

**FACTORS INFLUENCING RETENTION OF REMOTE  
EMPLOYEES AT PLACEMENT INTERNATIONAL****Wynona Sheehan Purba <sup>1</sup>, Suresh Kumar <sup>2</sup>**<sup>1</sup>President University, wynona.purba@student.president.ac.id<sup>2</sup>President University, sureshkumar@president.ac.id**ABSTRACT:**

*This study aims to explore and analyse the factors influencing the retention of remote employees, focusing on the role of a supportive remote work environment, organizational commitment, person-organization fit, and work fulfilment. The research seeks to understand how these variables interact and contribute to long-term employee retention within a remote work setting. By examining these relationships, the study provides valuable insights into the dynamics of remote work environments and their influence on organizational stability and employee satisfaction. A quantitative research design was employed, with data collected through an online survey distributed via Google Forms to remote employees at Placement International. Data were analysed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with Smart PLS 3. The findings reveal that a supportive remote work environment positively influences organizational commitment, person-organization fit, and work fulfilment. Additionally, organizational commitment and work fulfilment are shown to positively impact remote employee retention, while person-organization fit does not directly influence retention. This research offers actionable insights for companies employing remote workforces, highlighting the importance of fostering a supportive work environment to enhance employee commitment and fulfilment, which are critical for improving retention rates. These findings can guide HR policies and remote work strategies to ensure long-term workforce stability. The study contributes to understanding how remote work environments can be optimized to improve the quality of life for employees by focusing on factors that enhance their work experience and overall well-being, which is especially relevant in the growing shift toward flexible work arrangements. This research is pioneering in its investigation of remote employee retention, incorporating the variables of supportive work environment, organizational commitment, person-organization fit, and work fulfilment. Furthermore, it is the first to study these relationships within the context of Placement International, offering a novel contribution to both academic literature and business practice.*

**Keywords:** Remote Employee Retention, Supportive Remote Work Environment, Organizational Commitment, Person-organization Fit, Work Fulfilment

**1. Introduction**

The COVID-19 pandemic has brought about significant and lasting changes in the way work is organized across the globe. One of the most profound shifts has been the transition from traditional office-based

work to remote work arrangements. Initially viewed as a temporary solution to a public health crisis, remote work has evolved into a permanent fixture in many organizations due to the numerous benefits it offers, such as increased flexibility and cost savings (Adekoya et al., 2022). This shift represents a major departure from conventional workplace practices, as it redefines not only where work is performed but also how it is managed and structured. The growing prevalence of remote work necessitates a reevaluation of employee management strategies, particularly those related to employee retention, engagement, and commitment (Chatterjee et al., 2022).

In remote work environments, the absence of in-person interactions and the traditional support structures of the office pose unique challenges. Conventional work settings, where face-to-face communication and direct supervision are the norm, allow for easier implementation of supportive workplace environments. However, remote work requires customized strategies to maintain employee satisfaction and foster organizational commitment. The lack of direct interaction can lead to issues such as feelings of isolation, miscommunication, and a diminished sense of belonging, all of which can negatively impact employee retention (Raghuram, 2021). Organizations must, therefore, develop and implement innovative approaches to manage their remote workforce effectively and ensure long-term employee retention.

Recent data highlights the challenges associated with remote work and its implications for employee turnover. According to the "U.S. Office Attendance Policy Trends Q3 2023" study (Figure 1), which analysed data from 278 U.S. companies across various industries, fully remote companies experience significantly higher turnover rates compared to them in-person or hybrid counterparts. The study found that fully remote organizations reported an average turnover rate of 20.1%, while companies with hybrid or in-office models had lower turnover rates, ranging from 9.4% to 11.9% (U.S. Office Attendance Policy Trends Q3 2023, 2023). These figures underscore the need for organizations to develop effective strategies to retain remote employees and minimize turnover.

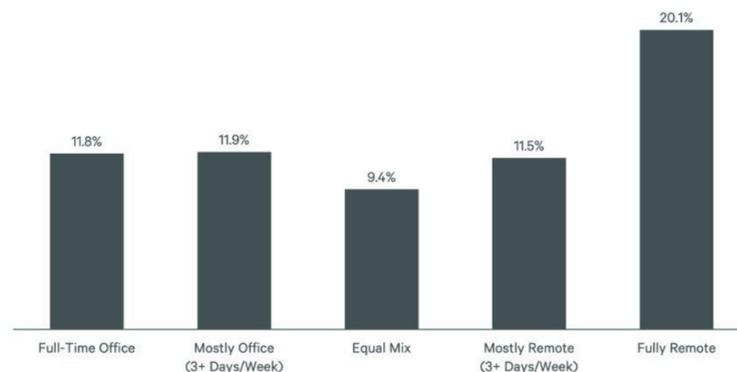


Figure 1. US Office Attendance Policy Trends Q3 2023

Source: (U.S. Office Attendance Policy Trends Q3 2023, 2023)

In Indonesia, remote work has also become an integral part of organizational policies following the end of the pandemic. A survey conducted by Robert Walters, titled "How Do Employees in Indonesia Feel About Remote Working?", found that five out of six professionals prefer having more opportunities to work from home in the future. This growing demand for remote work reflects the changing expectations of employees regarding job satisfaction and work-life balance. However, the survey also identified several challenges associated with remote work in Indonesia, including social isolation, longer working hours, and the need to adapt to working without a proper office setup. These factors contribute to distractions, reduced social engagement, and, ultimately, difficulties in maintaining high levels of employee retention (How Do Employees in Indonesia Feel About Remote Working? 2023).

