

Organizational Support and Job Satisfaction as Key Factors in Reducing Healthcare Workers' Turnover Intention

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ABSTRACT

This study investigates the effect of perceived organizational support on turnover intention among healthcare professionals, emphasizing the mediating role of job satisfaction. A quantitative research design employing Structural Equation Modeling–Partial Least Squares (SEM-PLS) was applied to data collected from healthcare workers at Tarakan City Hospital. The findings reveal that organizational support significantly decreases turnover intention while enhancing job satisfaction. Moreover, job satisfaction exerts a negative effect on turnover intention and mediates the relationship between organizational support and turnover intention. The study contributes to the organizational behavior literature by confirming the mediating mechanism of job satisfaction and provides practical implications for hospital management in developing strategies to strengthen employee retention through supportive organizational practices.

ABSTRAK

Penelitian ini mengkaji pengaruh dukungan organisasi terhadap niat berpindah kerja di kalangan tenaga kesehatan, dengan menekankan peran mediasi kepuasan kerja. Penelitian ini menggunakan pendekatan kuantitatif dengan metode *Structural Equation Modeling–Partial Least Squares* (SEM-PLS) berdasarkan data yang dikumpulkan dari tenaga kesehatan di Rumah Sakit Kota Tarakan. Hasil penelitian menunjukkan bahwa dukungan organisasi secara signifikan menurunkan niat berpindah kerja sekaligus meningkatkan kepuasan kerja. Selain itu, kepuasan kerja berpengaruh negatif terhadap niat berpindah kerja dan memediasi hubungan antara dukungan organisasi dan niat berpindah kerja. Penelitian ini memberikan kontribusi terhadap literatur perilaku organisasi dengan menegaskan mekanisme mediasi kepuasan kerja serta memberikan implikasi praktis bagi manajemen rumah sakit

dalam merancang strategi retensi tenaga kerja melalui praktik organisasi yang mendukung.

INTRODUCTION

Hospitals are healthcare service organizations that play a crucial role in society. According to Law No. 44 of 2009, the government is responsible for providing hospitals based on public needs. Hospitals must have both medical and non-medical personnel, including directors, doctors, nurses, and staff, who are collectively referred to as healthcare workers. They work together to deliver healthcare services to the community. This reflects the hospital's social involvement in assisting those in need, particularly in the field of healthcare.

One of the major challenges in human resource management is turnover intention, which is faced by many organizations, including healthcare workers (Ki et al., 2020; Kim & Kim, 2021; Xu et al., 2023). High turnover intention can be a pressing issue that negatively impacts an organization's success (Kumar, 2022; Lin & Huang, 2021; Oruh et al., 2020). Internally, this can increase organizational expenses, reduce employee productivity, and lead to dissatisfaction and poor efficiency. Additionally, it has the potential to damage the organization's reputation (Bouattour Fakhfakh & Bouaziz, 2023; Saberi et al., 2023). Therefore, this issue requires special attention.

In the organizational context, social exchange theory suggests that the relationship between employers and employees is based on mutual expectations (Ahmad et al., 2023; Cropanzano & Mitchell, 2005). The implications of this theory suggest that employees tend to pay attention to the organization's commitment to them and feel that their needs are being met by their employer or organizational leadership. Thus, when employees feel supported by the organization, their commitment to its well-being and goals will increase (Park et al., 2016; Winarno et al., 2022). Perceived organizational support refers to employees' perception of how much the organization cares about their well-being (Rhoades & Eisenberger, 2002). When organizations support and treat employees fairly, fostering a stronger alignment with the organization's values, goals, aspirations, and climate, employees are more likely to remain with the organization (Afsar & Badir, 2017).

Perceived organizational support for healthcare workers helps them access the necessary resources to provide services, thereby boosting their confidence and ability to care for patients. Several studies support this finding, showing that perceived organizational support significantly reduces employees' intention to leave (Abou Hashish, 2017; Akgunduz & Sanli, 2017; Galanis et al., 2024; Rawashdeh & Tamimi, 2020; Ye et al., 2017; Zeffane & Bani Melhem, 2017).

