



The Role of Employee Retention in Improving Sustainable Employee Performance at Proklamasi Ent Hospital BSD

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Abstract. Sustainable employee performance is one of the important factors in achieving organizational competitive advantage. This study is based on the trend of declining performance in 2023 at the Proklamasi BSD ENT Hospital. The purpose of this study is to analyze the effect of human resource development and ambidexterous leadership on sustainable employee performance with job retention as an intervening variable. This type of research includes quantitative causality design. The population used is permanent employees who have worked for more than 3 years. The sampling technique is saturated sampling totaling 101 people. The data collection technique uses a questionnaire, the analysis method uses Structural Equation Modeling with the help of SPSS AMOS 26. The results of the analysis prove that simultaneously human resource development, ambidexterous leadership has a positive effect on sustainable employee performance and job retention as an intervening variable. The importance of additional training and support, improving communication regarding educational opportunities, evaluating how tasks are carried out and ensuring employees have an appropriate workload.

Keywords: Employee Retention; Hospital Employees; Human Resource Management; Proklamasi ENT Hospital BSD; Sustainable Performance

1. INTRODUCTION

Employee performance is a major factor in the quality of hospital services. Performance issues can stem from employee motivation and skills, as well as management factors (Andrini & Susanto, 2022). Poor performance negatively impacts patient safety, family satisfaction, and the hospital's reputation. Therefore, managing and improving employee performance is crucial to the organization's sustainability and success. This research focuses on the Proklamasi BSD ENT Hospital, which experienced a decline in employee performance after accreditation. Data shows that in 2023, 60% of 80 employees had KPI scores below target, up from 40.6% in 2022. This decline has triggered new problems, such as an increased risk of medical errors, high workloads, and declining patient numbers and financial burdens.

The tedious accreditation process contributed to declining performance, as evidenced by increased patient complaints and miscommunication between units. Therefore, it is crucial to identify the causes of the declining performance and take strategic steps to ensure the sustainability of Proklamasi BSD ENT Hospital. The results of a preliminary survey at the Proklamasi BSD ENT Hospital showed that 80% of employees experienced low performance problems, which were thought to be caused by the inability to maintain performance appraisal standards (Arubayi et al., 2020). In addition, 70% of employees feel that their company does not provide development programs that are relevant to their job needs (Becker, 2009), which contradicts the hospital's mission of educating and training ENT-KL specialists. Eighty percent

of respondents rated their leaders as ineffective in balancing a focus on innovation and efficiency, with issues including a lack of support, training, and good communication (Chukwuka & Nwakoby, 2018). Ambidextrous leadership is seen as the most effective style in the healthcare business (Dessler, 2013). In addition, 70% of employees do not feel engaged and enthusiastic in their work, where lack of career development and compensation are major issues (Hair et al., 2017). The employee turnover rate at Proklamasi BSD ENT Hospital is also high, averaging 13.5% from 2019 to 2023, exceeding the normal standard of 5-10% (Jacobs & Washington, 2003). This indicates that the job retention rate at Proklamasi BSD ENT Hospital over the past five years has been low.

This study aims to address the research gap regarding the influence of ambidextrous leadership on performance, where the results of previous studies have been inconsistent (Koopmans et al., 2013). This requires further research into the relationship between these two variables, given that ambidextrous leadership has been shown to promote organizational learning, innovation, high performance, and competitiveness (Dessler, 2013) and employee development can increase organizational commitment and performance (Lyu et al., 2022; Slåtten et al., 2023), this research is needed to examine the relationship between ambidextrous leadership style and sustainable employee performance, especially since there is no leadership approach that significantly increases job retention at Proklamasi BSD ENT Hospital. This research also responds to the global issue of sustainable development by presenting new variables, namely Human Resource Development, Ambidextrous Leadership, Job Retention, and Sustainable Employee Performance, with the title "The Effect of Human Resource Development and Ambidexter Leadership Style on Sustainable Employee Performance with Job Retention as an intervening variable".