As remote work becomes more commonplace, understanding how to create and maintain an effective remote work environment is essential for organizations looking to retain their workforce. This study explores the factors that influence remote employee retention, focusing on variables such as work fulfilment, organizational commitment, person-organization fit, and a supportive remote work environment. The research is particularly relevant in light of the growing prevalence of remote work, as it

aims to provide valuable insights into the strategies organizations can employ to enhance retention in this context.

Despite the increasing adoption of remote work, many organizations continue to face difficulties in retaining remote employees. A major reason for this challenge is the lack of effective retention strategies specifically designed to address the unique issues inherent in remote work (Alvarez-Torres & Schiuma, 2024). Remote employees often experience feelings of isolation and miscommunication due to the absence of face-to-face interactions, leading to decreased organizational commitment (Anjum & Rahaman, 2022). As remote work becomes more embedded in organizational structures, there is an urgent need to identify the key factors that influence remote employee retention, with a particular focus on how a supportive remote work environment can mitigate the challenges of isolation, enhance organizational commitment, and foster work fulfilment (Hamouche, 2021).

The present study seeks to address these issues by investigating the factors that contribute to remote employee retention, with a specific focus on Placement International, a company that operates with a remote workforce. By examining variables such as a supportive remote work environment, organizational commitment, person-organization fit, and work fulfilment, this research aims to provide organizations with actionable insights that can guide the development of effective strategies to retain remote employees. In doing so, it fills a critical research gap in understanding how these factors interact in a remote work setting and offers practical solutions to improve retention rates.

In reviewing the existing literature, it becomes evident that while the benefits of a supportive work environment for employee retention are well-documented, most studies have focused on traditional, in-office work environments. The rapid growth of remote work, particularly in the wake of the pandemic, calls for a deeper understanding of how these dynamics operate in remote settings (Naz et al., 2020). Furthermore, while previous research has explored variables such as organizational commitment, person-organization fit, and work fulfilment in relation to employee retention, there remains a need for more nuanced analyses that consider the unique challenges of remote work (Vui-Yee & Paggy, 2020). This study, therefore, seeks to extend the existing body of knowledge by incorporating these variables into a remote work framework and examining their impact on employee retention in a remote context.

In conclusion, as organizations continue to adapt to the growing trend of remote work, understanding how to retain remote employees has become a pressing concern. This study aims to provide valuable insights into the factors that influence remote employee retention by examining the roles of a supportive remote work environment, organizational commitment, person-organization fit, and work fulfilment. The findings from this research will offer practical recommendations for organizations seeking to improve their remote work strategies and foster long-term employee engagement and loyalty in a remote setting.

## 2. Literature review

### 2.1 Supportive Remote Work Environment

A remote work environment refers to a setting where employees perform their duties outside of a traditional office, such as from their homes or other locations (Nadiv, 2022). Positive employee outcomes, such as job satisfaction and organizational commitment, are fostered when employees feel supported by their peers, supervisors, and colleagues, leading to the creation of a supportive remote work environment (Yusliza et al., 2021). A supportive work environment can enhance employee performance by fostering mutual support, effort, and dedication (Tran et al., 2021). Importantly, such an environment must evolve alongside generational shifts and their respective work values. Promoting cooperation, communication, and well-being enhances job satisfaction and motivation by creating collaborative environments that integrate values supporting employees' well-being (Pataki-Bittó & Kapusy, 2021). The supportive work environment can be assessed using various measures of perceived support and communication effectiveness (Tran et al., 2021). For instance, when team leaders check in with remote employees to provide updates and clarifications, employees may feel more supported. Leadership that offers direction, advice, and support on assignments also contributes to this measurement. Flexibility in remote work schedules, support for work-life balance, and assistance in resolving issues further demonstrate an organization's care for its remote workers. Additionally, the company's ability to maintain open communication channels within remote teams is critical to fostering a cohesive and collaborative work environment.