Referring to previous empirical studies, it has been found that organizational

support can influence employee retention and reduce turnover intention. However, there is still ambiguity in defining the exact relationship between organizational support and turnover intention. Some studies have reported conflicting findings, showing that organizational support can, in fact, strengthen or have a positive impact on an employee's intention to leave (Back et al., 2020; De Simone et al., 2018; Megiyanti et al., 2022). These conflicting research findings pose a challenge in designing effective organizational support strategies to reduce employee turnover intention.

Research showing inconsistencies in the relationship between organizational support and employee turnover intention suggests the presence of other factors that may not yet be clearly identified. Organizational support, such as job security, well-being, or relationships with supervisors, does not always have a direct impact on an employee's intention to stay. However, such support can influence other aspects of the employee's work experience, which ultimately affect their decision—one of which is job satisfaction (Li et al., 2020).

Job satisfaction can be considered a key factor linking organizational support to employees' turnover intention (Nguyen & Tran, 2021; Puhakka et al., 2021). When organizations provide strong support, they create a more comfortable and positive work environment, which in turn enhances job satisfaction. With higher job satisfaction, employees are more likely to feel committed to their work and have greater motivation to stay. Thus, job satisfaction serves as a bridge that explains the relationship between organizational support and turnover intention, explaining the inconsistencies found in previous research.

Based on the previous arguments, the proposed solution in this study is to introduce job satisfaction as a mediator in the relationship between organizational support and employees' turnover intention, specifically among healthcare workers in hospitals. This proposal aims to fill the existing research gap and contribute to the development of a more comprehensive conceptual and empirical research model to address the issue. This proposition is based on Herzberg's Motivation Theory, which explains that two primary factors influence work motivation: hygiene factors and motivator factors (Rai et al., 2021; Thant & Chang, 2021). In this context, hygiene factors refer to aspects related to working conditions, such as salary, job security, relationships with colleagues, and organizational support. The implementation of this theory suggests that organizational support (as a form of hygiene factor) can enhance job satisfaction by creating better working conditions, reducing the likelihood of employee turnover intention, and strengthening human resource retention in hospitals.

Furthermore, several previous studies have demonstrated that job satisfaction can mediate the effect of organizational support on employee turnover intention (Albalawi et al., 2019; Andriyanti & Supartha, 2021; Ghasempour Ganji et al., 2021;

Liu et al., 2018; Niguse, 2019). Thus, it can be interpreted that there is an indirect relationship between organizational support and employee turnover intention through job satisfaction. Research directly linking these three variables remains limited, particularly in the context of healthcare workers in Tarakan City.

This study further develops an empirical model by examining the impact of organizational support on employee turnover intention, with job satisfaction as a mediating variable. The novelty of this research lies in proposing job satisfaction as a mediator, an aspect that has not been widely explored in the context of healthcare workers at Tarakan Hospital. This approach also aims to address the research gap regarding the effect of organizational support on employee turnover intention. Thus, this study not only contributes to theoretical insights but also provides practical implications for hospital management in enhancing employee retention through improved organizational support and job satisfaction.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Social Exchange Theory

The Social Exchange Theory, as outlined by Blau (1964) explains that exchange relationships are formed when one party provides something to another, creating an obligation for the recipient to reciprocate, even though the form and timing of the reciprocation may not always be clear or immediate (Wayne et al., 1997). In an organizational context, Social Exchange Theory suggests that employees whose needs are met by the organization are less likely to have the intention to leave. Moreover, they tend to develop a more positive emotional attachment to their job and the organization. Previous studies have also shown that the concept of "job embeddedness," which explains why employees choose to remain within an organization, is closely related to turnover intention (Akgunduz & Cin, 2015; Takawira et al., 2014).

While Social Exchange Theory provides a foundational understanding of reciprocal relationships between employees and organizations, an analytical perspective emphasizes the mechanisms through which organizational support influences turnover intention. Specifically, the theory suggests that perceived organizational support satisfies employees' socio-emotional needs, enhancing their sense of obligation and loyalty toward the organization. This obligation does not merely reflect a moral expectation but translates into measurable behavioral outcomes, such as reduced turnover intention. Furthermore, when considered alongside the concept of job embeddedness, Social Exchange Theory allows for the analysis of

mediating variables, such as job satisfaction, that explain how organizational support indirectly affects employees' decision to remain. Thus, this integrated approach moves beyond description by highlighting the causal pathways linking organizational support, job satisfaction, and turnover intention.

