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The Effect of Work Environment and Supervisors' Support on Employee Retention in Indonesian Sharia Bank Palopo City

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Keywords : *Work Environment , Support Boss , Retention Employees , Islamic Banking.*

Abstract: Source Power man is asset strategically decisive sustainability and excellence competitive organizations , including in industry Islamic banking . Bank Syariah Indonesia, Palopo City Keep going make an effort maintain power Work professional through creation environment conducive work as well as strengthening support leadership . Research This aim For analyze influence environment work and support superior to retention employees at Bank Syariah Indonesia in Palopo City . Research use approach quantitative with method survey through distribution questionnaire to all over population consisting of of 50 employees . Data processed use analysis multiple linear regression with SPSS software. Environment Work influential positive However No significant to retention employees . On the other hand , support superior influential positive and significant to retention employees . In simultaneous , both variables influential significant to retention employee with mark coefficient determination of 0.960, which means 96% of the variation retention employee can explained by the environment work and support superiors , while 4% is influenced by other variables outside the model. Findings This confirm that support superior is more factors dominant in increase retention employees at Bank Syariah Indonesia in Palopo City . Research This give implications for management For strengthening retention strategies through improvement quality connection Work between leaders and employees.

Introduction

Bank Syariah Indonesia is the result of the merger of BRI Syariah, BNI Syariah, and Mandiri Syariah, as well as to become the largest Islamic bank in Indonesia with mastery more market share from 40% since 2021. For reach vision as one of the from ten global Islamic banks based on market value , Bank Syariah Indonesia places strengthening quality source Power man as priority strategic . This is in harmony with objective company for increase Power competition through development

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competence , system award based performance , and internalization mark Islamic work (Nurfadilah , 2025).

In facing the competition industry , company need competent and committed employees . Motivation and support from party superior play a role important in increase performance and sustainability employee in organization (Pulubuhu , 2023). Retention employee become issue strategic Because loyal employees can help company reach objective in a way more effective and efficient . However , the company Still find challenge in develop the right retention strategy For maintain employee best , especially in organizations with limited number of competent human resources (Safaat Aufahasan Adzka, 2022).

The company must maintain talented and experienced employees to remain stay inside organization . Dissatisfaction on appreciation , increasing opportunity work , and change condition industry can push employee For leave company (Sumarsid & Permatasari , 2025). Therefore that , the factors like satisfaction work , leadership , stress work , compensation , and support superior become significant aspects in increase retention employee (Rohendra *et al* ., 2024).

Environment conducive work can increase Spirit work , productivity , and provide a sense of comfort and satisfaction when work , so that can pressing turnover rate (Rohendra *et al.,* 2024). However a number of study show that environment Work No always influential significant to retention employees (Setyani & Dwiarti , 2024). On the other hand , support superior proven capable increase welfare psychological employees , lowering stress work , and support performance Work so that impact on retention (Ekowati & Finthariasari , 2021). Although Thus , support the boss was also found No always give influence significant to retention in context certain (Murda, 2022).

A number of influencing factors to retention employee namely . Satisfaction factor , satisfaction factor leadership , factors stress work , factors awards , factors compensation , factors development . Furthermore , the leader must direct employees to be involved completely and show commitment to company in accordance with factors the main thing that exists , This will help increase level retention and encouragement company For reach more benefits high . Beside that , leaders and companies must give support to employee No only in aspect work , but also in matter personal they , because basically employee want to feel appreciated , so that company need recognize and appreciate existence they (Rohendra *et al.,* 2024).

Based on background behind said , the purpose of the research This is For understand and evaluate impact from condition environment work and support from superior on employee retention at Bank Syariah Indonesia in Palopo City . This aim For give outlook about how much big influence environment good job as well as support superior in increase sustainability employees , and also as input for management in manage source Power man with more Good .

Environment Work

Environment positive work marked with harmonious relationship between colleague work and superiors , and supporting facilities productivity . On the other hand , the environment Work No conducive can cause stress and reduce performance (Firjatullah *et al* ., 2023). Environment Work consists of from aspect physical and non- physical both of which must managed in a way balanced For support achievement objective organization (Mawey *et al* ., 2024).

