

## DYNAMICS OF EMPLOYEE VOICE, OCB, AND CONFLICT RESOLUTION ON EMPLOYEE RETENTION IN PRIVATE

**Eliana Priscilla Hidayat, Fatmah Bagis, Hengky Widhiandono, Dian Widyaningtyas**

Fakultas Ekonomi Bisnis Universitas Muhammadiyah Purwokerto

Email : [fatmahbagis2014@gmail.com](mailto:fatmahbagis2014@gmail.com)

### *Abstract*

*The retention of healthcare personnel has emerged as a strategic challenge for hospitals, particularly in the post-pandemic era marked by increased workloads and more complex organizational dynamics. Rising professional demands require hospitals to adopt more adaptive human resource management practices. This study examines the role of employee voice and organizational citizenship behavior (OCB) in employee retention, with conflict resolution as a mediating variable, in private hospitals in Purwokerto. The research focuses on permanent employees directly involved in hospital service delivery. Using a quantitative survey approach, data were collected from 240 respondents out of a population of 542 employees and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results indicate that employee voice does not have a significant direct effect on employee retention, although it positively influences conflict resolution. In contrast, OCB has a significant positive effect on both conflict resolution and employee retention. Furthermore, conflict resolution positively affects employee retention and mediates the relationships between employee voice and employee retention, as well as between OCB and employee retention. These findings support Social Exchange Theory, highlighting that positive social exchanges, reflected through prosocial behavior and effective conflict resolution, can enhance employee commitment and intention to remain in the organization. Practically, the study suggests that hospitals should foster open communication, strengthen conflict resolution capabilities, and encourage extra-role behaviors to retain high-quality healthcare personnel.*

**Keywords:** *Employee Voice (EV); Organizational Citizenship Behavior (OCB); Conflict Resolution (CR); Employee Retention (ER).*

## 1. INTRODUCTION

One of the global issues post-COVID-19 pandemic is workforce retention, which has resulted in increased workload, stress, and mobility of healthcare workers across sectors (Poon et al., 2022). Employee retention is understood as a phenomenon where employees choose to stay with their current company and do not actively seek other job prospects (Wijaya, 2022). The work environment is an important element that influences employees' decisions to stay, because it is a space to carry out tasks (Bagis et al., 2025). The (*OECD Economic Outlook*, 2024) predicts a shortage of more than 10 million medical personnel by 2030, a fact that confirms that efforts to retain health workers have become a strategic agenda to maintain the sustainability of the health service system. This condition confirms that healthcare worker retention has become a crucial global agenda for the sustainability of the healthcare system. A similar phenomenon also occurs in Indonesia, where the national health system faces severe pressure in maintaining the availability of competent health human resources (Mahendradhata et al., 2021).

Private hospitals in Central Java face more complex challenges, such as intense competition, the need to retain experienced staff, and interprofessional communication dynamics that often give rise to potential conflicts (Mahendradhata et al., 2021). Furthermore, hospitals need to balance financial efficiency, service quality, and employee job satisfaction to remain competitive. Several studies have shown that internal communication mechanisms through employee voice and voluntary behavior outside of formal roles, or organizational citizenship behavior, influence employee satisfaction and retention intentions (Kim & Cho, 2024). On the other hand, the effectiveness of conflict resolution in the healthcare sector plays a strategic role in creating team cohesion, emphasizing turnover intention, and strengthening interprofessional

relationships. A supportive work environment is a key factor in increasing staff commitment and retention (Bagis, 2024). However, most related studies still focus on the industrial and education sectors (Dibben et al., 2023) so the relevance in the health sector, especially hospitals, still needs to be validated through empirical research.

Employee Voice is understood as a two-way communication mechanism that allows employees to convey ideas, input, and concerns constructively to the organization. Previous research findings explain that employee voice has a positive effect on employee retention because employees who feel heard will have high commitment and loyalty to the organization (Kim & Cho, 2024). However, empirical findings are not always consistent, other studies show that employee voice has no effect on employee retention if it is not supported by the organization (Botha & Steyn, 2023). These differences in results indicate a research gap regarding employee voice in improving retention, especially in the healthcare sector which has high work pressure.

The healthcare sector, with its dense rules, procedures, and regulations, makes organizational citizenship behavior increasingly important as a source of competitive advantage because it relates to employees' extra-role contributions beyond formal job demands (Robbins & Judge, 2024). Previous research shows that OCB has a positive effect on employee retention because voluntary behavior creates a harmonious work environment and reduces stress (Johansson & Hart, 2023), but other studies reveal that OCB can have a negative impact on employee retention because it has the potential to trigger emotional exhaustion if excessive (Worku & Debela, 2024). These findings indicate how OCB functions in the healthcare sector, particularly hospitals, which are characterized by high work demands and the risk of burnout.

