

Examining the Effect of Perceived Organizational Support on Employee Performance: The Mediating Role of Intention to Stay

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ABSTRACT

This research examines how perceived organizational support influences employee performance, considering intention to stay as mediating variable, in a private hospital located in Gresik Regency, Indonesia. The study adopted a quantitative approach involving 131 employees as the research population. Through proportional stratified random sampling, 100 respondents were selected for analysis. Using SmartPLS 4, the study employed Structural Equation Modeling (SEM) to examine the data. Results show that perceived organizational support does not exert a direct effect on employee performance. Nevertheless, it has a positive and statistically significant influence on employees' intention to remain with the organization. Furthermore, intention to stay significantly enhances employee performance and serves as a full mediator in the relationship between perceived organizational support and performance outcomes. These findings highlight the importance for hospital management to foster stronger employee retention intentions by improving organizational support, which in turn can indirectly elevate overall performance levels

INTRODUCTION

In recent years, Indonesia has experienced substantial growth in the establishment of hospitals (Rahmawati, 2024). In 2023, private hospitals accounted for more than half of all hospitals in Indonesia (Kementerian Kesehatan, 2024). Along with this increase in the number of hospitals, the demand for human resources for hospitals in Indonesia also increased. However, this increase in the number of hospitals and human resources has not always been directly proportional to the quality of services provided, as is the case in East Java Province.

Although the number of hospitals rose by 10% between 2019 and 2023 (Dinas Kesehatan Provinsi Jawa Timur, 2024), several hospital service indicators have declined in certain areas and still fall short of the benchmarks established by the Indonesian Ministry of Health. The gap between the increase in the quantity of human resources and the quality of services produced indicates challenges in hospital operational management and services which may reflect the suboptimal rise of existing human resources. This reinforced by the opinion of (Sobari & Rony, 2025), that organizational performance is influenced by the abilities and skills of existing human resources.

Perceptions of organizational support are a key determinant of employees' work performance (Andromeda & Chalimah, 2025). According to Sadiyah et al. (2023), the organizational support felt by employees will encourage them to exhibit behaviors that can help the company achieve its goals by putting more effort into their work. Meanwhile, employee performance levels are reflected in the completion of their assigned task, including the amount of work completed and the quality of the results (Husain et al., 2022).

Findings concerning the relationship between perceived organizational support and employee performance remain inconsistent. Although findings vary, several studies demonstrate that perceived organizational support plays a considerable role in employee performance outcomes (Aliddin et al., 2024; Astuty & Udin, 2020; Dwiputri & Wanasida, 2024; Faris et al., 2024; Pongoh et al., 2024; Prasetyo et al., 2022; Rahmadani, 2025), other findings suggest differing result (Fahruni et al., 2025; Fetriah & Hermingsih, 2023).

In addition, three studies indicate that perceived organizational support substantially affect employees' intention to stay in the organization (Lusiana et al., 2024; Lydia et al., 2023; Sukistianingsih et al., 2023), in contrast, a previous study found that employees' perceptions of organizational support did not noticeably influence their intention to stay (Pithaloka & Ardiyanti, 2024). Furthermore, evidence from two studies indicates that employees' intention to stay significantly affect their performance (Dewi & Mulyanto, 2024; Saptoprasetyo et al., 2024) but there is one study that shows that turnover intention does not affect employee performance (Jamal et al., 2021).

This study was carried out at a private D class hospital in Gresik Regency, Indonesia. Based on interviews with hospital HR staff, the perceived organizational support level at the hospital is high in terms of support from superiors, working condition, and fairness, but still lacking in organizational rewards. The intention to stay level there is also quite high, as evidenced by

employee resignation data over the past three years, which only ranged from six to ten employees per year. Employee performance there is said to be quite good, but still not optimal yet.

Considering the identified phenomenon and research gaps, this study seeks to examine the effect of perceived organizational support (POS) on employee performance (EP), with intention to stay (ITS) as a mediating variable. To address the limited empirical evidence, this study introduces ITS as a mediating variable in examining how POS influences EP. By addressing this limitation, the study seeks to enhance understanding of the mechanisms connecting these variables and to expand the existing body of literature.

LITERATURE REVIEW

Perceived Organizational Support and Employee Performance

POS of employees is shaped by how the organization treats them, which influences employees' motivation in performing their work (Faris et al., 2024). High levels of organizational support contribute positively to improved employee performance. When employees feel supported, for example through recognition, assistance, and a supportive work environment, they often do better because they are inspired to contribute more and feel appreciated (Pongoh et al., 2024). Previous studies have proven the influence of POS on EP. Astuty & Udin (2020) found that POS significantly affects EP. These findings are reinforced by other studies (Aliddin et al., 2024; Dwiputri & Wanasida, 2024; Faris et al., 2024; Pongoh et al., 2024; Prasetyo et al., 2022; Rahmadani, 2025).