In a way theoretical , environmental Work can explained through *Two-Factor Theory* states that that factor hygiene like condition work , interpersonal relationships , and policies organization play a role in prevent dissatisfaction work (Herzberg, 1959). Environment good job No only reduce dissatisfaction but also can increase motivation intrinsic if supported by motivating factors .

In addition , based on *Job Demands–Resources Theory* (JD-R), environment work that provides source power (job resources) such as support social and conditions comfortable work can increase involvement work and reduce burnout (Bakker & Demerouti, 2007). With Thus , the environment conducive work contribute to improvement well-being and commitment employee in organization .

Support Superior

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Support superior is form help , direction , appreciation , as well as attention leadership For increase motivation and performance subordinates (Farla et al., 2020; Rahmawati, 2024). Support the can in the form of bait feedback , good interpersonal relationships , and recognition on contribution employees (Mardianti, 2020) . Effective support will increase satisfaction work , reduce stress , and increase attachment emotional employee to organization (Harras, 2024). Lack of support can lower motivation and increase turnover intention (Lusdiyanti , 2011).

According to *Organizational Support Theory* , employees will evaluate treatment organization as form encouraging support loyalty and desire endure in organization (Rhoades & Eisenberger, 2002). Environment Work covers aspect physical , social , and psychological factors that influence comfort and capability employee in finish tasks (Karina et al., 2020). Environment conducive work can increase mental well-being , motivation , and commitment to company (Ni Made Ari Kusuma Dewi et al., 2024).

In addition , Social *Exchange Theory* state that connection Work based on the principle of reciprocity , where treatment positive from superior will replied with attitudes and behavior positive from employees (Blau, 1964). Therefore that , the more tall support boss , more and more big possibility employee For still endure in organization .

Employee Retention

Employee retention is ability organization For maintain competent employees through good HR management strategies (Sumantri & Bahrun, 2022; Suhendar, 2021). Retention important For guard stability and effectiveness organization . In addition to internal factors , compensation also influences decision employee For still survive (Pradipta & Suwandana , 2019).

Retention influenced by opportunity career , awards , and relationships harmonious work , that will increase satisfaction as well as loyalty employees (Putra & Rahyuda , 2016; Rahmawati, 2019).

In a way theoretical , retention employee can explained through *Three-Component Model of Organizational Commitment* , which states that commitment consists of on *affective, continuance, and normative commitment* (Meyer & Allen, 1991). The more tall commitment affective and normative employees , increasingly big possibility they For endure in organization .

In addition , Human *Capital Theory* explain that employee is asset worth economy for organization , so that organization need create conditions that support investment source Power man No is lost due to turnover (Becker, 1964).

Research Method

Study This The event was held at Bank Syariah Indonesia, Palopo City , located at Jl. Andi Djemma No. 150, Salekoe , East Wara, Palopo City . This location chosen because Bank Syariah Indonesia is the largest Islamic bank in Indonesia with role strategic in service Islamic finance , as well as own amount adequate staff as object study so that capable provide representative data related influence Environment Work and Support Superior to *Employee Retention.*

Population in study This is all over employees of Bank Syariah Indonesia in Palopo City , totaling 50 people . Because of the number population relatively small (less of 100 people), then technique taking samples used is saturated sampling so that all over population made into sample research (Mardhiyah et al., 2025). With Thus , the number sample The same with population namely 50 employees . This method chosen For obtain accurate and reflective data actual conditions related phenomenon study .

Data collection techniques were carried out with distribution questionnaire shaped Likert scale presented via Google Form to measure variables Work Environment , Support Superiors , and *Employee Retention* . In addition , researchers also use documentation in the form of internal company data like profile company , number employees , structure organization , as well as results studies literature through literature in the form of books , scientific papers , and references other appropriate academic with variables studied .

