supported and valued by the organization, they are more motivated to do a good job and feel more loyal to the company. This can positively impact productivity and the company's success in retaining qualified employees. According to Wijayanti & Nurtjahjanti (2015), employee retention depends on employees' assessment of organizational support as a form of appreciation for their contributions. If employees think organizational support is good, employees tend to stay. The support provided by the organization creates a positive work atmosphere, which employees value as a supportive work environment. Therefore, perceived organizational support can be considered an organizational strategy and retention factor (Eisenberger et al., 2001; Macey & Schneider, 2008).

Saleem & Affandi, (2014) found that the relationship between perceived organizational support and employee retention in pharmaceutical companies in Pakistan positively impacts employee retention. The results showed that employees who feel supported and recognized by the organization tend to remain loyal to the company. This reflected the extent to which employees feel valued and supported by the organization, which can increase employees' emotional engagement with the company and reduce the desire to leave the company. In the context of pharmaceutical companies in Pakistan, it was explained that perceived organizational support was an important factor in influencing employee retention due to high employee turnover rates in the sector. Employees who feel that the organization values their commitment and well-being tend to feel more attached to the company and have more positive feelings toward it. Therefore, perceived organizational support can be an effective strategy for retaining talented and committed employees in the pharmaceutical industry in Pakistan.

Although research conducted by Arasanmi & Krishna, (2019) and Darmika & Sriathi, (2019) showed that perceived organizational support has a significant effect on employee retention, research conducted by Alias et al., (2019) showed that perceived organizational support does not affect employee retention. The research of Bohassan & Muhammad, (2021) also explained that the impact of perceived organizational support on employee retention has insignificant results due to employees in the organization, after receiving support from the organization, not willing to stay long in the organization. Therefore, from the above discussion, it

was clear that there is still no clear explanation of the nature of the relationship between perceived organizational support and employee retention rates; in this case, conflicting results and a lack of a clear explanation of the nature of the relationship require further study better to understand the relationship between organizational support and employee retention, as perceived organizational support was a factor that was considered so that employees did not leave to find another company.

Bakker et al., (2011) state that perceived organizational support shapes employee engagement. Employees feel supported by superiors and coworkers who work well together, pay attention to problems faced, and encourage employees to be actively involved in their work. This shows that the organization provided full support through employee engagement (Bakker et al., 2011; Shuck et al., 2016).

The level of employee engagement and commitment to work and organizational goals can be seen when the organization provides support to employees; this tends to increase the level of emotional engagement and employee commitment to work in the work environment, in line with Alvi et al., (2014), found perceived organizational support has a strong positive relationship with employee engagement in the Pakistani banking sector. These findings were in line with a study by Claudianty & Suhariadi, (2021), which showed that perceived organizational support directly influences employee engagement, where the contribution of perceived organizational support in predicting employee engagement reached 59%. Research by Al-Omar et al., (2019) also illustrated a significant relationship between perceived organizational support and employee engagement among pharmacists in pharmaceutical companies. The organizational support perceived by pharmacists can affect their engagement with work, which in turn can affect employee productivity and retention. Therefore, companies in the pharmaceutical sector need to pay attention to the organizational support provided to employees and improve employee engagement to increase employee productivity and retention.

According to research by Soomro et al., (2023) in the banking sector, which examines perceived organizational support, employee engagement, and employee retention, the results showed that companies with a strong organizational support system could maintain and retain their employees over a long period. These findings were from a study conducted by Nargotra & Sarangal, (2023), which showed that perceived organizational support has a significant positive impact on survival intention and employee engagement, where employee engagement was partly a mediator in the relationship between perceived organizational support and survival intention. Based on the above explanation, perceived organizational support contributes to employee retention through employee engagement by paying attention to employees' perceptions of organizational support and their desire to stay through employee engagement. Therefore, this

study aims to determine the influence between perceived organizational support, employee engagement, and employee retention in the context of the private pharmaceutical industry in Jabodetabek.