Herzberg's Two Factor Theory of Motivation

In 1959, Herzberg, Mausner, and Snyderman introduced the two-factor motivation model and the motivation-hygiene theory, which was influenced by Maslow's hierarchy of needs (Jones, 2011). Herzberg's Two-Factor Theory categorizes the factors affecting job satisfaction and dissatisfaction into two groups. Motivational factors relate to the nature of the job itself, such as recognition and responsibility, which enhance job satisfaction. Hygiene factors, on the other hand, pertain to the work environment, such as salary and working conditions, which can lead to dissatisfaction if not adequately addressed. Herzberg emphasized that these two factors are distinct; eliminating dissatisfaction does not necessarily lead to job satisfaction. Through this approach, he developed a two-dimensional framework that explains the factors shaping an individual's attitude toward their job.

According to Aziz et al. (2021), job satisfaction is influenced by two main factors: the extent to which an individual's motivational and personal needs are met. Ahad et al. (2021) also emphasize that in this theory, Herzberg highlights the importance of psychological factors, such as recognition and salary, as well as motivational factors as key elements in determining job satisfaction. Meanwhile, Ahad et al. (2021) highlight that meeting basic needs and addressing the motivational factors outlined by Herzberg can inspire individuals to fully commit to their work and perform at their best.

Building on Herzberg's framework, an analytical perspective suggests that hygiene and motivational factors do not operate independently but interact to shape overall job satisfaction. In organizational settings, adequate hygiene factors, such as fair salary and supportive working conditions, create a foundation that prevents dissatisfaction, while motivational factors, such as recognition and responsibility, actively enhance engagement and commitment. This interaction provides a lens to understand how perceived organizational support can indirectly influence turnover intention by first improving job satisfaction, thereby linking the theory to practical HR strategies in hospitals.

Organizational Support

Perceived Organizational Support refers to employees' belief that the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). This aligns with the perspective of Zeitlin et al. (2014), who assert

that support for satisfactory performance is inherently personal. Therefore, organizations must demonstrate appreciation for employees' contributions and ensure their well-being. The assessment of positive performance support is based on various factors, including employees' perceptions of organizational behavior, their responses to challenges, and overall organizational performance. This is influenced by the recognition provided by the company, as well as attention to employees' needs, such as respect, emotional support, and acceptance (Jing & Yan, 2022; Pelealu, 2022).

Job satisfaction

Job satisfaction is closely linked to organizational psychology and behavior, reflecting an individual's feelings or attitudes toward their job and its various aspects (Idris et al., 2018; Li et al., 2019; Shafique et al., 2018). Generally, job satisfaction is defined as employees' happiness and well-being in the workplace, manifested through positive emotional responses to their job and working conditions (Chan, 2019; Kosec et al., 2022). This sense of satisfaction arises from appreciation for the tasks performed, the work environment, and the rewards received for their contributions (Yousef, 2017).

Job satisfaction can be reflected through discipline, work ethic, and employee levels, where higher levels indicate greater satisfaction. According to Decenzo and Robbins (1994), job satisfaction represents an individual's attitude toward their work, including interactions with colleagues and superiors, adherence to rules, and the ability to overcome organizational challenges. Therefore, the level of employee satisfaction reflects their attitude toward their job.

Turnover Intention

Turnover intention refers to an employee's tendency to leave an organization, either voluntarily or involuntarily, often due to discomfort or the pursuit of new opportunities. The loss of high-performing employees can have negative impacts, disrupting team productivity and incurring additional costs for recruitment and training (Tett & Meyer, 1993). Employee turnover can also be a psychologically challenging experience for both the organization and the remaining employees (Hom et al., 2017). Therefore, organizations strive to retain committed and productive employees.