2. METHOD

This research is a quantitative study. The independent variables in this study are: Human Resource Development (X_1), Ambidexterous Leadership (X_2). The intervening variable in this study is Job Retention (Z). Meanwhile, the dependent variable in this study is Sustainable Employee Performance (Y). The conceptual framework that describes the relationship between these variables can be seen in Figure 1.

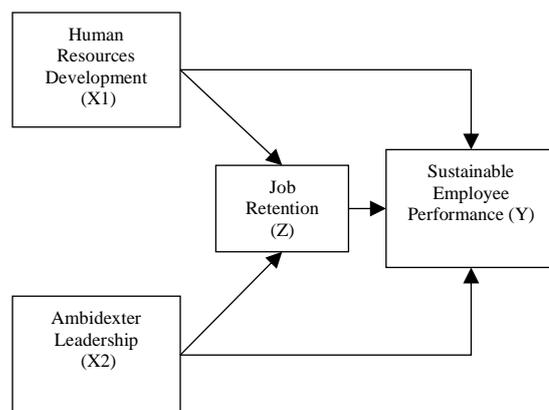


Figure 1. Conceptual Framework.

Research Population and Sample

The population in this study were all permanent employees of the Proklamasi BSD ENT Hospital, totaling 101 permanent employees. The sampling technique used in this study was saturated sampling. The sample used in this study was 101 people. The sample criteria were all permanent employees of the Proklamasi BSD ENT Hospital, medical (nurses, pharmacists, nutritionists, radiologists) and non-medical (management staff, IT staff, HRD staff, marketing staff, Medical Records staff, administration and finance staff, nutrition staff, technical staff, security staff, cleaning staff, logistics staff and laundry staff) with a work period of more than three years/permanent employees. Research data was collected using questionnaire distributed via Google Form.

Instrument

Measurement of Sustainable Employee Performance variables using 10 statement items referring to the E-SuPer Instrument from Koopmans (Koopmans et al., 2013). Measurement of Human Resource Development variables using 16 statement items referring to Dessler (Dessler, 2013). Measurement of the Ambidexter Leadership variable using 14 statement items referring to Rosing (Rosing et al., 2011). Measurement of Job Retention variables using 15 statement items referring to Mathis & Jackson (Mathis & Jackson, 2013). Statements of each variable are measured using a Likert Scale of 1-4, namely from a scale of 1 (strongly disagree) to a scale of 4 (strongly agree).

Data Analysis Techniques

The analysis technique uses the Structural Equation Modeling model with covariance based structural equation modeling (CB-SEM) through the assistance of the AMOS (Analysis of Moment Structures) program, the decision-making hypothesis is accepted if the p-value < 0.05.

3. RESULTS AND DISCUSSION

Result

The results of the analysis of the characteristics of the respondents in this study show that the majority of respondents are young, aged 20-30 years, as many as 50.5%, indicating that the majority of respondents are in the early or mid-career stages. Respondents are also dominated by women, as many as 57%, indicating that this is in accordance with the job roles that involve women more in the fields of health services and administration. Respondents are also dominated by employees with diploma level education, as many as 54.4%, so that a career development path is needed for diploma employees to a higher level and development programs to improve skills for employees with high school education.

Measurement Model Test

The results of the measurement model test using CFA analysis indicate that there are 55 observed variable indicators in the exogenous latent variable that have passed the validity test, because all of the 55 variable indicators have loading factor values > 0.50 . Thus, the research instrument of 55 indicators has met the validity test requirements, so it can be continued by using the research model by measuring each variable.

Structural Model Fit Test

The results of the Goodness of Fit Model Test (after modification) show that 9 out of 10 model criteria indicate a fit model, so it can be concluded that the structural model in this study can be stated as good (good fit), especially the Probability value, which is generated from the model is $0.286 > 0.05$ indicating the existence of a fit model, thus it can be concluded that the model fits. The RMSEA (Root Mean Square Error of Approximation) value, which is 0.00001 which is less than 0.08 indicates the existence of a fit model, thus it can be concluded that the model is good.

