

The Effect of Service Leadership and Coworker Support on Employee Retention at Ulunoyo Community Health Center South Nias Regency

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ABSTRACT

This study investigates the influence of service leadership and coworker support on employee retention at Ulunoyo Community Health Center, South Nias Regency. High employee turnover in the past three years has disrupted health service continuity and effectiveness. Service-oriented leadership and coworker support are assumed to be significant factors influencing retention in public health institutions. A quantitative approach was employed using a saturated sampling technique involving all 44 employees of Puskesmas Ulunoyo. Data were collected through questionnaires measured by a Likert scale, which had been tested for validity and reliability. Analysis was conducted using classical assumption tests and multiple linear regression with SPSS software. The findings reveal that service leadership positively and significantly affects employee retention, coworker support positively and significantly influences retention, and both variables simultaneously contribute significantly to employee retention. These results suggest that effective human resource management through service leadership and supportive coworker relationships enhances employee loyalty and reduces turnover intention. The study highlights the importance of strengthening service-based leadership practices and fostering coworker support to improve organizational sustainability. For healthcare institutions, this research provides valuable insights into designing strategies that not only enhance retention but also improve overall service quality for the community.

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1. INTRODUCTION

Human resources are widely recognized as the most strategic asset within any organization. They determine not only the efficiency of operational processes but also the sustainability of long-term organizational performance. Dessler (2020) in (Arsawan et al., 2022) emphasizes that competent, loyal, and dedicated employees are indispensable pillars that ensure service continuity and organizational resilience. In the context of public sector organizations, where services are directly oriented to community needs, the role of human resources becomes even more crucial. Their competence, motivation, and commitment shape community trust, institutional credibility, and service effectiveness, making human resources management a vital component of organizational success (Sciences, 2022).

In healthcare services, quality is not merely defined by infrastructure availability or advanced technology, but primarily by the performance of employees who directly interact with patients.

Community Health Centers (Puskesmas) serve as the frontline institutions of Indonesia's healthcare system, responsible for delivering promotive, preventive, curative, and rehabilitative services. As the first point of contact for most communities, Puskesmas carry the responsibility of ensuring equitable and accessible services. Prior research by (Rohman et al., 2023) has shown that effective human resource management, particularly in planning, competence development, and performance evaluation, strongly supports the success of primary healthcare delivery. Hence, managing human resources at Puskesmas is not limited to administrative functions but extends to creating a work environment that enhances satisfaction, loyalty, and retention (Arsawan et al., 2022).

Nevertheless, managing human resources in Puskesmas is not without challenges. Issues such as low employee motivation, limited career development opportunities, inadequate training, and weaknesses in performance appraisal systems often emerge. These challenges directly reduce service quality and efficiency, leading to dissatisfaction among both employees and patients. If unresolved, such conditions increase turnover risk and undermine the stability of healthcare delivery. Consequently, employee retention emerges as a critical focus in maintaining sustainable health services (Aprelyani, 2025).

Puskesmas Ulunoyo, located in South Nias Regency, exemplifies this problem. As a key institution responsible for healthcare delivery in the region, the center has recently faced increasing resignation rates among employees. Between 2021 and 2023, the number of employees who resigned rose from four to six, reducing the total workforce from 50 to 44 employees. Most resignations came from volunteer staff, who constitute the majority of the workforce yet often experience low job security compared to civil servants and government contract workers (Hermawanto et al., 2022). This trend indicates serious internal issues that threaten the continuity and effectiveness of healthcare services at Puskesmas Ulunoyo.

High turnover creates several negative consequences. First, it increases the workload of the remaining employees, leading to fatigue and decreased efficiency. Second, it disrupts teamwork and weakens team morale, which in turn affects service quality. Third, the instability of employee numbers undermines public trust in the institution, potentially reducing patient satisfaction and loyalty. As noted by (Prabhu & Srivastava, 2023), workforce instability in healthcare institutions significantly lowers service quality and efficiency, which directly impacts community health outcomes. Thus, addressing employee retention is essential for the survival and success of Puskesmas Ulunoyo.