### *2.2 Organizational Commitment*

Organizational commitment is a multidimensional construct encompassing three mind-sets: the desire to remain with the organization (affective commitment), the feeling of obligation to stay due to reciprocity (normative commitment), and the perceived cost of leaving associated with limited alternatives (continuance commitment) (Afshari et al., 2020). It also refers to the extent to which an individual aligns their responsibilities with the organization's ideals and objectives across these three dimensions (Bashir & Gani, 2020). The significance of organizational commitment lies in its strong correlation with lower employee turnover intentions. Employees with strong affective commitment are intrinsically motivated to stay, promoting workforce stability and continuity (Lakshman et al., 2022). Organizational commitment also creates a psychological bond that reduces the likelihood of employee turnover, contributing to long-term stability and cohesion (Bae, 2023). Organizational commitment can be measured using evaluative tools that assess employee loyalty, dedication, and satisfaction (Naz et al., 2020). These tools evaluate employees' willingness to exert extra effort for organizational success and their contentment with their roles and employers. Additionally, they gauge employees' long-term commitment to the company by assessing their vision for the organization's future and the likelihood of remaining with the organization.

### *2.3 Person-Organization Fit*

Person-Organization Fit (P-O fit) refers to the degree to which an individual's values align with the values of the organization they work for. This alignment, particularly in terms of subjective perceptions, plays a critical role in shaping individual attitudes and behaviours (Ashfaq, 2021). P-O fit, often defined as compatibility between an individual and their work environment, is crucial for understanding employees' commitment and contributions to organizational goals and values (Dhir & Dutta, 2020). P-O fit is a key factor for both individuals selecting organizations and recruiters choosing employees. A high degree of fit positively influences organizational identification, commitment, and job retention, reducing turnover (Jehanzeb, 2020). Employees who perceive a strong alignment with the organization's values are more likely to socialize faster, remain committed for longer periods, and exhibit higher organizational commitment (Dahleez et al., 2021). The degree of P-O fit is typically measured by assessing the alignment between employees' personal values and the organization's culture (Yusliza et al., 2021). These tools also evaluate employees' satisfaction with their tasks and responsibilities, the fit between their skills and job requirements, and the extent to which their personalities align with the organizational culture.

### *2.4 Work Fulfilment*

Work fulfilment refers to employees' sense of autonomy, competence, and relatedness within their work environment, which contributes to intrinsic motivation and overall satisfaction (Y. Lee et al., 2021). It reflects the degree to which an individual's psychological needs are met, leading to feelings of contentment and productivity (Guo et al., 2023). Work fulfilment plays a critical role in employee retention by fostering motivation and job satisfaction. Employees who feel fulfilled are more likely to stay with their current employer, thus improving retention rates (Walker et al., 2022). Prioritizing work fulfilment in the workplace benefits both employees and organizations by enhancing job satisfaction, promoting mental well-being, and boosting productivity (Agrawal, 2023). Tools used to measure work fulfilment assess key aspects such as satisfaction with personal and professional development opportunities, the impact of remote work on work-life balance, and overall satisfaction with remote work experiences (Vui-Yee & Paggy, 2020).

### *2.5 Remote Employee Retention*

Remote employees, also known as "e-workers," are individuals who utilize technology to work from any location outside of a traditional office (Grant et al., 2013; Pataki-Bittó & Kapusy, 2021). Remote employee retention refers to the deliberate efforts by an organization to create an engaging work environment that motivates employees to stay with the company over an extended period (Islam et al., 2022). Effective remote employee retention strategies include offering flexible schedules, virtual team-building activities, and robust communication tools tailored to meet the unique needs of remote workers. The importance of employee retention cannot be understated, as it yields benefits such as cost savings, preserved institutional knowledge, maintained productivity, and sustained customer satisfaction (Bharadwaj & Yameen, 2020). Retention is typically measured by assessing employees' intentions to

remain with the company, their willingness to recommend the company as a great place to work, and the alignment between the organization's culture and the employees' personal values (Frye et al., 2020).

## 2.6. Relationship among Variables

### 2.6.1 Relationship between Supportive Remote Work Environment and Organizational Commitment

A supportive remote work environment promotes organizational commitment by fostering independence, work-life balance, and effective communication, which allows employees to manage their schedules while seamlessly integrating personal and professional responsibilities (Sokal et al., 2021). Strong leadership combined with a positive organizational culture that values inclusion and collaboration—such as regular recognition, feedback, and opportunities for development—enhances employees' sense of value and investment in the organization, thereby strengthening their commitment (Guzeller & Celiker, 2020). When organizations prioritize a supportive environment for their remote workforce, employee engagement, loyalty, and productivity are likely to increase (Rameshkumar, 2020).

*H1: A supportive remote work environment positively influences organizational commitment.*

### 2.6.2 Relationship between Supportive Remote Work Environment and Person-Organization Fit

Employees' sense of belonging and alignment with the organization's values and goals strengthens when they perceive support from their superiors, which, in turn, increases their satisfaction and perceived contribution to organizational objectives (Dhir & Dutta, 2020). Effective communication tools, managerial support, and trust play pivotal roles in reinforcing the relationship between remote employees and their employers, underscoring the importance of a supportive environment in cultivating a positive person-organization (P-O) fit. A positive remote work environment can be further enhanced by recognizing remote workers' contributions, promoting work-life balance, and investing in collaboration technologies. When organizations prioritize these factors, they improve remote employees' sense of belonging and alignment with the organizational culture, leading to higher levels of satisfaction, engagement, and commitment across distributed teams (Pinnington et al., 2023).