Structural Model Test

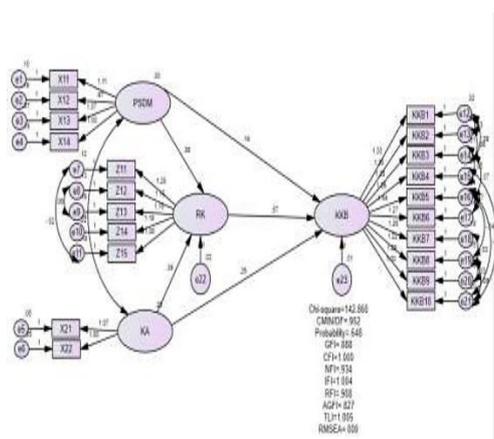


Figure 2. Structural model test.

Hypothesis Test Results

Based on the results of the hypothesis test of direct and indirect influences as follows (Table 1):

Table 1. Hypothesis Test Summary.

Hypothesis	Hypothesis statement	t & F Test Results (Sig)	Information
H1	There is a significant influence between Human Resource Development, Ambidexter Leadership, on Sustainable Employee Performance with Job Retention as an intervening variable.	0.221 0.222	Data supports the hypothesis (H ₁ is accepted)
H2	There is a significant influence of Human Resource Development on Sustainable Employee Performance.	0.186 (0.035 < 0.05)	Data supports the hypothesis (H ₂ is accepted)
H3	There is a significant influence of Ambidexter Leadership on Sustainable Employee Performance.	0.263 (0.009 < 0.05)	Data supports the hypothesis (H ₃ is accepted)
H4	There is a significant influence of Human Resource Development on Job Retention.	0.390 (0.000 < 0.05)	Data supports the hypothesis (H ₄ is accepted)
H5	There is a significant influence of Ambidexter Leadership on Job Retention.	0.393 (0.000 < 0.05)	Data supports the hypothesis (H ₅ is accepted)
H6	There is a significant influence of Job Retention on Sustainable Employee Performance.	0.565 (0.000 < 0.05)	Data supports the hypothesis (H ₆ is accepted)

Source: Processed Results of AMOS 26 (2024).

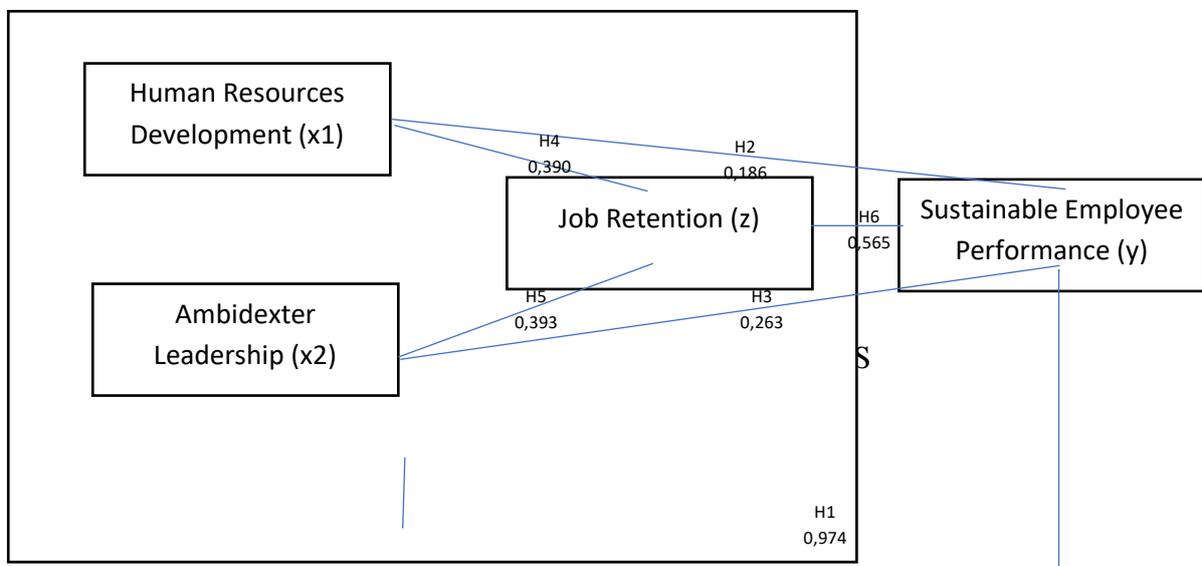


Figure 3. Structur model result of AMOS.