Data analysis techniques in study This done in a way quantitative use help SPSS application . Analysis descriptive used For describe characteristics respondents and answers related variables

research (Sugiyono & Noeraini , 2019). Before done analysis regression , validity test was carried out For ensure statement in instrument questionnaire can measure construct study with appropriate with right , and testing reliability carried out to ensure stability results measurement instrument using Cronbach's Alpha. Next assumption testing is carried out classic consisting of from testing normality as well as multicollinearity , autocorrelation , and linearity For confirm the regression model fulfil criteria decent statistics .

Analysis multiple linear regression used For know influence Environment Work (X_1) and Support Supervisor (X_2) on Employee Retention (Y). The regression model used in study This is :

$$Y = B_0 + B_1X_1 + B_2X_2 + e$$

Description :
Y = *Employee Retention*
B_0 = Constant
B_1, B_2 = Coefficient regression
X_1 = Environment Work
X_2 = Support Superior
e = Error

This model used For know direction and how much big contribution every variables in a way partial and simultaneous in influence *Employee* Retention Testing hypothesis consists of from testing normality as well as multicollinearity independent and F test for evaluate influence variables in a way simultaneously . . In addition , the coefficient determination (R^2) is used For know size model capabilities in explain variables dependent . Analysis This referring to the guide analysis regression proposed by Ghozali (2018) and Santoso (2015).

With a series stages analysis said , research This expected can give valid and reliable results as well as capable answer formulation problem about influence Environment Work and Support Superior to *Employee Retention* of Bank Syariah Indonesia Palopo Branch employees.

Results and Discussion

Results

Validation Test

Testing validity implemented For confirm that each item on the questionnaire really what you want researched . In the research this , validity tested use method item-total correlation (*Corrected Item-Total Correlation*). An item is declared valid if calculated r value more big from the r table (0.279) and the value its significance is below 0.05 . Summary results testing validity presented in Table 4.4 below

Table 1. Validation Test Results

Information	Item	r count	r table	Sig. (2-tailed)
Environment Work (X_1)	X1.1	0.940	0,000	Valid
	X1.2	0.962	0,000	Valid
	X1.3	0.931	0,000	Valid
Support Top (X_2)	X2.1	0.931	0,000	Valid
	X2.2	0.860	0,000	Valid
	X2.3	0.954	0,000	Valid
Employee Retention (Y)	Y1	0.954	0,000	Valid
	Y2	0.910	0,000	Valid
	Y3	0.904	0,000	Valid

Source : Processed data (2025)

Referring results on all over grains statement show higher calculated r value tall compared to r table (0.279) and mark significance that is below 0.05 . Conditions This indicates that all grains considered valid. In addition , the height mark correlation (all exceeding 0.86) indicates that each item

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has very strong connection with a total score construct . Therefore that , instrument questionnaire in research This assessed own quality very good and decent measurement used in the analysis process next .

Reliability test

Reliability evaluate consistency and stability of data from instrument research . when applied to similar conditions . Reliability describe level reliability something tool measuring in evaluate variables research . Instruments that have reliability tall show that every grains his statement capable give relative results the same in every measurement process .

In research this , reliability tested use Cronbach's Alpha index analyzed via SPSS version 25. Referring to Ghozali (2018), a instrument stated reliable if Cronbach's Alpha value exceeds 0.70. Based on results data processing , all variables get Cronbach's Alpha value above standard said . This is show that each item of the statement in the Questionnaire own good and reliable internal consistency as instrument measurement variables research . Reliability test results summarized in table following .

Reliability Test Results (X_1),(X_2),(Y)

Reliability Statistics

Cronbach's Alpha	N of Items
.842	3

Cronbach's Alpha	N of Items
.857	3

Cronbach's Alpha	N of Items
.891	3

Source : Processed data (2025)

Based on The results in the table above show the Cronbach's Alpha variable Environment Work (X_1) is recorded of 0.842. This value be on top threshold beyond standard reliability 0.70 so that show that all over grains statements on variables the own level good internal consistency . With Thus , the instruments used For measure Environment Work assessed reliable and capable produce stable data.

For variables Support Superior (X_2), Cronbach's Alpha value of 0.857 indicates that instrument own reliability high . The figure indicates that all statement items own strong and consistent relationship One each other, so that worthy used in measure perception employee related support given by superiors .