A preliminary observation conducted by the researcher revealed several reasons for employee resignations. Some left to pursue higher education, others followed family relocation, and some shifted to private businesses or government appointments. While these individual reasons appear diverse, they collectively reflect organizational shortcomings in creating an environment conducive to employee retention (Setyaningrum & Muafi, 2023). This indicates the importance of examining organizational factors that may encourage employees to remain loyal to the institution.

Employee retention has become a central theme in organizational studies. According to (Sciences, 2022), low retention adversely impacts efficiency, teamwork, service continuity, and organizational reputation. In the healthcare sector, the ability to retain qualified employees is fundamental to ensuring continuous service delivery and sustaining patient trust. Therefore, organizations need to implement comprehensive strategies addressing both individual and organizational factors influencing employee retention.

Among the many factors affecting retention, leadership style stands out as one of the most influential. Service leadership, or servant leadership, has gained attention for its ability to enhance employee commitment and loyalty. (Visser & Scheepers, 2022) notes that service leadership emphasizes prioritizing employees' needs, offering support, and empowering individuals to achieve their full potential. Leaders adopting this style focus not only on achieving organizational goals but also on creating an empathetic and supportive work culture. In healthcare organizations, this approach is particularly relevant, as it fosters a sense of belonging and strengthens employees' emotional bonds with the institution.

Another critical factor influencing employee retention is coworker support. (Kumar et al., 2022) asserts that workplace social support plays a vital role in enhancing job satisfaction, reducing stress, and increasing organizational commitment. Coworker support may take the form of emotional empathy, informational guidance, or practical assistance in completing tasks. Strong coworker relationships cultivate a positive organizational climate, which helps employees feel valued and

supported. In Puskesmas, where teamwork across different professions is essential, coworker support becomes a crucial determinant of service effectiveness and staff stability.

Employee retention in public services also involves broader organizational policies and strategies. (Siagian et al., 2022) define retention as the outcome of programs aimed at maintaining qualified employees through career development, supportive work environments, and fair reward systems. Retention strategies not only prevent costly turnover but also secure organizational stability and sustainability. For Puskesmas, low retention threatens the availability of competent health workers, which directly impacts the effectiveness of primary healthcare delivery. Therefore, building effective retention strategies is an urgent necessity.

While prior studies have explored employee retention, many have focused on general organizational settings rather than public healthcare institutions. Research by (Prabhu & Srivastava, 2023) found that work-life balance, organizational support, and job involvement significantly influence retention. Similarly, (Maulidiah et al., 2023) demonstrated that workplace environment and organizational support positively affect employee retention. Meanwhile, Rachman et al. (2024) specifically examined servant leadership in healthcare institutions and confirmed its positive relationship with retention. These findings highlight the importance of leadership and organizational support, yet research focusing on the combined role of service leadership and coworker support in the unique context of Puskesmas remains limited.

This research, therefore, addresses an existing gap by investigating the simultaneous influence of service leadership and coworker support on employee retention in Puskesmas Ulunoyo. Unlike private organizations, public healthcare institutions are characterized by high workloads, complex tasks, and significant emotional demands. These conditions necessitate leadership that is service-oriented and workplace environments that are supportive and collaborative (Halawa, Anggraini, et al., 2023). By focusing on these two key factors, this study aims to provide practical and theoretical contributions to human resource management in healthcare institutions.

Theoretically, the study enriches the literature on human resource management, particularly in understanding how leadership and coworker dynamics affect employee retention. It emphasizes the role of service leadership and coworker support as interrelated determinants of employees' decisions to stay or leave an organization (Halawa, Sridadi, et al., 2023). Practically, the findings are expected to guide policymakers and healthcare managers in developing strategies that improve retention, strengthen workforce stability, and enhance the quality of healthcare services.

The research is also significant for its contextual relevance. Puskesmas Ulunoyo represents many community health centers across Indonesia that face similar challenges in retaining employees. Therefore, the results of this study are expected to offer insights applicable beyond the case institution, contributing to broader strategies for improving retention in public healthcare systems (Ndruru et al., 2025).