*H2: A supportive remote work environment positively influences person-organization fit.*

### 2.6.3 Relationship between Supportive Remote Work Environment and Work Fulfilment

A supportive remote work environment can enhance employee engagement and productivity in both regular and crisis situations (Anand & Acharya, 2021). By mitigating stressors common in traditional office settings—such as long commutes and rigid schedules—a supportive remote work environment reduces burnout and increases job satisfaction (Shirmohammadi et al., 2022). Additionally, remote work can improve work-life balance, enabling employees to better integrate their personal and professional responsibilities, which leads to greater work fulfilment and overall quality of life (Prodanova & Kocarev, 2022).

*H3: A supportive remote work environment positively influences work fulfilment.*

### 2.6.4 Relationship between Organizational Commitment and Remote Employee Retention

Empirical studies have consistently demonstrated the importance of organizational commitment (OC) in employee retention. A positive work environment fosters greater organizational commitment, thereby increasing employees' intent to remain with the organization (Naz et al., 2020). Conversely, a negative work environment diminishes employees' commitment and raises the likelihood of turnover (Farhan, 2020). The relationship between organizational commitment and employee retention (ER) suggests that when workers feel supported by their employers and supervisors, they are more likely to respond positively by committing to their jobs and reducing their desire to leave.

*H4: Organizational commitment positively influences remote employee retention.*

### 2.6.5 Relationship between Person-Organization Fit and Remote Employee Retention

The alignment between organizational values and personal values significantly contributes to employee commitment and job retention, which highlights the relationship between a supportive work environment and person-organization fit (Kundu & Lata, 2017; Lee et al., 2022). The perceived organizational support (POS) and person-organization fit (P-O fit) are positively correlated, reflecting the value of a supportive work environment. Employees who perceive strong support from the organization tend to display higher levels of organizational commitment, particularly when their personal attributes align with the

organization's culture and objectives (Jehanzeb, 2020b). The relationship between person-organization fit (POF) and employee retention indicates that when employees perceive congruence between their values and those of the organization, their intent to leave the company decreases (Naz et al., 2020).

*H5: Person-organization fit positively influences remote employee retention.*

#### 2.6.6 Relationship between Work Fulfilment and Remote Employee Retention

Work Fulfilment has a significant positive influence on employee retention, suggesting that employees who find their work fulfilling are more likely to stay with the organization (Vui-Yee & Paggy, 2020). Providing remote employees with the necessary technology, equipment, communication tools, and collaboration opportunities fosters a sense of empowerment, which enhances work Fulfilment. This, in turn, leads to greater job satisfaction, reduced feelings of isolation, and improved retention (Jamaludin & Kamal, 2023). Additionally, fostering clear communication and creating opportunities for collaboration help employees connect with their coworkers and organizational goals, further enhancing work fulfilment. Giving remote employees autonomy and flexibility allows them to focus on meaningful tasks, leading to a sense of accomplishment and fulfilment (Selvi & Madhavkumar, 2023).

*H6: Work fulfilment positively influences remote employee retention.*

#### 2.6.7 Relationship between Supportive Remote Work Environment and Remote Employee Retention

Multiple studies have shown that a supportive work environment is a strong predictor of employee retention. According to Naz et al. (2020), a supportive work environment not only shields employees from stress and burnout but also fosters positive behaviour due to the sense of support from supervisors and co-workers. A supportive work environment encourages employees to exhibit positive working behaviours, benefiting both the organization and employee retention (Prayoga & Rahmani, 2023). Employees are more likely to remain with an organization when they feel valued and supported in their roles (Yusliza et al., 2021).

*H7: A supportive remote work environment positively influences remote employee retention.*

#### 2.7 Theoretical Framework

These variables build upon several previous studies, including those by Nayak et al. (2021), Naz et al. (2020), Papa et al. (2020), Upadhyay et al. (2020), Vui-Yee and Paggy (2020).