One of the factors that influences employee retention is that conflict resolution mechanisms in private hospitals are still weak (Nikitara et al., 2024). Conflict resolution is the ability of organizations and individuals to resolve differences constructively to reach a common understanding. In the health sector, conflict resolution is crucial because multidisciplinary teamwork has the potential to give rise to differences in perspective and interests. Conflict resolution in this study functions as a mechanism that bridges employee voice and OCB with employee retention, so that the relationship between variables is not direct, but through the quality of interaction and conflict management felt by employees (Bagis & Adawiyah, 2024). Research shows that conflict resolution has a positive effect on employee retention because good conflict resolution increases psychological safety and job satisfaction (Nikitara et al., 2024), but conflict resolution has a negative effect on employee retention because avoidance style actually decreases it (Nikitara et al., 2024).

Previous studies indicate that employee voice and OCB contribute to the effectiveness of conflict resolution, although results vary depending on the organizational context (Hongbo et al., 2021). Conflict resolution is positioned as a mediating variable between employee voice and OCB on employee retention. This research gap exists because most previous studies have focused on non-healthcare sectors (Dibben et al., 2023), while the characteristics of interprofessional conflict and post-pandemic work changes in hospitals have unique dynamics that have not been widely studied. The urgency of this research is driven by the increasing need for private hospitals to retain qualified healthcare workers amidst work pressure and burnout. HR strategies based on employee voice, OCB, and conflict resolution skills are key to strengthening retention. The novelty of this research lies in the application of a model from the industrial sector to the context of Indonesian private hospitals and the examination of conflict resolution as a key mediator in clinical multidisciplinary teams.

This research uses Social Exchange Theory (Blau, 1964) as a grand theory that emphasizes the principle of reciprocity between organizations and employees. When organizations provide space for employee voice and recognize their voluntary contributions, a sense of fairness and engagement emerges, strengthening loyalty and retention. Employees who feel procedural and interpersonal justice and feel they have high morals tend to exhibit OCB

behavior (Robbins & Judge, 2024). Organizational support through communication and recognition of OCB has been shown to strengthen engagement and retention intentions (Poon et al., 2022). This study is a replication of the study (Sajuyigbe et al., 2024), the novelty of this study lies in expanding the context from the university education sector to the health sector. Thus, the aim of this study is to analyze the influence of employee voice and OCB on employee retention, both directly and through conflict resolution as a mediator, on private hospital employees in Purwokerto. This research is expected to expand the application of Social Exchange Theory in the context of healthcare services and provide practical recommendations for hospital management in strengthening two-way communication, recognition of OCB, and conflict resolution training to reduce healthcare worker turnover.

## **2. LITERATURE REVIEW**

### **Sosial Exchange Theory (SET)**

Social Exchange Theory (SET) is a relationship characterized by mutual give-and-take, where individuals engage in reciprocal exchanges that create a sense of responsibility and trust over time (Cropanzano et al., 2017). This research is based on Social Exchange Theory (Blau, 1964), which emphasizes the principle of reciprocity between organizations and employees. When organizations provide space for employee voice and recognize their voluntary contributions, a sense of fairness and engagement emerges, strengthening loyalty and retention. Employee voice and organizational citizenship behavior in the context of SET are forms of employee social contribution that reflect positive exchanges between employees and the organization. Research shows that collaborative and fair conflict resolution strengthens the influence of employee voice and OCB on employee commitment and loyalty (Dibben et al., 2023). Within the SET framework, conflict resolution acts as a mediator that maintains the quality of positive social exchanges, so that employees feel psychologically safe and motivated to remain in the organization (Sajuyigbe et al., 2024). Research (Kim & Cho, 2024) also confirms that the combination of employee voice, OCB, and conflict resolution strategies contributes significantly to employee retention in the healthcare sector. Thus, the application of SET in this study confirms that employee voice and OCB will have a maximum impact on staff retention when facilitated by conflict resolution as a strategic mediator. This is particularly relevant for the hospital sector, which experiences high levels of work pressure.

### **Employee Voice and Employee Retention**

Social Exchange Theory views that with the recognition of employee voices, reciprocal relationships become more positive, so that employees tend to maintain long-term working relationships (employee retention) as a form of reciprocation for the organization's appreciation. Employee voice means employees verbally express ideas, problems, and opinions about their superiors or employee interests that have been on their minds, either through formal or informal mechanisms, whether through their duties and obligations or not (Asih et al., 2021). Employee voice is a strategic measure to increase retention. They assert that organizations that encourage employees to share their views and opinions foster a sense of belonging and commitment, thereby reducing turnover intentions. The relationship between active employee engagement through voice mechanisms and retention is crucial (Plessis & Beer, 2022) (Plessis & Beer, 2022). Other research has found that higher employee voice leads to higher employee retention rates because employees who feel heard are more committed and loyal to the organization (Kim & Cho, 2024). This study suggests that developing an organizational culture that values employee voice increases job satisfaction and is a significant factor in reducing employee retention rates. Organizations must implement effective communication channels and encourage open dialogue to leverage employee voice as a tool for employee retention.

H1: Employee voice has a positive effect on employee retention.