The Relationship Between Organizational Support, Job Satisfaction, and Turnover Intention

Building on Social Exchange Theory and Herzberg's Two-Factor Theory, organizational support can be understood as a key hygiene factor that fulfills employees' basic needs and socio-emotional expectations. When employees perceive

strong organizational support, they are more likely to experience job satisfaction, feel valued, and develop a sense of obligation to reciprocate by remaining committed to the organization. Herzberg's framework further suggests that addressing both hygiene and motivational factors strengthens employee engagement and satisfaction. Integrating these theoretical perspectives with empirical evidence provides a clear rationale for hypothesizing that organizational support influences turnover intention both directly and indirectly through job satisfaction.

Several studies have shown that perceived organizational support significantly reduces employees' intention to leave (Abou Hashish, 2017; Akgunduz & Sanli, 2017; Galanis et al., 2024; Rawashdeh & Tamimi, 2020; Ye et al., 2017; Zeffane & Bani Melhem, 2017). Additionally, other research findings indicate that high organizational support and related aspects have been proven to enhance employees' job satisfaction (Li et al., 2020; Lu et al., 2019; Maan et al., 2020; Penconek et al., 2021; Taheri et al., 2020). Perceived organizational support is a crucial concept in understanding how organizations influence employee satisfaction and retention. Meanwhile, empirical literature further suggests that high job satisfaction has a positive impact on employee retention by reducing turnover intention (Alam & Asim, 2019; Gebregziabher et al., 2020; Li et al., 2019; Nguyen & Tran, 2021; Puhakka et al., 2021). According to social exchange theory, the reciprocal relationship between employees and the organization can strengthen employee attachment and reduce turnover intention.

Based on the theoretical discussion and previous empirical studies, several hypotheses can be developed, including:

- H1: Adequate organizational support can reduce employees' intention to leave.
- H2: Adequate organizational support enhances employee job satisfaction.
- H3: Job satisfaction strengthens employee engagement and reduces turnover intention.
- H4: Job satisfaction mediates the role of organizational support in reducing employees' intention to leave.

From these hypotheses, a further empirical research model can be developed and illustrated as follows:

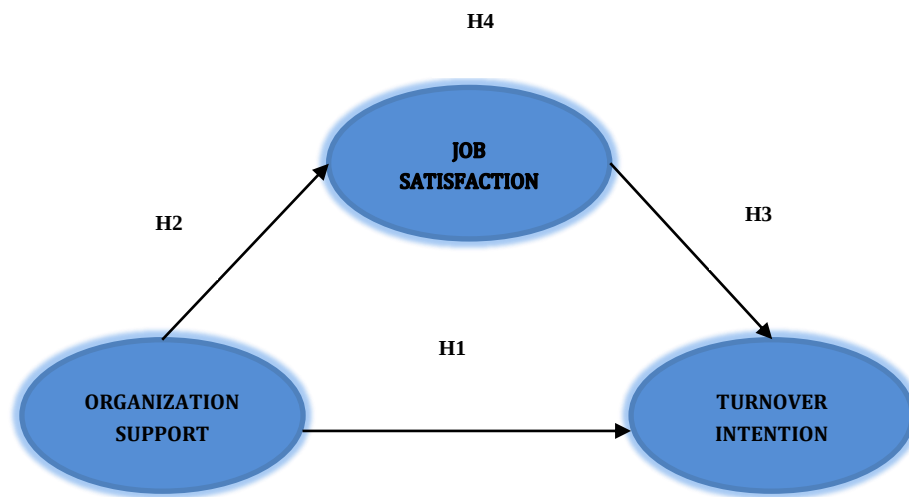


Figure 1. Empirical Research Model

RESEARCH METHOD

This study employs a quantitative causal research design using a survey approach. The population consists of all healthcare professionals working in hospitals in the city of Tarakan.

The minimum required sample size is determined based on the number of research variable indicators. In this study, there are 15 variable indicators. The minimum sample size is calculated as five to ten times the number of indicators plus the number of variables (Hair et al., 2010), That is, $(5 \times 15) + 3 = 78$ respondents.