In summary, the issue of employee retention at Puskesmas Ulunoyo reflects the broader challenges of managing human resources in healthcare institutions. Service leadership and coworker support emerge as two critical variables that may effectively address these challenges. By examining their influence on retention, this study not only sheds light on the internal dynamics of Puskesmas Ulunoyo but also provides valuable input for strengthening human resource strategies in public healthcare institutions.

2. RESEARCH METHOD

This research employed a quantitative approach with a survey method. The population comprised all 44 employees of Puskesmas Ulunoyo, including civil servants, contracted staff, and volunteers. Due to the relatively small population size, a saturated sampling technique was used, involving all employees as respondents (Carro-Suárez et al., 2017).

The research instrument was a structured questionnaire measured using a five-point Likert scale ranging from "strongly disagree" to "strongly agree." The instrument was tested for validity through Pearson's correlation and for reliability using Cronbach's Alpha, ensuring that each item met statistical requirements for further analysis (Pant et al., 2024).

Data analysis involved both descriptive and inferential statistics. Classical assumption tests were conducted to ensure data normality, multicollinearity, and heteroscedasticity. Hypotheses were tested using multiple linear regression analysis with the assistance of SPSS software. This method

allowed for the examination of both partial and simultaneous effects of service leadership and coworker support on employee retention (Saputra et al., 2025).

3. RESULTS AND DISCUSSIONS

The results of this study are presented based on descriptive analysis, classical assumption tests, and multiple regression analysis conducted on data collected from 44 employees of Puskesmas Ulunoyo. The descriptive findings first provide an overview of respondents' characteristics, including gender, age, and education levels. The data revealed that the majority of employees were female, reflecting the predominance of women in healthcare professions. In terms of age, most respondents were between 26 and 35 years old, an age category considered to be productive and adaptable to workplace demands. Educational backgrounds varied, with a significant portion of employees holding diploma and bachelor's degrees, indicating that the workforce possessed formal qualifications to support their professional roles (Maulidiah et al., 2023).

Analysis of the service leadership variable demonstrated that most respondents perceived their leaders as implementing service-oriented practices. Indicators such as attentiveness to employee needs, support in task performance, and provision of guidance were rated positively. This suggests that leaders at Puskesmas Ulunoyo generally demonstrated servant-leadership behaviors, though some respondents noted that improvements were still necessary in areas such as consistent communication and recognition of contributions (Salman et al., 2023).

Regarding coworker support, the descriptive analysis indicated that employees largely experienced supportive relationships with colleagues. Emotional support, information sharing, and practical assistance were consistently mentioned by respondents as factors that facilitated task completion and reduced work-related stress (Setyaningrum & Muafi, 2023). The findings suggest that teamwork and solidarity were present at Puskesmas Ulunoyo, although varying degrees of support were reported, particularly in high-pressure situations.

For employee retention, descriptive statistics showed that many employees expressed intentions to remain at Puskesmas Ulunoyo due to professional commitment and community service motivation. However, some employees still expressed uncertainty about long-term commitment, mainly due to limited career advancement opportunities and unstable employment status among volunteer workers. This highlights the complexity of retention factors, extending beyond interpersonal support to include organizational policies and structural challenges (Doeleman et al., 2022).

The validity and reliability tests confirmed that all research instruments were appropriate for measuring the variables. All questionnaire items met the validity threshold, while Cronbach's Alpha values exceeded 0.70, indicating strong reliability. These results ensured that the collected data were statistically acceptable for further analysis. The classical assumption tests further validated the suitability of the data for regression analysis. Normality tests indicated that data distribution was within acceptable limits, while multicollinearity and heteroscedasticity tests confirmed that no serious violations were present (Halawa, Sridadi, et al., 2023). This strengthened the robustness of the subsequent regression findings. The multiple regression analysis revealed that service leadership had a positive and significant effect on employee retention. The regression coefficient demonstrated that employees who perceived stronger service leadership were more likely to remain in the organization. Similarly, coworker support was found to have a positive and significant impact on employee retention. The findings suggest that supportive interpersonal relationships directly contribute to employees' decisions to stay (Kuo et al., 2022).