### **Organizational Citizenship Behavior and Employee Retention**

From the perspective of Social Exchange Theory, it explains that OCB reflects a positive social exchange that is ongoing when employees demonstrate OCB, they form commitment and loyalty to the organization, thus increasing their likelihood of remaining. Organizational Citizenship Behavior (OCB) is voluntary behavior outside of formal work roles that supports organizational effectiveness, such as helping coworkers, maintaining team harmony, and demonstrating loyalty to the organization (Hongbo et al., 2021). Recent research has shown a correlation between employee OCB and employee retention. That when employees are satisfied with their jobs, they tend to exhibit positive OCB, which in turn is related to a lower likelihood of employee turnover (Dwiyanti & Hidayah, 2022). This study found that job satisfaction mediates the relationship between psychological contract breach and OCB. They emphasized that commitment built through engagement and OCB creates a more stable workforce.

H2: Organizational Citizenship Behavior has a positive effect on Employee Retention.

### **Conflict Resolution and Employee Retention**

Still from the perspective of Social Exchange Theory, conflict resolution, the ability of organizations and individuals to resolve conflicts fairly and constructively strengthens a sense of justice and social support, thereby increasing employee retention, in accordance with the social exchange mechanism in SET. Organizational conflict resolution encompasses a series of procedures and practices designed to identify, manage, and resolve disputes between individuals or groups so that organizational goals are achieved and working relationships are maintained (Dunford et al., 2019). Given the crucial role of culturally competent conflict resolution within the discipline, this study demonstrates that employee retention from diverse backgrounds depends on effective conflict management arising from cultural differences. Conflict resolution functions as a form of organizational reciprocity towards the active participation of employees, as knowledge sharing in (Ramadhan et al., 2025) research represents a social exchange that encourages innovative behavior. Research indicates that implementing standardized protocols for conflict resolution strengthens staff retention in multicultural environments (Roy, 2022). On the other hand, exploring how conflict resolution significantly affects employee retention in the work environment, especially in sectors with rapidly changing dynamics (Hamedani et al., 2025). Their findings confirm that effective conflict management, combined with recognition from coworkers, increases employee retention rates.

H3: Conflict Resolution has a positive effect on Employee Retention

### **Employee Voice and Conflict Resolution**

According to Social Exchange Theory, when organizations provide space for employees to voice their opinions (employee voice), employees feel valued and reciprocate with commitment to the organization, including through constructive conflict resolution. Employee voice is an important mechanism for conveying ideas, complaints, and solutions within an organization (LePine & Van Dyne, 1998). Research shows that when employees are given space to express their opinions, they feel valued and have the opportunity to participate in the problem-solving process, which encourages a more open, expeditious, and effective conflict resolution process (Chaudhry, 2021). This empirical study demonstrates that employee involvement in two-way communication has a direct impact on the effectiveness of conflict resolution. Thus, employee voice has a strategic role in building a fair and participatory conflict resolution mechanism. Based on the theory and the results of the empirical study, the following hypothesis is formulated:

H4: Employee Voice has a positive effect on Conflict Resolution.

### **Organizational Citizenship Behavior and Conflict Resolution**

In the Social Exchange Theory concept, extra-role behavior such as Organizational Citizenship Behavior (OCB) shows positive reciprocity towards the employee's organization, which shows that OCB tends to contribute to collective social relations and supports the creation of more effective conflict resolution. OCB reflects voluntary behavior to help coworkers, maintain team harmony, and support organizational goals (Organ, 1988). This behavior becomes the foundation for positive interpersonal relationships, thus facilitating conflict resolution (Jufrizen et al., 2024). In SET relationships, OCB as a form of voluntary contribution creates a healthy reciprocal relationship, which makes it easier for the conflict process to be handled collaboratively. Further research by (Hongbo et al., 2021) shows that employees with high levels of OCB are more likely to use collaboration strategies in conflict resolution compared to avoidance styles. This is reinforced by (Almeida, 2021) who stated that OCB increases emotional involvement between employees, thereby encouraging the creation of a work environment that supports conflict resolution. Strong OCB becomes social capital for organizations in resolving conflicts with a win-win solution approach.

H5: Organizational Citizenship Behavior has a positive effect on Conflict Resolution.

### **Conflict Resolution mediates the relationship between Employee Voice and Employee Retention**

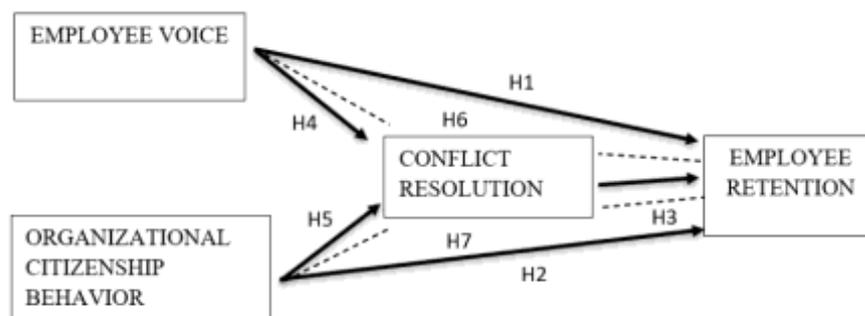
From a Social Exchange Theory perspective, employee voice improves the quality of interaction and trust between parties, which through conflict resolution mechanisms leads to increased retention, demonstrating a reciprocal pathway consistent with the SET principle. Conflict resolution is key to transforming voice into a positive experience, through fairness, responsiveness, and problem-solving. Involving employees in the conflict resolution process through their voice significantly impacts their subsequent satisfaction and retention. Several studies have emphasized the importance of involving employee input in decision-making, stating that this involvement not only facilitates effective outcomes but also reduces turnover intentions (Chaudhry, 2021). Another study argues that when managers are open to feedback and conflict resolution, it creates a trusting environment where employees feel valued and understood, which in turn increases employee retention (McCarthy & Keller, 2021). Evidence from these recent studies suggests that conflict resolution acts as a mediator between employee voice and employee retention.