Method

The data collection method used in this research was a quantitative approach. This research design used *ex post facto* and cross-sectional. The populations of this study were 289 employees of the private pharmaceutical industry in Jabodetabek, with a research sample of 231 employees of the private pharmaceutical industry in Jabodetabek with a minimum working period of 6 months, which were used in the study 212 respondents. In this study, researchers took samples using the purposive sampling technique, which is a method of drawing samples based on the researcher's characteristics. The instruments used in this study include the Employee Retention Questionnaire (Kyndt et al., 2009), the Survey of Perceived Organizational Support (Eisenberger et al., 2020), and the Employee Engagement Scale (Shuck et al., 2016). Research data testing was conducted using mediation regression analysis with JASP 18.3. to see the mediator role of employee engagement in the influence of perceived organizational support on employee retention.

The three measuring instruments used in this study were adapted to Indonesian and rigorously tested on 231 respondents, with 19 outliers identified. The total number of respondents processed was 212, all of whom were private employees of the pharmaceutical industry in Jabodetabek with a minimum work period of 6 months. The results of the validity test, conducted using the Confirmatory Factor Analysis (CFA) method, are detailed below.

Table 1.
Factor loading Employee Retention

Factor	Indicator	p-value
ER	ER_1	0.283
	ER_2	0.756
	ER_3	0.549
	ER_4	0.442
	ER_5	0.390
	ER_6	0.594
	ER_7	0.594
	ER_8	0.422
	ER_9	0.826
	ER_10	0.761
	ER_11	0.409

Based on the validity test results in the factor loading table 1 for Employee Retention, most indicators correlate strongly with the measured factors. Indicators ER_2, ER_9, and ER_10 show high validity with factor loadings of 0.756, 0.826, and 0.761, respectively, indicating a strong relationship with Employee Retention. Other indicators such as ER_3, ER_6, and ER_7 also show

adequate validity with factor loadings around 0.50 to 0.60. Meanwhile, ER_1, with a factor loading of 0.283, shows low validity and will be eliminated.

Table 2.
Factor loading Employee Engagement

Factor	Indicator	p-value
Cognitive	EE_1	0.762
	EE_2	0.575
	EE_3	0.839
	EE_4	0.682
Emotional	EE_5	0.681
	EE_6	0.418
	EE_7	0.688
	EE_8	0.565
Behavioral	EE_9	0.708
	EE_10	0.750
	EE_11	0.624
	EE_12	0.690

Table 2 shows that the factor tests a standardized loading factor coefficient above 0.50, except for item ER_6, which has a coefficient of 0.418. However, the item was retained because the coefficient was just a short distance from 0.50. The test results showed that all items have good convergent validity.

Table 3.
Factor loading Perceived Organizational Support

Factor	Indicator	p-value
POS	POS_1	0.615
	POS_2	0.702
	POS_4	0.713
	POS_3	0.684
	POS_5	0.699
	POS_6	0.741
	POS_7	0.761
	POS_8	0.257
	POS_9	0.731
	POS_10	0.612

Table 3 shows that item ER_8, with a coefficient of 0.257, will be dropped because its coefficient is too far from 0.50. The test results showed that all items have good convergent validity.

Table 4.
CR and AVE Value

Indicator	CR	AVE
Employee Retention	0.740	0.285
Perceived Organizational Support	0.867	0.415
Employee Engagement	Cognitive	0.810
	Emotional	0.692
	Behavioral	0.787
	Total	0.833

Table 4 shows that all research variables have a composite reliability value above 0.70, so the indicators used in this research variable are reliable.

Hypothesis Model

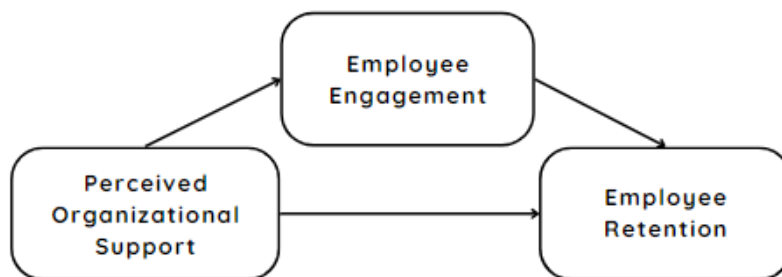


Figure 1. Hypothesis Model

Description.