H1: Perceived organizational support has a positive significant effect on employee performance

Perceived Organizational Support and Intention to Stay

POS affects employee engagement in an organization. Employees who feel acknowledged and supported by the organization tend to exhibit stronger engagement and dedication (Sukistianingsih et al., 2023). In addition, organizational support can also reduce employees' intention to leave. Perceptions of organizational support increase employees' likelihood of remaining committed to the organization, whereas negative treatment can increase their intention to leave (Lydia et al., 2023). Numerous prior studies showed the effect of POS on ITS. Lydia et al. (2023) showed that POS significantly influences ITS. These findings are reinforced by other studies (Lusiana et al., 2024; Sukistianingsih et al., 2023)

H2: Perceived organizational support has a positive significant effect on intention to stay

Intention to Stay and Employee Performance

ITS reflects employees' desire to remain working in the organization. This motivation leads to enhanced performance, as employees become more engaged and dedicated to their work. The stronger the ITS, the greater the contribution of employees in achieving organizational goals (Dewi & Mulyanto, 2024). Several previous studies have proven the influence of ITS on EP. Dewi & Mulyanto (2024)

showed that ITS significantly affects EP. The result of this study were reinforced by another study (Saptoprasetyo et al., 2024).

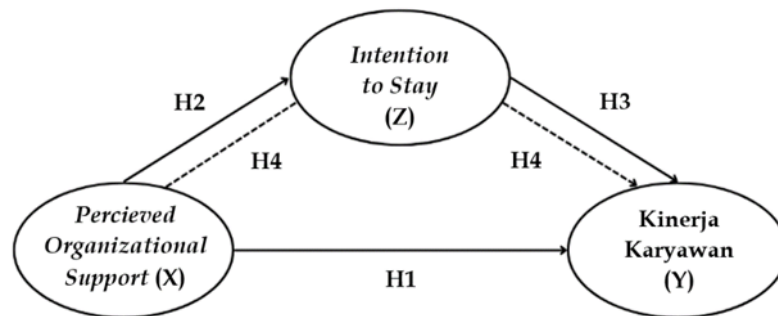
H3: Intention to stay has a positive significant effect on employee performance

Perceived Organizational Support, Intention to Stay, and Employee Performance

Employees are more likely to maintain loyalty and perform effectively when they believe the organization values their contributions and attends to their social and emotional needs (Astuty & Udin, 2020). Additionally, previous studies conducted by Lusiana et al. (2024); Lydia et al. (2023); and Sukistianingsih et al. (2023) found that POS affects ITS, while Dewi & Mulyanto, 2024; and Saptoprasetyo et al. (2024) showed that ITS has a positive significant effect on EP. This in the basis for choosing ITS as a mediator of POS on EP in this study.

H4: Perceived organizational support has a positive significant effect on employee performance through intention to stay

Picture 1 shows the conceptual framework that includes all the previously Described hypotheses



Picture 1. Conceptual Framework

METHODOLOGY

This research employs a quantitative approach, involving a total population of 131 employees. To ascertain the sample size, the Slovin formula from Slovin (1960) was used with 5% margin of error, the final sample consisted of 100 respondents. The sampling procedure involved the use of proportionate stratified random sampling (Sugiyono, 2017). The study gathered data through a 21-item questionnaire. The questionnaire adopted a 1 - 5 Likert scale, with endpoints labeled as "strongly disagree" (1) and "strongly agree" (5). Perceived organizational support was measured using indicators from Rhoades & Eisenberger (2002), intention to stay was measured using indicators from Price & Mueller (1981) in Pithaloka & Ardiyanti (2024), and employee performance was measured using indicators from Mangkunegara (2000). Data were analyzed using SmartPLS 4, applying the PLS-SEM method to examine the relationship among variables. This analysis is divided into two parts; the first part is outer model to assess the validity of the indicators by looking at outer loading value (>0.70) and Average Variance Extracted value (>0.50). This part also assesses the reliability of the indicators by looking at Cronbach's Alpha value (>0.70) and a Composite Reliability value (>0.70). The second part is inner model to test the

hypotheses; the relationship was considered significant if the p-value was <0.05 and the t-statistic was >1.96 (Hair et al., 2017).