H6: Conflict Resolution Mediates Employee Voice and Employee Retention

### **Conflict Resolution Mediates the Relationship Between Organizational Citizenship Behavior and Employee Retention**

In Social Exchange Theory OCB as a form of voluntary contribution shows the existence of a reciprocal balance, and when followed by effective conflict resolution, this strengthens the employee's long-term commitment to the organization. Factors that influence OCB include employees and show that adequate support in conflict resolution increases employees' emotional attachment to the organization, which in turn increases OCB. (Jufrizen et al., 2024) found that this emotional connection fosters the willingness to engage in OCB and thus reduces turnover intentions by creating a positive work environment, (Na-Nan et al., 2021) identified organizational commitment as a mediator between various factors such as job satisfaction and OCB. Their research indicates that a supportive conflict resolution environment increases organizational commitment among employees, which directly correlates with increased OCB and subsequently leads to higher retention rates.

H7: Conflict Resolution Mediates the Relationship Between Organizational Citizenship Behavior and Employee Retention



**Picture 1.** Framework of Thought

### 3. METHODOLOGY

This research is a quantitative study with a replica design that adopts the conceptual model from research (Sajuyigbe et al., 2024) regarding the influence of employee voice, organizational citizenship behavior on employee retention, with conflict resolution as mediation. This research was conducted in the healthcare sector to reexamine the model in a different context, namely the healthcare sector. This approach was chosen to obtain empirical evidence regarding the consistency of the relationships between variables in the healthcare environment.

The population of this study was 85 employees of Hospital 1, 348 employees of Hospital 2, and 109 employees of Hospital 3, so that the total population was 542 people. The sampling technique used purposive sampling with the criteria of permanent employees who have worked for at least one year. The number of samples was determined using the Slovin formula with an error rate of 5% so that a minimum of 230 respondents were obtained, but to increase the level of accuracy of the research results, the sample became 240 respondents. Data collection was carried out offline by distributing printed questionnaires directly to respondents with a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

The data obtained were analyzed using Structural Equation Modeling (SEM) with the help of Partial Least Squares (PLS) software. Researchers collected questionnaire items from various references. First, the employee voice variable took five items referring to (Dibben et al., 2023). Second, the organizational citizenship behavior variable took ten indicators developed by (Neves et al., 2024). Third, conflict resolution took five indicators referring to (Bisnis & Kristen, 2023). Finally, the employee retention variable included eight items developed by (Urbani et al., 2023).

### 4. RESULTS AND DISCUSSION

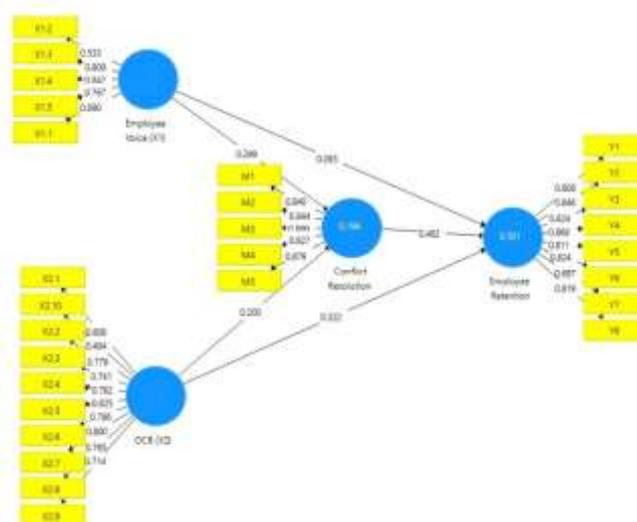
This study uses Partial Least Square or PLS, with the aim of reducing variable variance when estimating model parameters. All questionnaire data was prepared for analysis and collected with a 100% return rate (Hair Jr et al., 2021).