Temporary that , variable *Employee Retention* (Y) obtained Cronbach's Alpha value is 0.891. This value in a way significant exceed minimum standard 0.70, so show that the statement items on the variables the own excellent reliability . With mark high reliability this instrument can used in a way consistent For evaluate level retention employee in study .

Normality Test

Kolmogorov–Smirnov (K–S) normality test at the level significance of 0.05 indicates Asymp . Sig. (2-tailed) recorded of 0.851. Because the value the be on top threshold significance 0.05, then can stated that the residual data is normally distributed . This means that the regression model has fulfil assumptions normality so that still worthy For analyzed . without existence violations in aspects this . Summary normality test results presented in the following table :

Table 3. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		50
Normal Parameters [a,b]	Mean	0E-7
	Standard Deviation	2.42745100
Most Extreme Differences	Absolute	.086
	Positive	.086
	Negative	-.059
Kolmogorov-Smirnov Z		.610
Asymp . Sig. (2-tailed)		.851

a. Test distribution is Normal.
b. Calculated from data.

Source : Processed data (2025)

Based on testing in the table above obtained Asymp . Sig. (2-tailed) recorded of 0.851, more tall than the significance limit of 0.05. This value show that the residuals in the regression model normally distributed . With Thus , one of the assumptions important in classical linear regression has fulfilled . Conditions This indicates that distribution residual value is around zero mean value in a way proportional , without pattern deviation certain to direction positive and negative . Fulfillment assumptions normality This ensure that the regression model worthy used For analysis continued , such as testing multicollinearity , heteroscedasticity , and estimate multiple linear regression .

In a way methodological , results the show that the residuals produced by the model are close theoretical normal distribution , so that error predictions that appear nature random and not form pattern certain conditions This important For ensure validity parameter estimation , because models with normally distributed residuals produce estimators that satisfy characteristics *Best Linear Unbiased Estimator* (*BLUE)* , as explained by Gujarati (2012). This means that the coefficient the resulting regression nature unbiased , efficient , and has minimum variance . Findings this also illustrates that quality of data used Enough good and capable reflect phenomenon study in a way accurate .

More further , condition the normality that is fulfilled is also reinforced by the number of sample sufficient research big , namely as many as 50 respondents . Referring to *the Central Limit Theorem* , if amount sample exceeds 30, then data distribution or residuals tend to be approach normal distribution , even though the initial data No completely normal. Therefore that , although Possible there is A little deviation , thing the No give influence significant to model reliability . With fulfillment assumptions normality this , analysis regression that will done at the stage next can executed validly , and the results can used For interesting conclusion scientific about connection between Environment Work (X_1), Support Superiors (X_2), and *Employee Retention* (Y) at Bank Syariah Indonesia, Palopo City .

Multicollinearity Test

Multicollinearity Test aim For ensure that intervariable independent in the regression model No happen strong linear relationship . Testing This usually evaluated through the Tolerance and VIF parameters. The model is stated free from symptom avoided from multicollinearity when higher tolerance value big from 0.10 and the VIF value is below 10 .

Based on results analysis , Tolerance value for variables Environment Work (X_1) is recorded of 0.573 and for variables Support The top (X_2) is 0.611, both of which is above the minimum limit of 0.10. In addition , each variable own VIF values of 1.747 and 1.636, which are still far below threshold 10. Therefore that , can concluded that No there is indication There is multicollinearity between variables free in the regression model this . is used .

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Findings This show that variables Environment Work and Support Superior own contributions of a nature independent in explain *Employee Retention* , without existence excessive influence One each other. Referring to Ghozali (2018), the absence of multicollinearity ensure that every variables free give unique and creative information estimate coefficient regression become more stable as well as can interpreted in a way appropriate .

Besides , no found symptom multicollinearity signify that the data has been fulfill one of the assumptions base in classical linear regression . Conditions This important for the results estimate No experience distortion consequence height correlation intervariable independent . With Thus , the regression model used capable For trusted For continue analysis next .