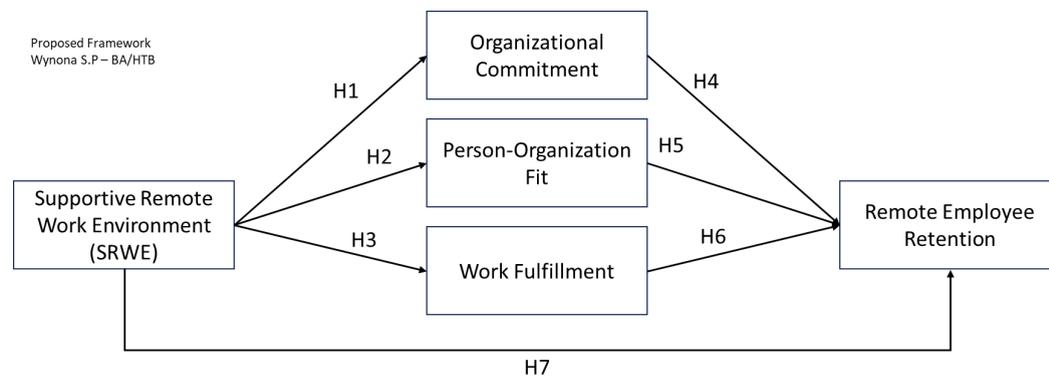


Figure 2. Theoretical Framework

### 3. Research Method

This study employs purposive sampling, allowing for a targeted approach in selecting participants. The purposive sampling technique ensures that participants, specifically sales employees working remotely at Placement International, provide the most relevant data for the research. The population for this study consists of 108 remote employees at Placement International. To ensure the data is representative, a sample of 32 remote employees was selected. The combination of purposive and voluntary response sampling methods allowed the researchers to gather data within three months, ensuring efficiency and relevance to the research objectives. Data was collected via a survey questionnaire, which consisted of 33 statements organized into seven sections. The first section included two filter questions to ensure the

efficacy of the purposive sampling. The second section focused on measuring a supportive remote work environment, using seven questions adapted from prior studies (Tran et al., 2021; Choi, 2020). Work fulfilment was measured in the third section using five questions based on existing research (Vui-Yee & Paggy, 2020). The fourth section addressed person-organization fit, incorporating eight questions drawn from prior studies (Yusliza et al., 2021). The fifth section measured organizational commitment using five questions adapted from the work of Naz et al. (2020). The sixth section, on remote employee retention, featured five questions based on Frye et al. (2020). The final section allowed respondents to provide feedback on their overall experience with remote work at Placement International, offering additional comments or suggestions. This structured approach ensured that all aspects of the study's variables were comprehensively covered. Data was collected using Google Forms, which was distributed via company-wide email to remote employees. The survey was conducted between February and April 2024.

Google Forms was chosen for its ease of use and its ability to reach respondents across multiple locations efficiently. All responses were kept confidential, and only those who passed the filter questions were included in the analysis. To address potential common method bias (CMB), Harman's single-factor test was applied, with an expectation that CMB would be below 50%; if a single factor explained more than 50% of the variance, significant bias would be indicated (Aboramadan, 2021). Construct validity was assessed through convergent and discriminant validity, ensuring that constructs accounted for at least 50% of the variance using the Average Variance Extracted (AVE) and confirming the distinctiveness of the constructs (Saeed et al., 2022; Ahmed et al., 2021). Composite reliability was evaluated to guarantee consistent measurement of underlying concepts, with acceptable values ranging from 0.844 to 0.946, indicating strong internal consistency (Lo et al., 2021). Hypothesis testing, conducted via regression analysis using Smart PLS 3, employed a stricter p-value threshold to enhance result reliability due to the smaller sample size (Wasserstein et al., 2019). Additionally, R-squared ( $R^2$ ) values were used to determine the proportion of variance explained by independent variables, classified as weak (0.02-0.13), moderate (0.13-0.26), or high (above 0.26), ensuring thorough model performance evaluation and mitigating overfitting risks (Rehman et al., 2023; Kadir et al., 2024).

#### 4. Results and Discussion

##### 4.1 Results

Data for this research were collected via an online questionnaire, yielding 54 responses. However, after applying the filter questions, only 32 responses qualified for inclusion in the final analysis. The respondents are active employees at Placement International, all of whom are working remotely. The majority of respondents hold the position of Placement Specialist, representing 53% (17 respondents), followed by Placement Managers at 25% (8 respondents), Placement Supervisors at 16% (5 respondents), and Placement Interns at 6% (2 respondents). In terms of employment duration, 50% of the respondents (16 employees) have been with Placement International for less than one year. Additionally, 34% (11 respondents) have worked for 1–2 years, 13% (4 respondents) for 3–4 years, and only 3% (1 respondent) have been employed for more than 4 years. These characteristics provide a comprehensive profile of the remote workforce under study, ensuring the relevance of the data for analysing employee retention in remote work settings.

In this study, the potential influence of Common Method Bias (CMB) was assessed using Harman's Single Factor Test, with a threshold of less than 50% (Kock, 2021). To perform this diagnostic measure, the researcher utilized IBM SPSS Statistics version 26, conducting an exploratory factor analysis (EFA) on all survey items.

Table 1 Common Method Bias

Factor	Total Variance Explained			Extraction Sums of Squared Loadings		
	Initial Eigenvalues		Cumulative %	Total		Cumulative %
	Total	% of Variance		Total	% of Variance	
1	14.799	51.031	51.031	14.361	49.521	49.521

Source: IBM SPSS Statistics 26 Result

As shown in Table 1, the analysis revealed that a single factor accounted for 49.521% of the cumulative variance, which falls slightly below the critical 50% threshold. This result suggests that while there is some indication of common method variance, it does not substantially affect the validity of the

findings.