**Table 1.** Respondent Demographics

Identity	Information	Frequency	Presentati on
Hospital of Origin	Hospital 1	65	27,15
	Hospital 2	122	50,8
	Hospital 3	53	22,1
Gender	Male	101	42,1
	Female	139	57,9

Age	> 18-25	25	10,4
	> 25-30	82	34,2
	> 30-35	48	20
	> 35-40	34	14,2
	> 40-50	31	12,9
	> 50	20	8,3
Length of work	>1 -3	52	21,7
	> 3-6	83	34,6
	> 6-9	50	20,8
	> 9-10	55	22,9
Last education	SLTP	1	4
	SLTA	49	20,4
	Sarjana (S1)	114	47,5
	Magister (S2)	4	1,7
	Diploma (D3)	62	25,8
	Other	10	4,2

Based on demographic data in table 1. The majority of respondents came from Hospital as many as 122 respondents (50.8%) because the institution has a larger workforce or a higher level of respondent participation compared to other institutions. In terms of gender, the majority of respondents were women as many as 139 (57.9%) because the general characteristics of health workers in Indonesia are filled with many female workers in nursing positions. If seen from the SPSS data for the work unit, the majority of respondents were nurses with 83 respondents (34.4%), this indicates that in the hospital industry the majority of human resources are nurses. It can also be seen that the majority of respondents had a bachelor's degree (47%), which indicates that hospitals recruit more employees with a bachelor's degree because many medical and non-medical positions in health facilities require higher education qualifications. For the age group, most respondents were in the age range > 25-30 as many as 82 respondents (34.2%) with the most work period > 3-6 years, namely 34.6%, which indicates that respondents have long experience and a good understanding of procedures and operations. The following is data management carried out by applying the PLS 3 method. The purpose of this data analysis is to gain a deeper understanding of the relationship between variables.



**Picture 2.** Results of SEM-PLS Model Analysis

Based on Figure 1.2, the outer loading results for each studied variable are presented. The data were analyzed in two rounds, eliminating indicators X1.2 and X2.10. Because these indicators have outer loading values below 0.6, while their outer loading values are above 0.6, the indicators are acceptable (Hair Jr et al., 2021).

**Table 2. Outer Loading**

	Indicator Items	Outer Loading
EV1	I feel comfortable expressing my opinions and ideas at work.	0,69
EV2	I am encouraged to share my thoughts and suggestions.	<b>0,53</b>
		<b>3</b>
EV3	My supervisor listens to and acts on my input.	0,80
		9
EV4	My supervisor gives employees the opportunity to be heard when they challenge management decisions.	0,84
		2
EV5	My supervisor learns from his or her mistakes and finds ways to improve organizational processes through discussions with employees.	0,76
		7
OCB1	In my organization, employees help new colleagues voluntarily.	0,80
		8
OCB2	In my organization, employees volunteer to join new work teams.	0,77
		9
OCB3	In my organization, when someone needs to be replaced, they take the initiative to support them.	0,74
		1
OCB4	In my organization, employees start work immediately and manage their time effectively.	0,78
		2
OCB5	In my organization, when there is a need to make changes to the schedule, there is attention to giving advance notice.	0,82
		5
OCB6	In my organization, employees find innovative solutions to improve the quality of work.	0,78
		6
OCB7	In my organization, employees help overwhelmed coworkers.	0,8
OCB8	In my organization, employees volunteer to take on non-mandatory roles and tasks.	0,76
		5
OCB9	In my organization, employees strive to acquire new skills that can help them improve their work.	0,71
		4
OCB10	In my organization, employees assist their managers whenever needed and are readily available.	<b>0,40</b>
		<b>4</b>
CR1	I feel my boss resolves conflicts quickly.	0,84
CR2	I feel my boss resolves conflicts fairly.	0,84
		4
CR3	I feel my boss resolves conflicts according to the rules.	0,89
		9
CR4	I feel my boss resolves conflicts thoroughly.	0,82
		7
CR5	I feel my boss resolves conflicts with dignity.	0,87
		9
ER1	I feel committed and want to remain with this organization long-term.	0,80
		8
ER2	I feel a strong emotional bond with this organization.	0,84
		6
ER3	I feel a strong belief in the organization's vision and mission.	0,82
		4
ER4	I feel a strong sense of loyalty to this organization.	0,86
		8

ER5	I feel valued and appreciated by this organization as an employee.	0,81
		1
ER6	I feel highly satisfied with my work in this organization.	0,82
		4
ER7	I feel I have the opportunity to continue developing and improving my skills in this organization.	0,69
		7
ER8	I feel adequately compensated and commensurate with my contributions to this organization.	0,81
		9

Table 2. The analysis results reveal that there is an outer loading value of 0.6 for the variables employee voice, organizational citizenship behavior, and conflict resolution in the initial research stage. A loading of 0.6 is still often tolerated (Hair Jr et al., 2021) so the researcher only rejected outer loadings below 0.6. Therefore, it can be said that the outer loading values of all indicators have sufficient values to meet the requirements for convergent validity.

**Table 3. Construct Reliability dan Validity**

	<b>Cronbach's Alpha</b>	<b>rho A</b>	<b>Composite Reliability</b>	<b>AVE</b>
Conflict Resolution	0,913	0,941	0,933	0,737
Employee Retention	0,927	0,934	0,940	0,662
Employee Voice	0,796	0,796	0,867	0,621
OCB	0,920	0,923	0,933	0,609

Based on Table 3. above, it shows that the Construct Reliability and Validity values of the employee voice, organizational citizenship behavior, and conflict resolution variables on employee retention are greater than 0.7. The Average Variance Extracted (AVE) value also shows that all construct values are greater than 0.5, so all variables can be declared reliable.