Analysis equality multiple linear regression

Multiple linear regression method applied to identify how much big influence variables free to variables tied , good in a way separated and in a way simultaneously . Testing done using the t-test, F-test, and coefficient determination (R^2) as indicator feasibility of the model (Ghozali , 2018; Santoso, 2015). Based on results data processing , obtained equality multiple linear regression as following :

Table 4. Multiple linear regression

Y= β0+β1X1+β2X2+ε			
Variables	Coefficient	t-Statistic	Sig.
(Constant)	1,528	1,039	0.304
Environment Work (X_1)	0.083	1,672	0.342
Support Top (X_2)	0.094	6,089	0.000
Model Statistics	Mark	Information	
N =	50	Amount respondents	
R =	0.980	Very strong correlation	
R^2 =	0.960	96% variation *Employee Retention* explained by the model	
Adjusted R^2 =	0.959	good model	
F-Statistic =	568,900		
Sig. F =	0.000	Significant model in a way simultaneous	

In the table above , a multiple linear regression model is obtained . as following :

$$Y = 1.528 + 0.083X_1 + 0.094X_2 + e$$

Analysis multiple linear regression used For evaluate influence variables independent to variables dependent , good in a way partial and simultaneous . partial and in a way together . Testing done through t-test, F-test, and coefficient determination (R^2) as size model feasibility (Ghozali , 2018; Santoso, 2015).

Equality multiple linear regression that has been obtained describe connection between Environment Work (X_1) and Support Superior (X_2) against *Employee Retention* (Y). Every component in equality the own function alone in explain the contribution of each variable , which can described as following :

a. Constant (B_o) = 1.528

Constant value of 1.528 shows that when variables Environment Work (X_1) and Support The top (X_2) is at the point zero or No give influence whatever , then level base *Employee Retention* (Y) is at 1.528 . This means that , even though second variables independent No experience change , level retention employee still be at value said , which suggests that there is other factors outside the model that are involved influence level retention employee .

b. Coefficient Regression X_1 (Work Environment) = 0.083
Coefficient positive of 0.083 indicates that every increase One units on variables Environment Work (X_1) will increase mark *Employee Retention* (Y) is 0.083 units , with assumptions that variables Support The boss (X_2) is located in condition constant . Significance value by 0.342 which is more tall of 0.05 indicates that the resulting influence No significant in a way statistics . findings This leading to a conclusion that condition physical , comfort , and atmosphere Work Not yet become determinant main for employee in maintain self in the organization .
c. Coefficient X_2 Regression (Support Top) = 0.094
Coefficient positive of 0.094 shows that every improvement One units on variables Support The boss (X_2) will raise mark *Employee Retention* (Y) is 0.094 units , with assumptions variables Environment Work (X_1) is in the condition remains . A significance value of 0.000 (< 0.05) confirms that influence the nature positive and significant in a way statistics . This means that the more strong guidance , attention , and support provided boss , more and more big trend employee For still endure in organization .
d. Error Term (e)
component (e) reflects influence other variables outside Environment Work and Support The boss who can influence *Employee Retention* but No included in the research model this . Factors the can in the form of system compensation , opportunities development career , level satisfaction work , or variables others who don't measured in analysis regression .

Equality regression obtained show that Environment Work (X_1) and Support The boss (X_2) has direction connection positive to *Employee Retention* (Y), although level significance of each variable different . Constant value of 1.528 indicates that when second variables independent be in position zero , level base retention employee still be on the numbers said . Condition This signify that there is other factors outside the research model — such as system compensation , culture organization , as well as chance development career —which also influence decision employee For endure in company.

Variables Environment Work (X_1) has coefficient regression of 0.083 with mark significance 0.342 (> 0.05), so that although the relationship positive , its influence No significant in a way statistics . findings This hinting that aspect comfort physical and atmosphere work at Bank Syariah Indonesia, Palopo City Not yet become factor dominant determining factor retention employees . These results consistent with a number of research previously stated that influence environment Work tend appear in a way No directly , for example through improvement motivation or satisfaction Work .

On the other hand , the variable Support The boss (X_2) gives influence positive and significant to *Employee Retention* , with coefficient regression of 0.094 and the value significance of 0.000 (< 0.05). This show that the more big support provided top — includes direction , attention to welfare employees , awards on performance , as well as effective communication — increasingly high tendency employee For still stay in the organization . Support superior foster a sense of appreciation and belonging so that strengthen loyalty employee .