Convergent validity was assessed based on guidelines from Hair et al. (2022), where an Average Variance Extracted (AVE) value of 0.50 or higher indicates that a construct explains at least half of the variance in its indicators. The researcher used SmartPLS 3 to estimate both convergent and discriminant validity. As detailed in Table 2 all AVE values were above 0.50, confirming the validity of the variables measured. In terms of internal consistency, Hair recommends a Cronbach's alpha value of 0.70 or higher for adequate reliability. All constructs in this study met this threshold, as evidenced by the favourable results shown in Table 2, suggesting strong internal consistency. Additionally, Composite Reliability, which assesses the internal consistency of the measurement items, was evaluated. Hair suggests that a value of 0.70 or higher is considered acceptable, though for exploratory research, a threshold of 0.60 may suffice. As demonstrated in Table 2, all variables—employee retention, organizational commitment, person-organization fit, supportive work environment, and work fulfilment—exceeded the 0.70 threshold, indicating robust internal consistency reliability.

Table 2 Construct Validity and Reliability

Indicator	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Retention (ER)	0.915	0.937	0.750
Organizational Commitment (OC)	0.917	0.937	0.750
Person-organization Fit (PF)	0.853	0.889	0.517
Supportive Work Environment (SWE)	0.811	0.865	0.521
Work Fulfilment (WF)	0.804	0.863	0.559

Source: Smart PLS 3 Result

Finally, discriminant validity was evaluated using the Heterotrait-Monotrait (HTMT) ratio. Hair et al. (2022) note that an HTMT value below 0.90 for conceptually related constructs indicates acceptable discriminant validity. Table 3 shows that the HTMT values for all constructs in this study were below the 0.90 threshold, further confirming the model's discriminant validity and overall robustness.

Table 3 HTMT Value

Indicators	ER	OC	PF	SWE	WF
Employee Retention (ER)	<b>0.866</b>				
Organizational Commitment (OC)	0.889	<b>0.866</b>			
Person-organization Fit (PF)	0.707	0.809	<b>0.719</b>		
Supportive Work Environment (SWE)	0.848	0.745	0.763	<b>0.722</b>	
Work Fulfilment (WF)	0.865	0.834	0.808	0.859	<b>0.748</b>

Source: Smart PLS 3 Result

The structural model, depicted in Figure 2, was utilized to test the study's hypotheses, examining the relationships between organizational factors and remote employee retention. The hypotheses were evaluated using p-values, with statistical significance set at a commonly accepted level of  $\alpha = 0.05$  (Di Leo & Sardanelli, 2020).

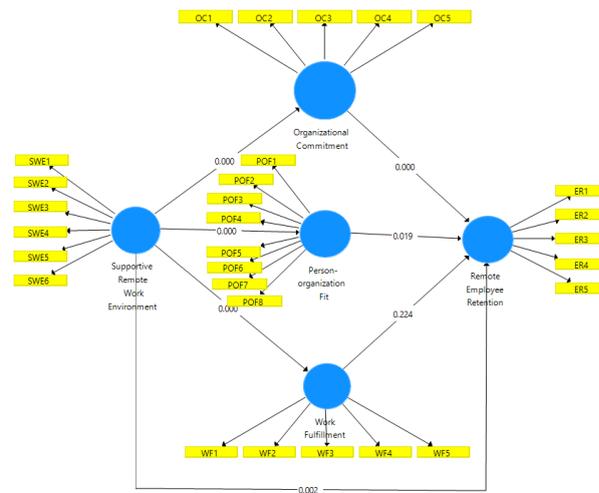


Figure 3. P-value Structural Model  
Source: Smart PLS 3 Result

The hypothesis testing results, summarized in Table 4, show that the supportive work environment significantly influences organizational commitment, with a p-value of 0.000, leading to the acceptance of H1. Similarly, the supportive work environment significantly impacts person-organization fit, with a p-value of 0.000, confirming H2. The study also found that the supportive work environment influences work fulfilment, as evidenced by a p-value of 0.000, supporting H3. Additionally, organizational commitment significantly affects employee retention, with a p-value of 0.000, confirming H4. Person-organization fit also influences employee retention, with a p-value of 0.019, thus H5 is accepted. However, the relationship between work fulfilment and employee retention was not statistically significant, with a p-value of 0.224, leading to the rejection of H6. Finally, the supportive remote work environment was found to have a significant influence on remote employee retention, with a p-value of 0.002, leading to the acceptance of H7.