Furthermore, an evaluation of the quality of the structural model was carried out through the analysis of the R-Square value, the Adjusted R Square value of the conflict resolution variable was 0.194. This value indicates that employee voice and organizational employee behavior can explain the conflict resolution variable by 19.4% because, this shows that the regression model has limited ability to explain the variation of the dependent variable. The employee retention variable has an Adjusted R-Square value of 0.490, this value indicates that 49% of the factors that influence employee retention are related to the characteristics of employee voice and organizational citizenship behavior so that it can be said that the Adjusted R Squared value is moderate.

**Table 4. Model Fit**

	<b>Saturated Model</b>	<b>Estimated Model</b>
SRMR	0,095	0,095

Based on Table 4, the model fit test results show that the SRMR value is 0.095. This result exceeds the 0.08 threshold recommended by (Hair Jr et al., 2021) but a value of 0.10 is often considered acceptable in some studies. Therefore, it can be concluded that this study model has a reasonable level of fit and is suitable for use in future analyses.

**Table 5. Discriminant Validity**

	<b>Conflict Resolution</b>	<b>Employee Retention</b>	<b>Employee Voice</b>	<b>OC B</b>
Conflict Resolution	0,858			
Employee	0,616	0,814		

Retention				
Employee Voice	0,419	0,442	0,788	
Organizational	0,356	0,534	0,531	0,78
Citizenship				1
Bbehavior				

The results of the discriminant validity test indicate that all constructs have met the Fornell-Larcker criteria, indicated by the square root of the AVE value on the diagonal being higher than the correlation between variables. This condition confirms that each construct, namely Conflict Resolution, Employee Retention, Employee Voice, and Organizational Citizenship Behavior, is able to differentiate itself adequately from one another. In addition, the correlation between variables is relatively low to moderate, indicating the absence of multicollinearity problems, so that the research instrument can be declared to have good discriminant validity and is suitable for use in further structural analysis.

**Table 6. Path Coefficient**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Result
EV -> ER	0.07	0.06	0.04	1.42	0.15	Rejecte
OCB -> ER	0.33	0.32	0.04	7.32	0.00	Accept
CR -> ER	0.46	0.47	0.04	9.94	0.00	Accept
EV -> CR	0.32	0.32	0.05	5.61	0.00	Accept
OCB -> CR	0.18	0.18	0.06	2.69	0.00	Accept
EV -> CR -> ER	0.15	0.15	0.03	4.74	0.00	Accept
OCB -> CR -> ER	0.08	0.09	0.03	2.47	0.01	Accept

\*Employee Voice (EV), Organizational Citizenship Behavior (OCB), Conflict Resolution (CR), Employee Retention (ER)

Based on table 7 to test the acceptance and rejection of the hypothesis, if the P Values are less than 0.05 the hypothesis can be accepted and considered significant. The research findings on the first hypothesis show the original sample of 0.070 which shows positive and insignificant results based on the sample value between employee voice and employee retention because the P-Values <0.05. According to the second hypothesis, a significant positive result between organizational citizenship behavior and employee retention, this result indicates that the second hypothesis is accepted with the original sample value of 0.330 and p-value of 0.000. The third hypothesis has a P-Value less than 0.05, the original sample of 0.469 which confirms that conflict resolution has a significant positive effect on employee retention. While the fourth hypothesis is significant because it has a P-value <0.05 the original sample value of 0.320 between employee voice and conflict resolution. The fifth hypothesis shows that organizational citizenship behavior with conflict resolution has a significant effect because it shows a P-Value <0.05 the original sample value of 0.186 which means the fifth hypothesis is accepted. The sixth hypothesis shows that conflict resolution mediates the relationship between employee voice and employee retention, showing a significant positive result with an original sample value of 0.150. The seventh hypothesis shows that conflict resolution also mediates the relationship between organizational citizenship behavior and employee retention, with these results, the seventh hypothesis shows that the P-Value <0.05, which means the seventh hypothesis is accepted.

## Discussion

### **The Impact of Employee Voice on Employee Retention**

Employee voice has no effect on employee retention, thus rejecting H1. This finding is in line with research results showing that employee voice has no effect on employee retention if it is not supported by the organization (Botha & Steyn, 2023). This discrepancy in results indicates a research gap regarding employee voice in improving retention, particularly in the healthcare sector, which faces high work pressure.

Employee voice isn't always a key determinant in employees' decisions to stay, especially when the organization doesn't provide a space for appreciation or implementation of that voice. Thus, employee voice expression isn't a significant factor in employee retention.

From a Social Exchange Theory (SET) perspective, these outcomes can be understood as a form of imbalance in the reciprocal relationship between employees and the organization. When employee voices or input are not acted upon, responded to adequately, or do not result in meaningful change, the behavior of expressing voice is no longer perceived as part of a mutually beneficial exchange. This can undermine employees' confidence that their informal contributions will receive emotional or instrumental rewards from the organization.