This study uses a questionnaire as an instrument, with scoring based on the respondents' level of agreement. Responses are scored as follows: "Strongly Agree" = 5, "Agree" = 4, "Neutral" = 3, "Disagree" = 2, and "Strongly Disagree" = 1. The study includes three latent variables with 15 indicators, which are detailed in the operationalization table below:

Table 1. Research Variables and Research Indicators

No.	Latent Variable	Indicator Variable	Reference Source
1	Organization Support	1. Recognition of Contributions	(Eisenberger et al., 1997)
		2. Job Trust	
		3. Clear Task Guidance	
		4. Salary Based on Contribution	
		5. Promotion Opportunities	
2	Job Satisfaction	1. Working at Maximum Capacity	(Luthans, 2011)

No.	Latent Variable	Indicator Variable	Reference Source
		2. Satisfaction with Salary Provided	
		3. Motivation to Compete for Promotion	
		4. Supervision by Superiors as a Performance Stimulus	
		5. Positive Relationships with Colleagues	
3.	Turnover Intention	1. Want to Leave the Job	(Jehanzeb et al., 2013)
		2. Looking for Other Job Opportunities	
		3. Want to Start a Business	
		4. Feeling Restless After Work	
		5. Thinking About Quitting	

Based on Table 1, the operational definitions of the study variables are as follows. Organizational support refers to employees' perception of recognition for their contributions, trust, clear task guidance, fair compensation, and promotion opportunities. Job satisfaction is defined as employees' level of satisfaction with their workload, salary, career advancement opportunities, supervision, and relationships with colleagues. Turnover intention reflects employees' thoughts and behaviors related to leaving the organization, including wanting to leave their job, seeking other job opportunities, starting a business, feeling restless after work, and considering quitting.

This study employs Structural Equation Modeling – Partial Least Squares (SEM-PLS) to test the research model (F. Hair Jr et al., 2014). SEM-PLS is chosen because:

1. It allows testing of complex models with multiple latent variables and indicators.
2. It can handle small to medium sample sizes effectively.
3. It simultaneously evaluates measurement models (validity and reliability of indicators) and structural models (hypothesis testing).

The research model is formulated as follows:

$$\text{Turnover Intention} = \alpha_1 + \beta_1 \text{Organization Support} + \beta_2 \text{Job Satisfaction} + e \quad (1)$$

$$\text{Job Satisfaction} = \alpha_2 + \beta_3 \text{Organization Support} + e \quad (2)$$

Where job satisfaction also acts as a mediating variable between organizational support and turnover intention. The SEM-PLS procedure includes:

1. Measurement model evaluation – to assess indicator reliability, convergent

validity, and discriminant validity.

2. Structural model evaluation – to test direct and indirect relationships among latent variables and validate the proposed hypotheses (H1–H4).

ANALYSIS AND DISCUSSION

Sample Profile

This study focuses on healthcare professionals under the supervision of the Tarakan City Health Office. According to data from the Health Human Resources Information System (SISDMK) at the Tarakan City Health Office, there are a total of 12 healthcare facilities, consisting of 6 hospitals—both government-managed and privately operated—and 6 Community Health Centers (Puskesmas) within the Tarakan City area.

Based on data from the Health Office, the total number of healthcare professionals in Tarakan is 1,020. The number of respondents included in this study is 139, which exceeds the minimum required sample size ($139 > 78$), thereby meeting the sampling adequacy criteria. The sample profile in this study is presented in Table 2 below.

Table 2. Details of Respondent Profiles

Variable	Respondent Profile
Gender	Male (35%), Female (65%)
Age	21-40 years (86%), 40-60 years (14%)
Education	Diploma (63%), Bachelor's Degree (37%)
Employment Status	Civil Servant (ASN) (4%), Non-Civil Servant (Non-ASN) (96%)

Source: Primary data processed (2024)

Based on Table 2, the majority of respondents are female (65%) and between the ages of 21-40 (86%), indicating that the healthcare workforce in Tarakan City is predominantly composed of women in their productive age. In terms of education, most respondents hold a Diploma (63%), while 37% have a Bachelor's degree. Additionally, 96% of healthcare workers are Non-Civil Servants (Non-ASN), with only 4% classified as Civil Servants (ASN), highlighting a reliance on Non-ASN personnel in the healthcare sector of Tarakan. This profile reflects the key characteristics of healthcare professionals in the study area.

Measurement Model Evaluation

The measurement model evaluation is conducted to ensure that the indicators used to measure the latent variables demonstrate adequate reliability and validity. This

evaluation includes assessing the loading factor values, composite reliability, and Average Variance Extracted (AVE) for each latent variable analyzed. The detailed evaluation results are presented in Table 3.