RESULT

Respondent Characteristics

There were 100 respondents, with characteristics as listed in Table 1, which contains information about respondent characteristics such as gender, last education, age, and years of experience.

Table 1. Respondent Characteristics

	Characteristics	Number	Percentage
Gender	Male	21	21%
	Female	79	79%
Last Education	High School	13	13%
	Diploma	33	33%
	Bachelor	54	54%
Age	20 - 29 years old	43	43%
	30 - 39 years old	45	45%
	40 - 49 years old	10	10%
	≥ 50 years old	2	2%
Years of experience	< 1 years	5	5%
	1 - 5 years	49	49%
	6 - 10 years	34	34%
	> 10 years	12	12%

Source: Researcher-processed data, Ms. Excel (2025)

Table 1 shows that most respondents were female (79%), had a bachelor's degree (54%), were aged 30 - 39 years (45%), and had been working there for 1 - 5 years (49%).

Outer Model Analysis

Convergent validity is tested by looking at outer loading >0.70 and Average Variance Extracted (AVE) >0.50. If both are met, then the variable is valid. Then, construct reliability was tested with a Cronbach's Alpha value >0.70 and a Composite Reliability value also >0.70 (Hair et al., 2017). The outer model analysis in this study presented in Table 2.

Table 2. Outer Model Analysis

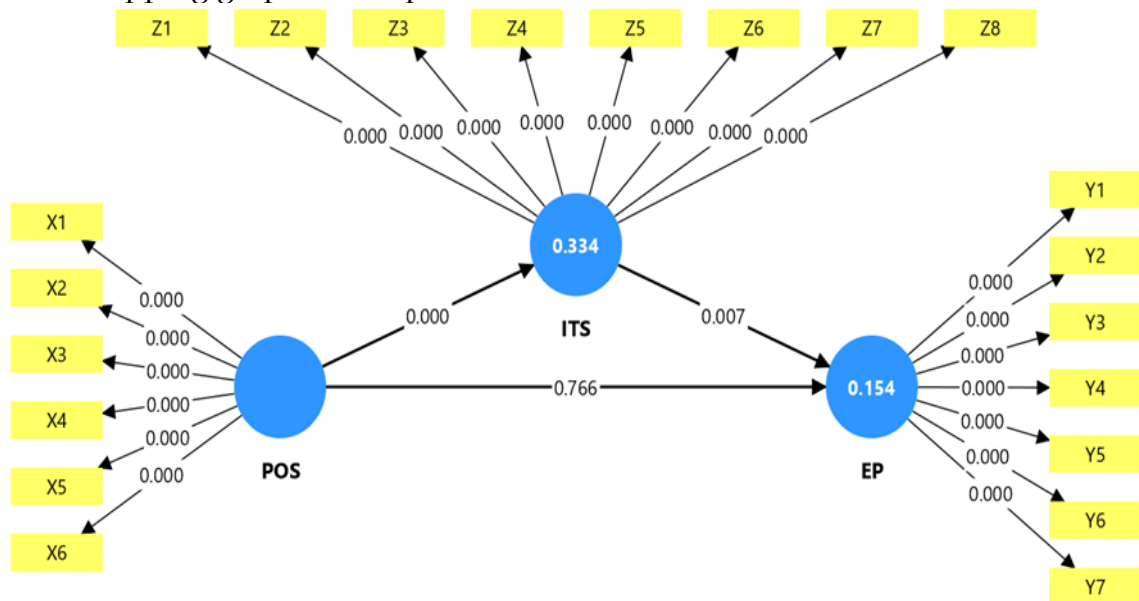
Variable	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability
Perceived Organizational Support				
POS1	0.706	0.560	0.843	0.884
POS2	0.829			
POS3	0.711			
POS4	0.767			
POS5	0.745			

Variable	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability
POS6	0.725			
Intention to Stay				
ITS1	0.866	0.693	0.936	0.947
ITS2	0.875			
ITS3	0.803			
ITS4	0.834			
ITS5	0.822			
ITS6	0.843			
ITS7	0.869			
ITS8	0.740			
Employee Performance				
EP1	0.727	0.595	0.887	0.911
EP2	0.729			
EP3	0.768			
EP4	0.856			
EP5	0.724			
EP6	0.746			
EP7	0.838			

Source: Researcher-processed data, SmartPLS 4 (2025)

Inner Model Analysis

The significance of the direct effects in the path coefficients was evaluated using the bootstrapping method, with a 5% significance level. Picture 2 shows a bootstrapping graphical output as follows



Picture 2. Bootstrapping Graphical Output
 Source: Researcher-processed data, SmartPLS 4 (2025)

The relationship was deemed statistically significant if the corresponding p-value was <0.05 (Hair et al., 2017) and the t-statistic was >1.96. The same applied to the significance test for indirect effects on specific indirect effects.