The indicator with the smallest outer loading value was the statement "I am encouraged to share my thoughts and suggestions." This finding confirms the need for companies to build a culture of open communication accompanied by clear follow-up mechanisms for employee input. Furthermore, companies can implement voice climate policies such as regular forums and leadership training focused on active listening to ensure employee voice becomes a valued channel for participation and has a real impact. Thus, employee voice will have a greater opportunity to influence employee retention in a responsive organizational context.

### **The Influence of Organizational Citizenship Behavior on Employee Retention**

Organizational citizenship behavior (OCB) has a positive and significant effect on employee retention, suggesting H2 is accepted. This finding confirms that the higher the level of voluntary behavior employees exhibit in helping coworkers, demonstrating loyalty, and contributing beyond formal job demands, the greater their likelihood of remaining or being retained within the organization (Giovanni & Wulandari, 2023).

From a Social Exchange Theory (SET) perspective, these results reflect a positive reciprocal relationship between the organization and employees. When employees perceive that the organization provides support, trust, and a conducive work environment, they are encouraged to demonstrate OCB, which in turn strengthens their sense of belonging and commitment to the organization, thus driving their decision to remain (Aprilianti & Shofiyah, 2024).

The statement with the lowest score was "In my organization, employees help managers whenever they need it and are readily available." This low score indicates that the willingness to help superiors is not yet optimal in the organizational context. Companies need to strengthen a work climate based on collaboration, trust, and mutual respect between subordinates and superiors. Organizations can implement strategies such as leadership coaching, recognition mechanisms for altruistic behavior, and supportive management policies so that informal roles such as helping superiors are not seen as a burden, but rather as a form of mutually beneficial interpersonal commitment.

These findings align with research by ((Aprilianti & Shofiyah, 2024); Sajuyigbe et al., 2024); (Ilyasa & Darmasuti, 2022) which shows that OCB is a significant predictor of employee retention. This alignment further strengthens the argument that extra-role behavior is not only valuable for organizational productivity but also plays a strategic role in building strong, reciprocal, and sustainable social relationships, in accordance with the basic principles of Social Exchange Theory.

### **The Impact of Conflict Resolution on Employee Retention**

Conflict resolution has a positive and significant effect on employee retention, or H3 is accepted. Fair, transparent, and inclusive conflict resolution mechanisms can create a psychologically safe work environment, thereby reducing work stress, increasing feelings of appreciation, and strengthening interpersonal relationships in the workplace (Tahir et al., 2024). From a Social Exchange Theory (SET) perspective, these results reflect a positive reciprocal relationship, where employees view effective conflict resolution as a form of support and appreciation from the organization, so they provide reciprocity in the form of commitment and a decision to remain working in the organization (Blau, 1964). The results of this study support the view of (Bagis & Adawiyah, 2025) who stated that employee retention is formed through sustainable organizational mechanisms, not through the direct influence of a single behavioral variable. Conflict resolution in this study functions as an organizational mechanism that channels employee voice and OCB into more stable and long-term work relationships.

The statement with the lowest outer loading value was "I feel my superior resolves conflicts thoroughly." This indicates that employee perceptions of their superior's competence and consistency in handling conflicts are still relatively low. Organizations need to strengthen leadership capabilities, particularly in the areas of conflict management and emotional intelligence. Several strategic steps that can be taken include leadership responsiveness training, the implementation of systematic conflict resolution policies, open communication forums, and the implementation of constructive feedback patterns (Bhakuni et al., 2024). Thus, conflict resolution is not merely reactive but also becomes part of an organizational culture that supports harmonious and long-term work relationships.

The findings of this study align with those of (Sajuyigbe et al., 2024) which state that effective conflict resolution plays a crucial role in maintaining employee retention within the organization. This consistent finding reinforces the understanding that an organization's ability to manage conflict not only impacts the dynamics of interpersonal relationships but also has strategic implications for workforce sustainability and organizational stability.

### **The Influence of Employee Voice on Conflict Resolution**

Employee voice has a positive and significant effect on conflict resolution, confirming H4. This finding confirms that the higher the level of employee openness in expressing opinions, suggestions, and constructive criticism, the more effective the conflict resolution process within the organization. In other words, employee voice acts as a preventive and corrective communication mechanism, enabling potential conflicts to be identified early and resolved through open dialogue (Mohamed et al., 2022).

From a Social Exchange Theory (SET) perspective, these outcomes can be understood as a form of positive reciprocity that occurs in the relationship between organizations and employees. When organizations provide space for employees to speak up without fear of negative consequences, employees feel valued, recognized, and empowered, making them more willing to engage in constructive conflict resolution processes (Chaudhry, 2021). Practical implementations for organizations include strengthening voice system mechanisms such as two-way dialogue forums, anonymous reporting channels, and ongoing feedback. Furthermore, assertive communication training for employees and leaders can be an additional strategy to ensure that employee voices are not only heard but also included in the decision-making process in conflict resolution.