In a way simultaneously , the F test results obtained mark F count amounting to 568,900 with significance of 0.000 which is below the limit of 0.05 confirms that Environment Work and Support Superior in a way simultaneous give significant influence to variables dependent *Employee Retention* . Combination environment good job with support adequate superiors can create condition more psychological stable , increasing a sense of security , as well reduce potential turnover occurs .

Coefficient value determination (R^2) of 0.960 indicates that 96% of the variation in the variable dependent can explained by the variables independent in the model. changes *Employee Retention* can explained by both variables independent said , while the remaining 4% influenced by other factors outside the model, such as system awards , style leadership , or opportunity development career . Meanwhile that , value correlation (R) of 0.980 reflects existence very strong relationship between variables free with variables tied .

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Findings This consistent with theory *Organizational Support* proposed by Eisenberger et al. (1986), who stated that support provided organizations , including support from superiors , will increase perception positive and committed employee to company . Based on overall results analysis , can concluded that Support Superior is the most determining factor in increase retention employees at Bank Syariah Indonesia, Palopo City , while Environment Work functioning as factor supporting force connection the .

Hypothesis Testing

Testing hypothesis done For ensure whether variables independent own influence to variables dependent in the research model . In the research this , the testing process the implemented through analysis relevant statistics . using the t- test to measure influence partial from Environment Work and Support Superior to *Employee Retention* , as well as the F test for analyze influence both of them in a way simultaneous . Summary results testing hypothesis shown in the table following .

Table 5. Summary of Hypothesis Test Results

Hypothesis Code	Statement Hypothesis	t/F value / Sig.	Information
H1	Environment Work *Employee retention*	t = 1.672 / Sig. 0.342	Rejected
H2	Support superior *Employee retention*	t = 6.089 / Sig. 0.000	Accepted
H3	Environment work and support superior (simultaneous) *Employee retention*	F = 568.900 / Significant 0.000	Accepted

Based on table above , results testing hypothesis first (H1) shows that Environment Work own t value of 1.672 with mark significance 0.342. Significance value the more big from the significance limit of 0.05, so that can concluded that Environment Work No give significant influence to *Employee Retention* for employees of Bank Syariah Indonesia Palopo Branch . This is show that comfort environment existing work Not yet become factor the main thing that makes employee decide For endure in company . With Thus , the hypothesis First stated rejected .

Next , the hypothesis second (H2) regarding influence Support Superior to *Employee Retention* show significant results . The t - value amounting to 6,089 with Significance value by 0,000 which is more small from 0.05 shows that Support Superior influential positive and significant to retention employees . In other words, the more Good support provided superiors , then level retention employee will the more increase . attention , direction , motivation , and support emotional support given by superiors , the more tall desire employee For still work and commit to the organization . With Thus , the hypothesis second stated accepted .

On the hypothesis third (H3), the results of the F test show F value of 568.900 with mark significance 0,000, which is far more small from the significance limit of 0.05. Findings the indicates that variables the influential in a way significant . Environment Work and Support Superior in a way simultaneous influential significant to *Employee Retention* . In other words, both variables the together play a role in influence decision employee For still working at Bank Syariah Indonesia, Palopo City . Therefore that , hypothesis the third is also stated accepted .

In a way overall , results study show that Support Superior become factor dominant in increase retention employees , while Environment Work only play a role as factor supporters who have not own strength significant . Findings This give implications for party management For more prioritize strengthening strategies support leadership in effort maintain employee competent in organization .

t-test (Partial)

The t-test (partial) is used For know how much big influence every variables independent to variables dependent in the regression model . In the study this , testing the done with analyze t - value

and its significance . partial done For evaluate whether Work Environment (X_1) and Support The boss (X_2) has an influence significant to *Employee Retention* (Y) at Bank Syariah Indonesia, Palopo City . Analysis in study This done with apply multiple linear regression use help device SPSS software .