Table 4 P-value Hypothesis Testing

	P Values	Status
Supportive Remote Work Environment -> Organizational Commitment	0.000	ACCEPTED
Supportive Remote Work Environment -> Person-organization Fit	0.000	ACCEPTED
Supportive Remote Work Environment -> Work Fulfilment	0.000	ACCEPTED
Organizational Commitment -> Remote Employee Retention	0.000	ACCEPTED
Person-organization Fit -> Remote Employee Retention	0.019	ACCEPTED
Work Fulfilment -> Remote Employee Retention	0.224	REJECTED
Supportive Remote Work Environment -> Remote Employee Retention	0.002	ACCEPTED

Source: Smart PLS 3 Result

The results, as outlined in Table 5, highlight the significant role of a supportive remote work environment in fostering organizational commitment and person-organization fit, with high path coefficients of 0.762 and 0.769, respectively. The findings also indicate that a favourable work environment enhances work fulfilment, with a path coefficient of 0.864, and has a direct impact on remote employee retention, with a path coefficient of 0.405. Organizational commitment was found to have a substantial impact on employee retention, with an average path coefficient of 0.636, suggesting that stronger commitment leads to higher retention rates among remote workers. In contrast, the relationship between person-organization fit and employee retention showed a negative correlation, with a path coefficient of -0.278, implying that alignment between individual and organizational values does not necessarily increase retention in this context. Finally, work fulfilment showed a modest effect on employee retention, with an average path coefficient of 0.211, suggesting that higher job satisfaction can lead to improved retention rates, though this relationship was not as strong as other factors examined.

Table 5 Path Coefficient

	Original Sample (O)	Sample Mean (M)
Supportive Remote Work Environment -> Organizational Commitment	0.749	0.762
Supportive Remote Work Environment -> Person-organization Fit	0.756	0.769
Supportive Remote Work Environment -> Work Fulfilment	0.861	0.864
Organizational Commitment -> Remote Employee Retention	0.643	0.636
Person-organization Fit_ -> Remote Employee Retention	-0.301	-0.278
Work Fulfilment -> Remote Employee Retention	0.212	0.211
Supportive Remote Work Environment -> Remote Employee Retention	0.419	0.405

Source: Smart PLS 3 Result

R-squared values, as reported in Table 6, illustrate the proportion of variance in each dependent variable that is explained by the independent variables in the regression model. The results reveal differing levels of explanatory power across the dependent variables. Employee retention shows the highest R-squared value at 0.900, indicating that the model explains a significant portion of the variance in this variable and suggesting strong predictive power. On the other hand, organizational commitment has the lowest R-squared value at 0.560, which indicates a moderate level of explanatory power. This suggests that additional predictors may be needed to further enhance the explanatory capacity of the model for organizational commitment.

Table 6 R-Square

Variable	R Square
Employee Retention	0.900
Organizational Commitment	0.560
Person-organization Fit	0.571
Work Fulfilment	0.742

Source: Smart PLS 3 Result

## 4.2 Discussions

H1: Supportive remote work environment influences organizational commitment

The result "Supportive Remote Work Environment -> Organizational Commitment, p-value = 0.000" indicates a strong positive relationship between a supportive work environment and organizational commitment. This finding is consistent with Mihalache and Mihalache (2022), who demonstrated that perceived organizational support and supervisor accessibility significantly enhance employees' affective commitment. Similarly, Guzeller and Celiker (2020) emphasized that organizational commitment reflects employee loyalty, involvement, and willingness to work toward organizational goals. Pratama et al. (2022) further support this by highlighting that a supportive work environment, effective communication, and fulfilling work conditions contribute to employees' normative commitment. Additionally, aligning policies with employee interests—such as salary increases and development opportunities—can further maintain their commitment to the organization.

H2: Supportive remote work environment influences person-organization fit

The result "Supportive Remote Work Environment -> Person-Organization Fit, p-value = 0.000" demonstrates a positive relationship between a supportive work environment and person-organization fit (P-O Fit). This aligns with Kim et al. (2023), who found that a supportive work environment enhances P-O Fit by aligning employees' values with those of the organization, leading to greater job satisfaction and lower turnover. Similarly, Astuti and Baiti (2024) emphasize that a supportive environment improves P-O Fit, aligning employees' values and behaviours with organizational goals, which leads to better retention rates. Winata and Martdianty (2022) also found that improving supportive aspects of the work environment significantly strengthens P-O Fit, reducing turnover intentions and fostering deeper organizational engagement.

H3: Supportive remote work environment influences work Fulfilment

The result "Supportive Remote Work Environment -> Work Fulfilment, p-value = 0.000" confirms a strong positive relationship between a supportive work environment and work fulfilment. This is corroborated by Waworuntu et al. (2022), who found that a supportive environment—characterized by positive supervisor and co-worker relationships—enhances job satisfaction and overall fulfilment. Yang et al. (2022) also supported this by demonstrating that a supportive work environment fosters engagement, better communication, and improved mental health, contributing to employees' sense of fulfilment. Carnevale and Hatak (2020) further suggest that supportive HR practices, especially in a remote setting, help employees manage work-life balance, reducing stress and increasing work satisfaction.