Table 3. Loading Factor Values of Research Variable Indicators

VARIABLE	INDICATOR	Loading Factor	Composite Reliability	AVE
Organization Support	Recognition for contributions	0.754	0,93	0,74
	Job trust	0.855		
	Clear task direction	0.878		
	Salary aligns with contributions	0.899		
	Promotion opportunities	0.898		
Job Satisfaction	Working at maximum potential	0.915	0,93	0,73
	Satisfaction with salary received	0.913		
	Competitive drive for promotion	0.902		
	Supervision as a performance stimulus	0.692		
	Positive relationships with colleagues	0.826		
Turnover Intention	Desire to leave the job	0.761	0,94	0,75
	Looking for job opportunities elsewhere	0.896		
	Intention to start a business	0.919		
	Restlessness after work	0.834		
	Thinking about quitting the job	0.914		

Source: Primary data processed (2024)

Table 3 shows that all indicators forming the variables of Organizational Support, Job Satisfaction, and Turnover Intention are valid, with loading factor values of ≥ 0.7 . This indicates that all indicators exhibit good reliability. Additionally, an AVE value greater than 0.5 confirms that convergent validity is met, while a Composite Reliability score above 0.7 verifies strong internal consistency reliability for each variable.

Furthermore, the results of the square root of AVE analysis compared to the correlations between constructs can be seen in Table 4.

Table 4. Square Root of AVE Values and Correlations Between Variables

Construct	SQUARE ROOT AVE	OF	Correlation		
			Organization Support	Job Satisfaction	Turnover Intention
Organization Support	0.858	-		0.806	0.759
Job Satisfaction	0.854	0.806		-	0.835
Turnover Intention	0.867	0.759		0.835	-

Source: Primary data processed (2024)

From the output in Table 4, it can be observed that the square root of the AVE for each variable is greater than the correlations between variables, indicating good discriminant validity.

Structural Model Evaluation

The evaluation of the structural model (inner model) aims to predict the relationships between variables by measuring the explained variance and the significance of the p-values (Latan & Ghozali, 2016). This process is also used to test Hypotheses 1, 2, 3, and 4 in this study. Before proceeding, the model's goodness of fit needs to be assessed, with the results presented in Table 5.

Table 5. Goodnes of Fit Model Structural

Criteria	Parameter	Rule of Thumb
<i>Average path coefficient (APC)</i>	0.618/ P<0.001	Acceptable P < 0.05
<i>Average R-squared (ARS)</i>	0.848/ P<0.001	Acceptable P < 0.05
<i>Average adjusted R-squared (AARS)</i>	0.846/ P<0.001	Acceptable P < 0.05
<i>Average block VIF (AVIF)</i>	3.845	acceptable if ≤ 5 , ideally ≤ 3.3
<i>Average full collinearity VIF (AFVIF)</i>	4.605	acceptable if ≤ 5 , ideally ≤ 3.3
<i>Tenenhaus GoF (GoF)</i>	0.791	small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36
<i>Sympson's paradox ratio (SPR)</i>	1	acceptable if ≥ 0.7 , ideally = 1
<i>R-squared contribution ratio (RSCR)</i>	1	acceptable if ≥ 0.9 , ideally = 1
<i>Statistical suppression ratio (SSR)</i>	1	acceptable if ≥ 0.7

Source: Primary data processed (2024)

Based on Table 5, the research model demonstrates a very good fit, with p-values for APC, ARS, and AARS all below 0.01 (APC = 0.618, ARS = 0.848, AARS = 0.846). The AVIF and AFVIF values are both below 5, indicating no multicollinearity issues. The GoF value of 0.791 (> 0.36) confirms an excellent model fit. Additionally, the SPR, RSCR, and SSR values of 1 indicate no causality issues.

Next, the estimation results for the relationships between variables and the variance explained can be seen in Table 6.