H1: There was an effect of perceived organizational support on employee engagement

H2: There was an effect of employee engagement on employee retention

H3: Perceived organizational support mediated by employee engagement affected employee retention.

Result

This study aimed to determine the magnitude of the influence of perceived organizational support on employee retention through the mediating factor of employee engagement. The results of this study were analyzed using descriptive analysis to display factual data related to this study. This study examined respondents who were workers in private pharmaceutical companies in Jabodetabek, with a total of 212 respondents. The following are other demographic data from respondents in this study.

Table 5.

Respondent data based on gender and relationship status

Gender	Frequency	Percent	Relationship Status	Frequency	Percent
Male	85	40.094	Death Divorce	2	0.943
Female	127	59.906	Single	147	69.340
			Married	63	29.717
Total	212	100.000	Total	212	100.000

Table 6.

Respondent data based on length of work and education level

Length of Work	Frequency	Percent	Education Level	Frequency	Percent
1 year-2 years	110	51.887	D3	24	11.321
3 year - 5 years	37	17.453	D4/S1	155	73.113
6 months - 1 year	52	24.528	S2	8	3.774
<5 years	13	6.132	SMA/SMK	25	11.792
Total	212	100.000	Total	212	100.000

Table 7.
Respondent data based on domicile and position

Domicile	Frequency	Percent	Position	Frequency	Percent
Jakarta	89	41.983	Staff	141	66.510
Bogor	49	23.110	Supervisor	53	25.000
Depok	21	9.906	Asistant Manager	2	0.943
Tangerang	8	3.774	Manager	16	7.547
Bekasi	45	21.227			
Total	212	100.000	Total	212	100.000

Based on the demographic descriptions in Tables 5, 6, and 7, the respondents in this study were diverse. They were male and female, with the number of female respondents being more dominant. Undergraduate education (S1) and Diploma IV equivalents made up the majority, with a percentage of 73.11%. Meanwhile, based on the tenure criteria, most respondents have worked for one year—2 years. Respondents who also contributed a lot were workers at the staff level, as many as 66.510%.

Before the descriptive test, this study also conducted a normality test to see if the existing data distribution showed a normal distribution. The normality test used Shapiro Wilk, which showed a p-value <0.001, indicating that the data was normally distributed. The following are the descriptive test results from this study.

Table 8.
Descriptive Statistics

	Employee Retention	Employee engagement	Perceived Organizational Support
Valid	212	212	212
Missing	0	0	0
Mode	44.000	48.000	49.000
Median	39.000	45.000	51.500
Mean	38.632	44.509	51.255
95% CI Mean Upper	39.367	45.210	52.224
95% CI Mean Lower	37.897	43.809	50.286
Std. Deviation	5.428	5.172	7.156
Shapiro Wilk	0.970	0.960	0.976
P-Value of Shapiro Wilk	< .001	< .001	0.001
Minimum	24.000	33.000	35.000
Maximum	52.000	56.000	70.000

Based on the descriptive test that has been carried out, it can be seen that the average employee retention variable in this study is 38.632, the average for employee engagement was 44.509, and the average perceived organizational support variable in this study was 51.255.

Table 9.

Hypothesis Test

Variabel	p-value	Interpretation
<i>Perceived Organizational Support dan Employee Engagement</i>	<0.001	There was an influence (p<0.05)
<i>Employee Engagement dan Employee Retention</i>	<0.001	
<i>Perceived Organizational Support dan Employee Retention</i>	0.001	

Based on Table 9, it was stated that the results of the analysis can be seen that the p-value was 0.001 <0.05. It can be interpreted that there was an influence between perceived organizational support and employee engagement, there was an influence between employee engagement and employee retention, and there was an influence between perceived organizational support and employee retention.