Based on t-test results are presented in the table previously , it was seen that every variables independent give different contributions to variables dependent . The description is as follows more carry on about results testing each variable is as following :

a) Variables Environment Work (X_1) Test results show that variables Environment Work own coefficient regression (B) of 0.083, with t- value 1.672 and level significance 0.001 (> 0.05). Findings This indicates that Environment Work give influence positive However No significant to *Employee Retention* . With Thus , the increase One units on variables Environment Work only potential raise level retention employee amounting to 0.083 units . However , the influence the Not yet Enough strong in a way statistics For stated significant . Findings This indicates that comfort work , facilities physical , as well as condition room Work Not yet become factors that are direct determine decision employee For still persist in Bank Syariah Indonesia, Palopo City . Because of this that , H_o is stated accepted and H_1 is rejected .

b) Variables Support Top (X_2) Test results partial show that variables Support Superior own coefficient regression of 0.094, with t- value 6.089 and level significance 0.000 (< 0.05). Findings This confirm that Support Superior Good and significant influence to *Employee Retention* . This means that every increase One units on variables Support Superior will increase retention employee of 0.094 units , and the influence the proven significant in a way statistics . Conditions This show that attention , direction and guidance provided by the leadership capable strengthen trend employee For endure in organization . With Thus , H_o is rejected and H_1 is accepted .

Based on results testing partial (t-test), known that variables Environment Work (X_1) has an effect positive However No significant to variables dependent in the research model This *Employee Retention* (Y). This means that , even though improvements in quality environment Work can give encouragement to improvement retention employees , influence the Not yet Enough strong in a way statistics For stated means . With Thus , the factors comfort , facilities physical and condition room Work Not yet become element main influencing factors decision employee For still is at in organization .

On the other hand , the variable Support The top (X_2) shows influence positive and significant to *Employee Retention* . This means the more tall level attention , direction , and form other support provided boss , more and more there is also a big tendency employee For still working at Bank Syariah Indonesia in Palopo City . Good support from leadership can strengthen connection work , increasing feelings of satisfaction to jobs , and create greater loyalty tall to organization .

Based on results analysis said , can confirmed that Support Superior is variables that have the strongest influence in increase retention employees . Meanwhile that , although Environment Work participate give impact positive , its influence No significant in a way statistics and not yet capable become factor determinant in decision employee For stay in the company .

F test (simultaneous)

The F test is used For evaluate whether variables Environment Work (X_1) and Support Top (X_2) in simultaneous influential to *Employee Retention* (Y) Testing This implemented with compare calculated F value with F table as well as see mark its significance . as well as notice mark its significance . Based on results analysis , calculated F value amounting to 568,900 with level significance of 0.000—which is far below threshold 0.05— indicates that the regression model used significant in a way simultaneously . With thus , both variables independent in study This proven in a way simultaneous give significant influence to variables dependent . *Employee Retention* on Bank Syariah Indonesia employees in Palopo City .

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In a way statistics , results The results indicates that second variables independent give contribution significant in explain variations that occur in variables dependent . The calculated F value is far exceeds the F table (around 3.20 at df = 2;47) increasingly confirm that the regression model used own ability strong predictive . That is , the combination condition environment supportive work as well as support superior in the form of guidance , motivation , and appreciation in a way simultaneously increase possibility employee choose For endure in organization .

This result in line with theory behavior organizations that emphasize that retention employee No only influenced by factors environment physical , but also by support social and psychological acceptance from superiors . Environment comfortable work will more effective if balanced with good communication and appreciation from leadership . Therefore Therefore , the management of Bank Syariah Indonesia is advised For strengthen second aspect the in a way together to maintain employees who have potential in term long .

Coefficient Test Determination (R^2)

Determination Test (R^2) is used For measure how much large regression model can describe variations in variables dependent , namely *Employee Retention* . The R^2 value is in range from 0 to 1, where the more approach number 1 shows that variables independent own increasing capabilities strong in explain changes in variables dependent the more big .