Table 6. Estimation Results of Relationships Between Variables

Description Path	Path Coefficient	P value	R ²	Q ²
Organization Support → Turnover Intention	-0.854	<0.01	0.955	0.925
Organization Support → Job Satisfaction	0.860	0.032	0.738	0.727
Job Satisfaction → Turnover Intention	-0.140	<0.01		
Organization Support → Job Satisfaction → Turnover Intention	-0.120	<0.029		

Source: Primary data processed (2024)

Based on Table 6, the R-squared (R²) value for variations affecting Turnover Intention is 0.955, indicating that variations in Organizational Support and Job Satisfaction explain 95.5% of the variance in Turnover Intention, while the remaining 4.5% is influenced by other variables outside the model. This R² value falls within the strong category (R² > 0.45).

Additionally, the R-squared (R²) value for variations affecting Job Satisfaction is 0.738, meaning that variations in Organizational Support explain 73.8% of the variance in Job Satisfaction, while the remaining 26.2% is influenced by other variables outside this research model. This R² value is also categorized as strong (R² > 0.45). Furthermore, the Q-squared value obtained for Turnover Intention and Job Satisfaction is greater than 0, confirming that the model has predictive relevance.

Based on Table 6, Organizational Support has a significant negative effect on Turnover Intention (path coefficient = -0.854, p-value < 0.01), supporting Hypothesis 1. Organizational Support also has a significant positive effect on Job Satisfaction (path coefficient = 0.860, p-value < 0.01), supporting Hypothesis 2. Job Satisfaction has a significant negative effect on Turnover Intention (path coefficient = -0.140, p-value < 0.01), supporting Hypothesis 3.

The indirect effect of Organizational Support on Turnover Intention through Job Satisfaction shows a significant negative effect (path coefficient = -0.120, p-value = 0.0029 < 0.05), demonstrating that Job Satisfaction mediates the effect of Organizational Support on Turnover Intention. Thus, Hypothesis 4 is supported.

Discussion

The analysis results indicate that Organizational Support has a negative impact on Turnover Intention. This means that the stronger or higher the Organizational Support, the lower the likelihood of employees intending to leave their jobs. These findings align with and support Social Exchange Theory, developed by Blau (1964), which states that exchange relationships are formed when one party provides something of value to another. In an organizational context, employees who receive supportive resources and facilities from their organization feel a sense of attachment, satisfaction, and reduced intention to seek employment elsewhere. Furthermore, these results are consistent with previous studies conducted by Abou Hashish (2017); Akgunduz and Sanli (2017); Rawashdeh and Tamimi (2020); Ye et al. (2017); Zeffane and Bani Melhem (2017).

High organizational support—characterized by recognition for contributions, trust in employees' work, clear task guidance, fair compensation, and equal promotion opportunities—helps employees feel more comfortable and committed to their workplace, thereby reducing their intention to leave. Turnover intention, which includes thoughts of quitting, seeking job opportunities elsewhere, starting a business, feeling anxious, and considering resignation, decreases as organizational support increases. Such support fosters a sense of appreciation, security, and motivation, strengthening employees' emotional attachment and sense of belonging to the organization. Ultimately, this reduces stress, burnout, and the desire to seek opportunities outside their current workplace.

The test results indicate that higher Organizational Support leads to greater Job Satisfaction among employees in the workplace. These findings align with and reinforce Herzberg's Two-Factor Motivation Theory, which states that hygiene factors—such as a supportive work environment, fair compensation, and adequate facilities—contribute to employees' comfort and job satisfaction (Jones, 2011). Additionally, these results strengthen previous research findings that concluded Organizational Support has a positive impact on Job Satisfaction (Li et al., 2020; Lu et al., 2019; Maan et al., 2020; Penconek et al., 2021; Taheri et al., 2020). The higher the Organizational Support provided, the greater the Job Satisfaction experienced by employees.

Strong organizational support encourages employees to perform at their best, as they feel valued and supported. Fair compensation enhances job satisfaction, while open promotion opportunities motivate employees to compete healthily for career advancement. Clear supervision and guidance from managers serve as performance stimulants, helping employees feel well-directed in their work. Additionally, organizational support fosters positive relationships among colleagues, creating a

harmonious work environment. Altogether, these factors significantly enhance job satisfaction, which in turn positively impacts employee performance and loyalty to the organization.