Mediation test analysis

Mediation testing in this study will use JASP. This mediation test is used to determine the effect of mediating variables on the relationship between the independent and dependent variables. The following is a table of mediation test results:

Table 10.

Meditation test analysis data

Variable	p-value	Estimate	z-value	Interpretation
<i>Perceived Organizational Support dan Employee Engagement</i>	<0.001	0.084	10.863	There was an influence
<i>Employee Engagement dan Employee Retention</i>	<0.001	0.418	5.992	There was an influence
<i>Perceived Organizational Support dan Employee Retention</i>	0.001	0.032	3.234	There was an influence

Based on the mediation test results in Table 10, it can be seen that the results of the analysis of the effect of perceived organizational support on employee engagement obtained an estimated value = 0.084, z-value = 10.863 ($z > 1.96$) at $p = <0.001$ ($p < 0.05$) which indicated that there was a significant positive effect of perceived organizational support on employee engagement. Then, the results of the analysis of the effect of employee engagement on employee retention obtained an estimated value = 0.418, z-value = 5.992 ($z > 1.96$) at $p = <0.001$ ($p < 0.05$), which indicated that there was a significant positive effect of employee engagement on employee retention. Then, in the analysis of the effect of perceived organizational support on employee retention, the value of estimate = 0.032, z-value = 3.234 ($z > 1.96$) at $p = 0.001$ ($p < 0.05$), which indicated that the positive effect of perceived organizational support on employee retention had significant results.

In addition, mediation testing was also carried out regarding direct and indirect effects. The following is a table of mediation test results for direct and indirect effects.

Table 11.

Mediation test analysis data of direct and indirect effects

Variable	p-value	Estimate	z-value	Interpretation
<i>Perceived Organizational Support - Employee Retention</i>	0.001	0.032	3.234	There was an influence
<i>Perceived Organizational Support - Employee Engagement – Employee Retention</i>	<0.001	0.035	5.247	There was an influence
Total Mediation	<0.001	0.066	7.866	There was Mediation (Partial)

Based on the results of the direct or indirect effect mediation test in the table above, it can be seen that in the direct effect of perceived organizational support on employee retention, the estimated value = 0.032, z-value = 3.234 ($z > 1.96$) at $p = 0.001$ ($p < 0.05$) which indicated that the direct effect has significant results. Meanwhile, the test of the indirect effect of perceived organizational support on employee retention through the mediation of employee engagement obtained an estimated value = 0.035, z-value = 5.247 ($z > 1.96$) at $p = <0.001$ ($p < 0.05$), which indicated that the indirect effect has significant results. Therefore, it can be seen from the total mediation results that the estimated value = 0.066, z-value = 7.866 ($z > 1.96$) at $p = <0.001$ ($p < 0.05$), which indicated that the mediation that occurred was partial.

Discussion

This research aimed to find the role of employee engagement as a mediation variable that connected perceived organizational support and employee retention in employees of private pharmaceutical companies in Jabodetabek. The study received 212 respondents, with a dominant number of female respondents. Undergraduate education (S1) and Diploma IV equivalent filled the most with a percentage of 73.11%, while most respondents had worked for 1 to 2 years based on working time criteria.

The role of perceived organizational support in forming employee bonds was that employees feel supported by supervisors and co-workers who work well together and pay attention to the problems faced. This encourages employees to be actively involved in their work. It showed that the organization provided full support through employee engagement (Bakker et al., 2011).

The research findings showed that perceived organizational support and employee engagement had a positive and significant impact. The role of perceived organizational support in shaping employee engagement, according to Bakker et al., (2011), there was a feeling of an employee over supervisor as well as colleagues who were able to cooperate reasonably and watch every problem faced, which can make the employee willing to play an active role or be engaged in his work. It showed that employee engagement was created with an employee's perception of the

organization's total support (Bakker et al., 2011). This is in line with a study by Giauque et al., (2022), which showed that perceived organizational support directly affects employee engagement, where support felt by employees of an organization can increase their commitment to work. Research by Al-Omar et al., (2019) also described a significant relationship between the perceived organizational support of pharmacists in pharmaceutical companies and employee engagement. Organizational support perceived by the pharmacist can affect the level of employee engagement.