Three-Box Method Index Analysis

Table 2. Three Box Method Analysis Average Matrix.

Variables	Index	Interpretation	Behavior
Human Resources Development	75.27	Moderate	Ability technology
Ambidexter Leadership	75.36	Moderate	Exploitative / Closed
Job Retention	75.77	High	Award
Sustainable Employee Performance	75.13	Moderate	Welfare

Source: Hospital employee survey data processed by researchers based on the Likert Scale (2024).

Based on the Three Box Method matrix, the Human Resources Development variable is in the moderate category with dominant technological capabilities, indicating the need for strengthening digital-based training to improve work efficiency. Ambidexter Leadership shows a tendency towards exploitation patterns, indicating that exploration space still needs to be increased in order to create adaptive and innovative leadership. The highest score is found in the Job Retention variable, with dominant reward behavior, indicating that the appreciation system has been running effectively in building employee loyalty. The Sustainable Employee Performance variable is included in the moderate category, with well-being behavior as the dominant influence, which means a more strategic approach is needed to optimize performance by increasing work comfort.

4. DISCUSSION

The Influence of Human Resource Development, Ambidextrous Leadership and Job Retention on Sustainable Employee Performance

The results of this study indicate that Human Resource Development, Ambidextrous Leadership, and Job Retention simultaneously influence Sustainable Employee Performance. Overall, the results of the path analysis equation model used showed a good fit. Therefore, H₁ is accepted. The Three Box Method Matrix shows that all four variables show a relatively balanced index level with a dominant interpretation in the medium category, except for Job Retention, which is in the high category due to the positive influence of the reward system. Human Resource Development is supported by technological capabilities, indicating that a digital foundation has begun to form but still needs strengthening through more adaptive training. Meanwhile, Ambidexter Leadership tends to be dominated by an exploitative or closed approach, indicating the need to align leadership styles to be more open to innovation and flexibility. On the other hand, Sustainable Employee Performance, with a dominance of

well-being behaviors, reflects that work comfort has contributed to performance, although there is still room for optimization through strategies to develop a more conducive and supportive work environment.

This research is supported by various management theories, such as Human Capital Theory (Becker, 2009) which emphasizes investment in employees, Ambidextrous Leadership Theory (Rosing et al., 2011), on the balance of exploration and exploitation, as well as theories of employee motivation and retention, and sustainable employee performance (Koopmans et al., 2013). The results of this study are in line with previous studies which show the positive influence of HR development on performance (Arubayi et al., 2020), ambidextrous leadership towards innovation and performance (Slåtten et al., 2023), as well as training and development (Nguyen & Duong, 2021) retention (Nguyen & Duong, 2021). Integration between human resource development, ambidextrous leadership, and job retention is a relevant strategy to support sustainable employee performance at Proklamasi BSD ENT Hospital.

The Impact of Human Resource Development on Sustainable Employee Performance

The results of this study indicate that Human Resource Development has an impact on Sustainable Employee Performance. The analysis results show that the direct effect of Human Resource Development on sustainable employee performance is positive but weak. Conversely, the indirect effect through other variables such as leadership, job retention, motivation, or organizational culture shows a more significant contribution. These findings indicate that HR development is not a primary factor on its own, but is more effective when combined with other supporting factors in improving sustainable employee performance.