The simultaneous test (F-test) confirmed that service leadership and coworker support together significantly influenced employee retention. This indicates that the combination of leadership style and coworker support has a stronger impact on retention than either factor alone. The coefficient of determination (R^2) further showed that these two variables explained a substantial proportion of the variance in employee retention, highlighting their importance in the organizational context.

The results also provided insight into the relative strength of each variable. Service leadership was found to have a slightly higher effect on retention compared to coworker support. This underscores the crucial role of leaders in shaping employee perceptions, motivation, and loyalty. Nevertheless, the significance of coworker support should not be underestimated, as it complements leadership in creating a cohesive and supportive work environment (Rohman et al., 2023). Overall, the results demonstrate that service leadership and coworker support are both essential

determinants of employee retention at Puskesmas Ulunoyo. Their combined influence suggests that fostering a service-oriented leadership style and cultivating strong coworker relationships are key strategies for enhancing retention in public healthcare institutions.

DISCUSSION

The findings of this research confirm the theoretical argument that leadership style plays a decisive role in shaping employee attitudes and organizational outcomes. Service leadership, characterized by empathy, guidance, and empowerment, has been shown to significantly enhance employee retention. This is consistent with the perspective of (Sulaiman et al., 2023), who asserts that leaders prioritizing the welfare of their subordinates foster greater loyalty and reduce turnover intention. In the context of Puskesmas Ulunoyo, leaders who practice service-oriented behaviors contribute to creating an organizational culture that employees find supportive and trustworthy.

The study also validates the proposition that coworker support is a critical factor influencing employee retention. As noted by (Suhartono et al., 2023), supportive interpersonal relationships help employees cope with stress, enhance motivation, and foster a sense of belonging. The findings from Puskesmas Ulunoyo align with this view, as employees highlighted the importance of emotional, informational, and practical assistance from colleagues in strengthening their commitment to the organization. In healthcare settings, where teamwork is fundamental, the presence of supportive coworkers significantly reduces the likelihood of resignations.

The positive influence of service leadership on retention reflects broader implications for healthcare institutions. Leaders who consistently listen, provide feedback, and act as mentors create an environment in which employees feel valued. This aligns with the findings of (Eneis et al., 2022), who emphasize that servant leaders enhance employee engagement and reduce turnover by focusing on the holistic well-being of their teams. For Puskesmas Ulunoyo, this suggests that leadership training programs should emphasize servant-leadership principles as part of HR development strategies.

Coworker support, while sometimes considered secondary to leadership, emerged as a strong predictor of retention in this study. This supports the findings of (Pamungkas & Praditya, 2024), who identified coworker support as directly linked to increased job satisfaction and retention. The shared experiences of healthcare workers at Puskesmas Ulunoyo underline the necessity of cultivating teamwork and collaborative practices. Managers should therefore encourage peer support systems and foster a culture of solidarity among staff.

The simultaneous influence of service leadership and coworker support suggests that these factors operate synergistically rather than independently. When combined, they create a work environment that not only motivates employees but also provides them with the social and emotional resources necessary to thrive (Pant et al., 2024). This finding is consistent with the conclusions of (Visser & Scheepers, 2022), who found that servant leadership in healthcare is more effective when accompanied by strong organizational and social support structures.

The results also highlight the importance of considering contextual factors in retention strategies. Many resignations at Puskesmas Ulunoyo were due to external factors such as career opportunities elsewhere, family relocation, or health concerns. While leadership and coworker support cannot eliminate such external influences, they can mitigate their impact by enhancing employees' emotional attachment to the organization. This reflects the view of (Kumar et al., 2022), who argue that supportive workplace environments reduce employees' intentions to leave even when external opportunities exist.

Furthermore, the findings underscore the role of retention in maintaining healthcare quality. Turnover not only disrupts service delivery but also burdens remaining employees, leading to fatigue and decreased service effectiveness. As (Garad et al., 2022) argue, failure to retain employees increases recruitment costs and lowers service continuity. For Puskesmas Ulunoyo, retention is directly linked to patient satisfaction and trust, making it an essential component of organizational sustainability.