H4: Organizational commitment influences remote employee retention

The result "Organizational Commitment -> Remote Employee Retention, p-value = 0.000" shows a positive relationship between organizational commitment and employee retention. This is consistent with Komang et al. (2021), who found that organizational commitment correlates with higher-quality work, greater effort, and reduced turnover. Soenanta et al. (2020) also emphasized that increased commitment results in higher retention rates. Aman-Ullah et al. (2020) supported this by showing that committed employees exhibit higher job satisfaction and are less likely to leave, underscoring the importance of organizational commitment for retention.

H5: Person-organization fit influences remote employee retention

The result "Person-Organization Fit -> Remote Employee Retention, p-value = 0.019" indicates a positive relationship between P-O Fit and employee retention. Ramos et al. (2021) also supported this finding, noting that better P-O Fit increases retention. Similarly, Hilmiana et al. (2020) concluded that higher P-O Fit leads to higher retention rates. However, Ramos et al. (2021) cautioned that the positive impact of P-O Fit on retention may depend on mediating factors such as organizational dynamics and contextual variables, suggesting that the relationship between P-O Fit and retention is complex and multifaceted.

H6: Work fulfilment influences remote employee retention

The result "Work Fulfilment -> Employee Retention, p-value = 0.224" does not show a statistically significant relationship, leading to the rejection of the hypothesis. While no specific studies support this result, several factors may explain the lack of significance, including sample size, selection criteria, or contextual factors specific to this study. Although no significant relationship was found, the study offers valuable insights into how work fulfilment might influence other factors, potentially suggesting areas for future research.

H7: Supportive remote work environment influences remote employee retention

The result "Supportive Remote Work Environment -> Remote Employee Retention, p-value = 0.002" indicates a positive relationship between a supportive work environment and employee retention. Ferrara et al. (2022) support this finding, showing that social support from colleagues and supervisors is crucial for maintaining employee well-being and productivity, key components of retention. Fatima et al. (2024) also emphasized that a supportive environment reduces feelings of isolation in remote settings, leading to higher engagement and retention. Additionally, Errichiello and Pianese (2021) highlighted that effective communication in a supportive work environment reduces disconnection, which can otherwise pose a barrier to retention in remote work settings.

## 5. Conclusion and implications

The aim of this study was to explore the relationships between various organizational factors and employee retention at Placement International, with a specific focus on remote work environments. The research incorporated respondent profiling, descriptive analysis, hypothesis testing, and an evaluation of common method bias to ensure the robustness of the findings. The key conclusions of the study reveal that a supportive remote work environment positively influences organizational commitment, person-organization fit, and work fulfilment. Organizational commitment and person-organization fit were found to have a significant positive impact on remote employee retention, while work fulfilment did not significantly influence employee retention. The results also show that a supportive remote work environment directly contributes to higher remote employee retention.

This study contributes significantly to the theory of organizational behaviour within remote work settings by emphasizing the critical role of a supportive work environment in enhancing organizational commitment, person-organization fit, and work fulfilment. The findings confirm that perceived organizational support remains a pivotal factor in fostering employee loyalty and involvement, even in remote contexts. Additionally, the positive relationship between a supportive work environment and person-organization fit highlights the role of organizational support in bridging the gap between individual and organizational values, fostering greater alignment and productivity. Furthermore, the study supports the theory that a supportive work environment can enhance employee well-being and work fulfilment, contributing to improved productivity.

From a managerial perspective, the findings suggest that managers should focus on creating and maintaining a supportive work environment through effective communication, provision of necessary resources, and emotional support for remote employees. Additionally, implementing policies that align with employees' interests, such as salary increases, training opportunities, and career development programs, is essential for increasing employee loyalty and involvement. Managers should also foster an inclusive culture where employees' work aligns with their personal values and career goals, while recognizing and rewarding employees' contributions to enhance their organizational commitment and retention.

This study has several limitations that should be considered when interpreting and applying the findings. First, the relatively small sample size of 32 valid responses may not fully represent the diverse experiences of all employees at Placement International, limiting the generalizability of the results. A larger sample size could yield more robust and widely applicable findings. Additionally, the study was limited to remote employees, and its findings may not be directly applicable to those working in traditional office environments. Future research could benefit from examining a broader range of work settings to increase the generalizability of the results.

Moreover, the cross-sectional design of the study restricts the ability to evaluate changes over time or establish causal relationships. Longitudinal research could provide more comprehensive insights into how long-term changes in organizational factors impact employee retention and other outcomes. Finally, the study did not explore potential moderating or mediating variables, such as job satisfaction or individual circumstances, which could influence the relationships between the key constructs. Future studies could include these factors to offer a more detailed understanding of the dynamics that influence employee retention.

In light of these limitations, several recommendations can be made for future research. Expanding the sample size and incorporating a more diverse set of employees from different organizations and work environments would improve the generalizability of the findings. Additionally, longitudinal research could provide valuable insights into the long-term effects of organizational factors on employee retention. Finally, broadening the scope of the study to include both remote and on-site employees would offer a deeper understanding of how different work settings impact employee retention, potentially leading to more tailored and effective retention strategies.

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