The Technology Capability dimension in the Human Resources Development variable has the highest value and is categorized as Moderate, indicating that employees possess good technological skills, particularly in the use of Hospital Information Systems and other digital platforms. This supports Human Capital Theory (Becker, 2009) and Human Resource Management Theory (Mathis & Jackson, 2013) which emphasizes the importance of investing in digital technology and skills to improve organizational productivity and competitiveness.

In the Sustainable Employee Performance variable, the Well-Being dimension has the highest score and is categorized as Moderate, indicating a fairly good level of employee well-being, but with room for improvement. This relates to the Theory of Goal Setting and Task Performance (Locke & Latham, 2013) and Psychological Empowerment Theory (Spreitzer, 1995). Human resource development is more effective in improving sustainable employee performance through improving intermediary variables, proving Mathis & Jackson's theory that individual abilities influence performance. Proper training enables employees to achieve

effective performance, and happy and satisfied employees have higher performance (Mathis & Jackson, 2013). These results are in line with previous research which shows the positive influence of HR practices (including development) on employee performance (Chukwuka & Nwakoby, 2018; Jacobs & Washington, 2003).

The Influence of Ambidextrous Leadership on Sustainable Employee Performance

The results of the study indicate that Ambidexter Leadership has an effect on Sustainable Employee Performance. The analysis shows that the direct effect of the Ambidexter Leadership variable on the Sustainable Employee Performance variable is 0.263 which is greater than its indirect effect of 0.222, meaning that Ambidexter Leadership has a stronger direct impact on Sustainable Employee Performance than its indirect impact through Job Retention intervening. Its direct effect is greater than Human Resource Development, meaning that Ambidexter Leadership has a stronger role in improving employee performance. Showing that the Ambidexter Leadership style has a significant effect on Sustainable Employee Performance without the need for intermediary factors. This means that leaders who are able to manage exploration and exploitation well can directly improve Sustainable Employee Performance.

The Ambidextrous Leadership variable has an Exploitative/Closed dimension, with the highest score falling in the Moderate category. This indicates that the leadership style in this organization tends to focus more on utilizing existing resources than exploring new innovations. Leaders prioritize efficiency, optimization, and stability in organizational operations, rather than encouraging major changes or experimentation. If the Ambidexterity category falls in the Moderate category, the organization may still have room to increase flexibility and openness in leadership. This means maintaining existing procedures while still providing opportunities for employee development and adapting to changes in the business environment.

The results of this study prove Rosing's theory (Rosing et al., 2011) that ambidextrous leadership balances exploration, innovation, and operational efficiency, thereby improving organizational performance. Ambidextrous leaders are able to make quick and accurate decisions (O'Reilly & Tushman, 2013) (O'Reilly & Tushman, 2013). This research is in line with previous studies that show the positive effect of ambidextrous leadership on sustainability performance (Lyu et al., 2022; Slåtten et al., 2023). However, this is different from (Andrini & Susanto, 2022) who found that ambidextrous leadership did not have a significant effect on school performance, which may be due to differences in organizational context.

The Impact of Human Resource Development on Job Retention

The results of the study indicate that Human Resource Development has an impact on Job Retention. Human Resource Development has a positive and significant contribution to Job Retention, although on a smaller scale than the combined effect of Human Resource Development and Ambidextrous Leadership. Increased employee competency and engagement occur when companies invest in human resource development, resulting in employees feeling more valued and loyal. Ambidextrous leadership enables leaders to balance innovation and operations, creating a stable and engaging work environment. The combination of human resource development and ambidextrous leadership fosters an inclusive and supportive organizational culture, reducing turnover (Becker, 2009). This is supported by Human Resource Management Theory which emphasizes effective HR management strategies, as well as the concept that individuals tend to maintain relationships if t(Mathis & Jackson, 2013) costs (Mathis & Jackson, 2013). These results are also supported by previous research showing that self-development programs influence employee retention (Nguyen & Duong, 2021; Seller-Boersma et al., 2023).