Employees who feel emotionally, cognitively, and behaviorally attached to their work tend to be more productive and high-performing. This is how organizations can retain highly performing employees and have the potential to develop, as this can help organizations achieve their long-term goals. Saks, (2006) believed that work engagement and organizational engagement significantly relate positively to organizational commitment and negatively to the intention to stop the organization's goals together.

The research findings unequivocally showed that employee engagement has a positive impact on employee retention. This finding is in line with the opinion of Saks & Gruman, (2014), who explained that work engagement and organizational engagement were significantly positively related to organizational commitments and negatively related to the intention to quit in order to achieve the goals of the organization together. It was also in accordance with the view of Fletcher et al., (2019) and Park & Johnson, (2019), who found that employee engagement was significantly related to the intent to remain and that employment engagement was entirely an intermediary between the organization and employees to stay together. This reiteration of the positive impact of employee engagement on employee retention should reassure the audience of the robustness and reliability of the research findings.

According to studies by Balakrishnan et al., (2013), Chopra et al., (2024), and Wen et al., (2023), employee retention could be significantly improved through factors such as communication, recognition, support from managers/supervisors, employee engagement, teamwork, role clarity, and employer branding. The focus on employee engagement was found to be one of the most important aspects of an effort to increase employee retention in an organization, as revealed in previous research. According to Kgomo & Swarts, (2010) and Smith et al., (2020), employee involvement had a positive impact on employee retention. Therefore, it can be concluded that one of the company's strategies to increase employee retention was by increasing employee engagement as a supportive factor. These findings empower organizations to take concrete steps toward improving employee retention and engagement, thereby enhancing their overall performance and success.

The level of employee engagement in the workplace can affect productivity and employee retention. According to Soomro et al., (2023), their research tested perceived organizational support, employee engagement, and retention in the banking sector. The results showed that companies that have organizational support systems have grown and maintained their employees for a long time.

The findings of this research are not only significant but also enlightening. They demonstrate a positive and significant impact on perceived organizational support and employee retention through employee engagement in the private pharmaceutical industry in Jabodetabek. The key to employee retention was found to be employee engagement, where retention management and employee commitment can help acquire and retain the best talent. This aligns with a study entitled 'The Relationship Between Employee Engagement, Employees Retention, and Employment Performance in Higher Education Institutions', which showed that employee engagement tends to increase employee retention. The findings were consistent with previous studies by Al-Mehrzi & Singh, (2016), Bedarkar & Pandita, (2014), Kompasno & Sridevi, (2010), Mxenge et al., (2014), Saks, (2006), Saks & Gruman, (2014). They underscore the importance of paying attention to employee engagement and employee retention, providing potential implications for human resource management and organizational policies. The findings were also in line with Nargotra & Sarangal, (2023), which showed that perceived organizational support has a significant positive impact on employee retention and engagement, where employee involvement partially mediates the relationship between Perceived Organizational Support and Employee Retention.

Based on the above exposure, understanding employees' perceptions of the organization's support for their intention to survive through employment engagement can contribute to understanding perceived organizational support for employee retention through engagement.

Conclusion

Based on the data analysis and discussion above, the employee retention phenomenon has been demonstrated by the results of an analysis conducted on 212 respondents. Perceived organizational support has a positive and significant influence on employee retention, and employee engagement as a mediator has a significant contribution.

This research is expected to help understand perceived organizational support, employee retention, and employee engagement. Perceived organizational support helps organizations achieve organizational goals and address deficiencies. Based on the analysis done in this study, perceived organizational support influences employee retention and engagement as a mediator with positive and significant results. It showed that creating and managing perceived

organizational support was important in strengthening talented employees with employee engagement.

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