In research this , obtained R Square (R^2) value of 0.960 or equivalent with 96%. The results show that Environment Work (X_1) and Support Top (X_2) in simultaneous capable explains 96% of the variation change *Employee Retention* (Y) of Bank Syariah Indonesia employees in Palopo City . Findings This confirm that the regression model used own Power explain that it is very strong and capable represent phenomenon study in a way accurate .

The Adjusted R Square value of 0.959 is increasing strengthen model fit , because mark the still tall although has customized with amount variables independent used in analysis . Referring to Ghozali (2018), Adjusted R Square functions correcting potential bias due to addition variables free in the model. With values close to 1, can stated that the regression model in the study This is at in very good and stable category in explain connection intervariable .

Temporary that , the rest by 4% variation *Employee Retention* explained by other factors that are not entered to in the model, such as culture organization , system compensation , burden work , or style leadership . With thus , it can concluded that variables Support Superiors and Work Environment provide a huge contribution to change *Employee Retention* . which is very large to level retention employees . Research model this is also stated fulfil Research result show that variables Environment Work No influential significant on Employee Retention of Bank Syariah Indonesia employees in Palopo City . This proven from results analysis multiple linear regression which shows mark coefficient regression of 0.083, with t - value of 1,672 and the level significance of 0.342, which is more big from the significance limit of 0.05. In statistics , findings This indicates that Environment Work own direction influence positive , but influence the No significant to decision employee For survive in the organization . Conditions This show that facility work , layout , and atmosphere environment physique Not yet become consideration main for employee in maintain connection Work with company . Employees possibility more prioritize other related factors direct with satisfaction and commitment work , such as awards , opportunities development career , as well as quality interpersonal relationships in place work . With however , although environment comfortable work still important in support productivity , but in context study This its influence Not yet Enough strong in a way statistics in increase retention employee .

Different with variables Work Environment , Support Superior proven own influence positive and significant to *Employee Retention* . The results of data processing show that Support Superior own coefficient regression of 0.094, with t - value amounting to 6,089 and the level significance of 0.000, which is far below the 0.05 limit. Findings This show that Support Superior in a way statistics play a role important in increase retention employees . This means that the more tall level support provided boss — good in form guidance work , effective communication , motivation , and appreciation to

performance — increasingly big trend employee For still endure in organization . Support superior creates a feeling of being appreciated and recognized , which in turn strengthen loyalty and attachment emotional employee to company .

In a way simultaneously , the results of the F test show that variables Environment Work and Support Superior in a way together influential significant to Employee *Retention.* This proven with F-value count amounting to 568,900 and the level significance of 0.000, which is more small of 0.05. In addition , the value coefficient determination (R^2) of 0.960 indicates that 96% of the variation *Employee Retention* can explained by both variables independent in the research model this , while the remaining 4% influenced by other factors outside the model. Findings This indicates that although Environment Work No influential significant in a way partial , its existence still give contribution when combined with Support Strong boss in create condition supportive work sustainability employee .

With Thus , the results study This confirm that improvement retention Employees at Bank Syariah Indonesia in Palopo City are highly dependent on policies and approaches applied leadership in organization . Support consistent and quality superiors proven become factor dominant in maintain employees , while environment Work play a role as factor supporting force influence said . Therefore that , organization need integrate repair environment Work with strengthening quality connection between superiors and subordinates so that retention strategies employee can walk in a way more effective and sustainable .

Conclusion

Based on results analysis of data that has been conducted , research This show that all over variables independent tested own influence significant to variables bound . This is proven through statistical test values that are below level significance , so that every formulated hypothesis can accepted . With Thus , the research model used in studies This proven capable explain connection intervariable in a way empirical .

Findings this also indicates that every factors studied own contribution important in increase results or performance in the context that becomes focus research . Influence positive from variables the reflect that the more Good implementation variables independent , then the more the variable also increases bound to become objective main research . Conditions This strengthen theory and results study previously stated that factors the of course own role strategic .

In a way overall , research This give proof empirical that can made into base in taking decision or compilation more policies effective . Research this also opens chance for study furthermore For develop a more sophisticated model comprehensive with add other variables or expand object research . The hope is that the results study This can give contribution real in development knowledge knowledge and practice in the field , especially in improvement quality and achievement objective organization or agency related .

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