Statistical test results indicate that job satisfaction has a negative impact on turnover intention. In other words, as employees' job satisfaction increases, their desire or intention to leave for another job decreases. This finding reinforces the role of Herzberg's Two-Factor Motivation Theory, which explains that job satisfaction motivates employee loyalty, strengthens employee attachment, and reduces turnover intention or the desire to leave (Ahad et al., 2021). Furthermore, this study aligns with previous research, which suggests that job satisfaction reduces employees' intention to switch jobs (Alam & Asim, 2019; Gebregziabher et al., 2020; Li et al., 2019; Nguyen & Tran, 2021; Puhakka et al., 2021).

Job satisfaction can reduce employees' turnover intention. When employees perform at their best and are satisfied with their salary, they feel valued and are less likely to leave or seek other job opportunities. The competitive drive for promotions fosters long-term career expectations within the organization, reducing the desire to start their own business. Supportive supervision from managers acts as a performance stimulant, making employees feel encouraged, reducing anxiety, and minimizing thoughts of resignation. Additionally, positive relationships with colleagues create a comfortable work environment, further decreasing the intention to move to another workplace.

The analysis results indicate that job satisfaction mediates the effect of organizational support on turnover intention, where this indirect relationship leads to a decrease in employees' turnover intention. These findings support and reinforce both Social Exchange Theory and Herzberg's Two-Factor Motivation Theory in explaining the factors and efforts to reduce turnover intention among employees (Cropanzano & Mitchell, 2005; Rai et al., 2021). This study aligns with previous research that has demonstrated job satisfaction as a mediator between organizational support and turnover intention (Albalawi et al., 2019; Andriyanti & Supartha, 2021; Ghasempour Ganji et al., 2021; Liu et al., 2018; Niguse, 2019).

The finding that job satisfaction mediates the effect of organizational support on turnover intention provides valuable insights into human resource management. It demonstrates that strong organizational support enhances job satisfaction, which in turn reduces employees' intention to leave.

This study highlights the importance of fostering a positive work environment to lower turnover intention. When employees feel supported and satisfied, they are more likely to develop a sense of attachment to the organization, decreasing their tendency to seek opportunities elsewhere.

CONCLUSION AND RECOMMENDATIONS

This study has successfully revealed the crucial role of organizational support in reducing turnover intention among healthcare workers at Tarakan Hospital. The analysis results indicate a strong relationship between organizational support, job satisfaction, and turnover intention, with job satisfaction acting as a mediator. These findings suggest that enhancing organizational support—such as providing recognition, career development, and a conducive work environment—can improve healthcare workers' job satisfaction, which in turn indirectly reduces their intention to leave their jobs.

These findings provide strong empirical support for Social Exchange Theory and Herzberg's Two-Factor Theory. This study makes a significant contribution to enriching our understanding of the relationship between organizational support, job satisfaction, and turnover intention. It reinforces the theoretical foundations of the aforementioned theories while offering additional empirical evidence on the importance of psychological factors in influencing employee behavior.

The results of this study have significant practical implications for hospital management, particularly in creating a more supportive work environment for employees. Management should proactively enhance organizational support by fostering a sense of security for employees through various means, such as providing recognition, career development opportunities, and participation in decision-making. Additionally, job satisfaction should be a key focus in human resource management, as increasing job satisfaction can reduce employee turnover and enhance productivity. Implementing employee well-being programs can also be an effective strategy to improve organizational support and job satisfaction, covering aspects such as health, financial stability, and personal development.

In terms of specific policy implications, hospital management could implement structured mentorship programs, regular performance feedback sessions, and employee recognition systems tailored to individual contributions. Policies that facilitate flexible work schedules, access to professional training, and mental health support services are also recommended. These targeted interventions can directly enhance organizational support and job satisfaction, thereby reducing turnover intention more effectively than general measures.

For future research, studies could examine the moderating effects of demographic factors such as age, gender, and tenure on the relationship between organizational support, job satisfaction, and turnover intention. Additionally, comparative studies across multiple hospitals or healthcare systems, including both public and private institutions, could provide more generalizable insights. Exploring

other potential mediators or moderators, such as organizational culture or leadership style, may further enrich our understanding of the mechanisms influencing employee retention.

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