Table 3. Outer Model Analysis

Relationship	Coefficient	t-statistic	p-value
Direct Effect			
Perceived Organizational Support → Employee Performance	-0.048	0.298	0.766
Perceived Organizational Support → Intention to Stay	0.578	7.661	0.000
Intention to Stay → Employee Performance	0.419	2.697	0.007
Indirect Effect			
Perceived Organizational Support → Intention to Stay → Employee Performance	0.242	2.365	0.018

Source: Researcher-processed data, SmartPLS 4 (2025)

Table 3 present the result of the hypothesis testing. The findings indicate that POS does not have a significant direct effect on EP, as the criteria for significance at the 5% level (t-statistic >1.96 and p-value <0.05) were not met; therefore, H1 is rejected. Conversely, POS exerts a positive and significant effect on intention to stay, meeting the 5% significance criteria, and thus H2 is accepted. Similarly, ITS has a positive and significant effect on employee performance, leading to the acceptance of H3. Finally, POS has a positive and significant indirect effect on EP through ITS, supporting H4..

DISCUSSION

Based on testing of Hypothesis 1, it is known that POS does not have a significant effect on EP. This finding indicate that an increase in POS cannot yet to improve EP. Although in reality organizational support alone is not sufficient to improve employee performance at that hospital, they must still maintain the organizational support that has been provided to their employees and add other factors that can help improve employee performance. Supporting evidence comes from studies by Fahrani et al. (2025) and Fetriah & Hermingsih (2023), indicating that POS has no effect on EP.

Based on testing of Hypothesis 2, it is known that POS has a positive significant effect on ITS. The result indicate that increased POS in the hospital is associated with higher ITS. This indicates that employees will be more motivated to continue working at that hospital when they feel supported by the organization. Therefore, it is important for the hospital to maintain the support that has been provided so far and begin to increase appreciation for their employees. Supporting evidence comes from studies by Lusiana et al. (2024; Lydia et al. (2023); and Sukistianingsih et al. (2023), indicating that POS affects ITS.

Based on testing of Hypothesis 3, it is known that ITS has a positive significant effect on EP. The result indicate that increased ITS in the hospital is associated with higher EP. This indicates that employees will be more motivated and committed to their work when they have desire to continue working at that hospital. Therefore, it is important for the hospital to ensure that their employees have the intention to stay there. Supporting evidence comes from studies by Dewi & Mulyanto (2024) and Saptoprasetyo et al. (2024), indicating that ITS has a positive significant effect on EP.

Based on testing of Hypothesis 4, it is known that POS has a positive significant effect on EP through ITS. In other words, ITS successfully mediates the indirect effect of POS on EP. Although hypothesis 1 test shows no effect of POS on EP, hypothesis 4 test shows an indirect effect of POS on EP when mediated by ITS. This shows the importance of increasing ITS in the hospital, which can be done by increasing POS, which will ultimately have an impact on improving EP. Supporting evidence comes from studies by Lusiana et al. (2024; Lydia et al. (2023); and Sukistianingsih et al. (2023), indicating that POS affects ITS, as well as Dewi & Mulyanto (2024) and Saptoprasetyo et al. (2024), indicating that ITS has a positive significant effect on EP.

CONCLUSION AND RECOMMENDATION

POS has no effect on EP. This shows that higher or lower levels of perceived organizational support have no effect on employee performance. POS has a positive significant effect on ITS. The result indicate that increased POS in the hospital is associated with higher EP. ITS has a positive significant effect on EP. The result indicate that increased ITS in the hospital is associated with higher EP. POS has a positive significant on EP through ITS. This shows that ITS fully mediates the relationship between POS and EP. Therefore, the hospital is advised to increase employees' intention to remain working there, which can be done by strengthening organizational support by providing the highest possible rewards, motivation, attention, and also rewards to employees, so that employees will want to continue working there, and ultimately, they will give their best performance.

SUGGESTION

Researcher only examined the effect of POS on EP through ITS, future researchers may consider using other variables such as job satisfaction or organizational commitment. In addition, this study was only conducted at one private hospital in Gresik Regency, Indonesia with total sample of 100 respondents, future researcher may use a larger sample size.

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