The Influence of Ambidexter Leadership on Job Retention

The results of the study indicate that ambidexterous leadership has an effect on job retention. This concludes that ambidexterous leadership does have a positive and significant impact on employee retention, but it is not as strong as the combined effect of ambidexterous leadership(O'Reilly & Tushman, 2013)gies (O'Reilly & Tushman, 2013). Meanwhile Rosing et al. (Rosing et al., 2011) developed a theory of ambidexterous leadership for innovation, which shows how leaders can influence employee behavior with a flexible approach.

Ambidextrous leadership remains a relatively new concept in management academia and practice. While it has received increased attention in recent decades, particularly in relation to organizational innovation and adaptation to change, research specifically linking ambidextrous leadership to job retention remains limited. Job retention is influenced by various factors such as organizational culture, development opportunities, and others, so the impact of ambidextrous leadership on job retention has not been widely applied or studied in depth. This concept remains attractive as more organizations seek effective leadership strategies to retain employees in a dynamic business environment.

The Impact of Job Retention on Sustainable Employee Performance

The results of the study indicate that job retention has an effect on sustainable employee performance. The role of the job retention variable here is intervening because, although it acts as an intermediary in the relationship between HR Development and Ambidextrous Leadership

on sustainable employee performance, its direct influence is still quite significant. Job Retention enhances the relationship but does not completely determine the relationship path. With a 0.565 contribution to Sustainable Employee Performance, Job Retention plays a significant role, but still allows for the direct effects of HR Development and Ambidextrous Leadership to contribute. Therefore, Job Retention is an intervening factor that strengthens the relationship effect without eliminating the direct path. Therefore, if the primary goal is to improve Sustainable Employee Performance, strengthening Job Retention can be a more effective strategy. When job retention rates are high, employees feel more engaged with the organization and are more motivated to contribute optimally. Employees who stay longer tend to have a deeper understanding of the work culture and business processes, thus being able to work more effectively (Becker, 2009).

The results of this study are supported by several studies that show employee retention has a direct, positive, and significant impact on employee performance, particularly if employees perceive that the company's retention policies support their well-being. Employees who feel valued and have clear career prospects are more likely to demonstrate higher performance (Nguyen & Duong, 2021; Sawaneh & Kamara, 2019).

5. CONCLUSION

Based on the results of the tests and analyses conducted, it can be concluded that job retention is a mediator and a key factor strengthening the influence of HR Development and Ambidextrous Leadership on Sustainable Employee Performance. HR Development and Ambidextrous Leadership have a significant contribution when focused on supporting successful job retention.

Theoretical Implications

Theoretically, this research provides implications to strengthen Goal Setting Theory (Locke & Latham, 2013) emphasizes the importance of setting clear goals to increase motivation and productivity, while Spreitzer's Psychological Empowerment Theory (Spreitzer, 1995) shows that psychological empowerment through freedom and competence contributes to innovation and employee engagement. In the aspect of HR development, Human Capital Theory (Becker, 2009) asserts that investment in education and training increases organizational competitiveness, and Human Resource Management Theory emphasizes the importance of recruitment, training, and compensation policies to retain a qualified workforce. Ambidextrous Leadership Theory (Rosing et al., 2011) highlights the role of leaders in balancing exploration and exploitation to keep organizations innovative and efficient.

Managerial Implications

Hospital management must design a systematic and sustainable competency improvement strategy, particularly in the Skills dimension, which is considered weak. Technical and soft skills training, such as teamwork and conflict resolution, should be enhanced through hands-on approaches and real-time performance feedback systems. For the exploratory dimension of ambidextrous leadership, management needs to create a flexible work system that supports innovation, giving employees the freedom to make decisions and learn from failure. For the Career Opportunities dimension, an inclusive and transparent career development strategy is needed, as well as the implementation of an internal career information system to provide equal access to training and promotions. Finally, to improve Sustainable Employee Performance, management must implement a regular workload assessment system, time management training, and cross-training and job rotation programs. This policy aims to develop competent, adaptive, and sustainable performance-oriented human resources.

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