The study also reveals that service leadership had a slightly stronger effect on retention than coworker support. This suggests that while peer relationships are important, the actions and behaviors of leaders have a more profound influence on employees' decisions to stay. Leaders are uniquely positioned to set the tone for organizational culture, establish policies, and provide

recognition that strengthens employee loyalty. This echoes the argument of (Budaya et al., 2024), who stresses that leadership is central to employee commitment in public institutions.

Nevertheless, coworker support remains indispensable, particularly in a healthcare context. Healthcare delivery is inherently collaborative, requiring multidisciplinary teamwork. The absence of coworker support would undermine even the best leadership practices, as employees would still struggle to perform effectively. Thus, both factors must be considered complementary, with leadership providing strategic direction and coworkers offering day-to-day emotional and practical support (Pant et al., 2024).

The findings contribute to the growing literature on employee retention by offering empirical evidence from the context of community health centers in Indonesia. Unlike previous studies focusing on private organizations or general industries, this research highlights the unique challenges of public healthcare institutions, where limited resources, high workloads, and community expectations shape employee experiences. The results emphasize that retention strategies must be context-specific and responsive to the realities of public healthcare (Setyaningrum & Muafi, 2023). The implications of this study extend beyond Puskesmas Ulunoyo. Many community health centers across Indonesia face similar issues of high turnover and unstable employment among volunteer staff. The insights gained here can inform broader strategies for strengthening HR practices in public healthcare. Specifically, integrating service leadership training and structured coworker support mechanisms can enhance retention across similar institutions.

From a theoretical perspective, the study enriches understanding of how interpersonal and leadership factors influence retention. It underscores that employee retention is not solely a matter of material incentives or career advancement but also depends on psychological and social support systems within the workplace. This supports the broader argument of (Dias et al., 2022) that retention must be addressed holistically, combining organizational policies with interpersonal dynamics.

The study also points to areas for further research. While service leadership and coworker support significantly influenced retention, other factors such as compensation, job security, and career development opportunities may also play critical roles. Future research should therefore adopt a more comprehensive model that includes these additional variables, allowing for a deeper understanding of retention in healthcare contexts (Pant et al., 2024). Another avenue for future inquiry is longitudinal research. This study provides a cross-sectional snapshot of employee perceptions at one point in time. Longitudinal studies would allow researchers to examine how changes in leadership practices or coworker relationships affect retention over time. Such insights would be invaluable for designing sustainable HR policies in healthcare institutions.

In conclusion, the findings of this study confirm that both service leadership and coworker support significantly contribute to employee retention in Puskesmas Ulunoyo. Their combined influence highlights the importance of fostering empathetic leadership and collaborative coworker relationships to reduce turnover and enhance organizational sustainability. By adopting these strategies, healthcare institutions can not only improve employee retention but also strengthen service quality, thereby fulfilling their mission to provide accessible and effective healthcare for the community.

4. CONCLUSION

This study concludes that service leadership and coworker support play significant roles in enhancing employee retention at Puskesmas Ulunoyo, South Nias Regency. Both variables were found to have positive and significant effects, both individually and simultaneously, on employees' decisions to remain with the organization. Service leadership was shown to exert slightly stronger influence, reflecting the importance of leaders who serve, guide, and empower their subordinates in building loyalty and reducing turnover intention. Coworker support, through emotional, informational, and practical assistance, also emerged as an essential factor, fostering solidarity and teamwork that encourage employees to stay. Together, these findings highlight the necessity of cultivating service-oriented leadership and strengthening collaborative workplace cultures in healthcare institutions to ensure workforce stability and the continuity of healthcare services for the community. Nevertheless, this study is not without limitations (Vermeulen et al., 2022). The research was conducted in a single Puskesmas with a relatively small sample size, which may limit the generalizability of the findings. Additionally, the focus was restricted to two independent variables, while other factors such as

compensation, job security, and career development may also influence retention but were not explored. Future research should expand the scope by including multiple institutions, larger populations, and additional variables, as well as employing longitudinal approaches to examine retention trends over time. Practically, healthcare managers are encouraged to implement leadership training programs emphasizing servant-leadership principles and to strengthen peer support mechanisms through team-building initiatives and structured collaboration. By adopting these strategies, healthcare institutions can improve employee retention, enhance service delivery, and ultimately achieve sustainable organizational performance.

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