These findings align with research (Sajuyigbe et al., 2024) which explains that employee voice is a crucial factor in increasing the effectiveness of conflict resolution in the workplace. This consistent finding reinforces the understanding that active employee participation through the expression of aspirations and opinions not only impacts the dynamics of organizational communication but also plays a strategic role in maintaining interpersonal relationships.

### **The Influence of Organizational Citizenship Behavior on Conflict Resolution**

Organizational citizenship behavior (OCB) has a positive and significant effect on conflict resolution, or H5 is accepted. This finding confirms that employees who exhibit voluntary behavior are better able to contribute to the conflict resolution process within the organization. This reinforces the understanding that OCB not only impacts work efficiency but also plays a strategic role in creating a supportive and harmonious work environment.

When examined through the lens of Social Exchange Theory (SET), these results reflect a mutually beneficial exchange relationship between the organization and its employees. When organizations treat employees fairly and supportively, employees respond with extra-role behaviors such as helping, cooperating, and demonstrating tolerance, which in turn enhances the organization's ability to handle conflict (Liaquat & Mehmood, 2017). Practical implications suggest that organizations need to strengthen a conducive work climate by developing an empathy-based leadership style, programs to strengthen team collaboration, and mechanisms to reward or recognize prosocial behavior.

These findings align with research (Sajuyigbe et al., 2024) showing that OCB plays a crucial role in building harmonious work dynamics and enhancing an organization's ability to resolve conflict. These similar findings reinforce the understanding that extra-role behavior is not merely a voluntary contribution but also a key element in constructive and sustainable social relationships.

### **Conflict Resolution Mediates the Relationship between Employee Voice and Employee Retention**

Conflict resolution mediates the relationship between employee voice and employee retention, or H6 is accepted. This finding indicates that employee voice does not directly drive retention, but becomes effective when facilitated by a sound conflict resolution process. In other words, employees who feel their aspirations are heard and facilitated through fair, constructive, and responsive conflict resolution mechanisms will feel a stronger emotional connection to the organization, thereby increasing their likelihood of staying (Laksana et al., 2024).

Viewed through the perspective of Social Exchange Theory (SET), these results reinforce the understanding that social relationships between organizations and employees are based on the principle of reciprocity. When organizations provide a safe space for employees to express their opinions and concretely respond through effective conflict resolution, employees perceive a positive exchange value in the relationship, which in return demonstrates loyalty, emotional commitment, and a decision to remain with the organization (Chaudhry, 2021). From an implementation perspective, companies need to ensure that employee voice systems are not merely formalities but are integrated with feedback loop mechanisms and clear conflict resolution procedures. Developing a policy framework, active listening training, and a structured dialogue forum can strengthen the relationship between these variables in practice.

These findings align with research (Sajuyigbe et al., 2024) which states that employee voice is effective in increasing retention only when an organization has strong and responsive conflict resolution capabilities. This alignment emphasizes that, in the context of human resource management, conveying employee voice cannot significantly impact retention without the support of an open, solution-oriented organizational culture that fosters harmonious working relationships.

### **Conflict Resolution Mediates the Relationship between Organizational Citizenship Behavior and Employee Retention**

Conflict resolution mediates the relationship between organizational citizenship behavior (OCB) and employee retention, or H7 is accepted. Voluntary employee behavior in helping coworkers and contributing beyond the formal demands of their jobs can increase retention rates when the organization is able to manage conflict effectively (Sajuyigbe et al., 2024). In other words, OCB encourages the creation of a supportive and collaborative work environment, and its

influence on employee retention is more visible when conflict resolution is carried out fairly, coently. (Bagis & Adawiyah, 2024) emphasize that employee behavior and attitudes are formed through social dynamics and interaction mechanisms within the organization, not through direct relationships. When analyzed from the perspective of Social Exchange Theory (SET), these results reflect that positive employee behavior, such as OCB, is part of a social exchange that occurs when they feel valued and treated fairly by the organization. When conflict resolution is effective, employees perceive tangible reciprocity for their contributions, including prosocial behavior, thus strengthening the emotional and psychological bond between employees and the organization (Blau, 1964). As a practical implication, organizations need to strengthen their conflict management systems structurally, through leadership training in conflict handling, providing open communication channels, and strengthening an organizational culture that emphasizes cooperation and appreciation for voluntary contributions.

These findings align with research (Sajuyigbe et al., 2024) showing that OCB only significantly impacts retention when an organization has strong and responsive conflict resolution mechanisms. The consistency of these findings emphasizes that, from a SET perspective, employee retention is not solely the result of positive individual behavior, but rather the outcome of a healthy reciprocal relationship between employees and the organization, particularly when conflict is managed fairly and constructively.

## 5. CONCLUSION

From the research results, it was concluded that the dynamics of employee behavior, especially employee voice, organizational citizenship behavior (OCB), and the organization's ability to manage conflict, have an important role in building health worker retention in private hospitals. Although employee voice does not directly increase employee retention, the findings suggest that employee voice becomes meaningful when organizations are able to channel it through effective conflict resolution mechanisms. Conversely, OCB consistently demonstrates prosocial behavior that strengthens positive social exchange relationships and directly contributes to employees' decisions to stay. The role of conflict resolution mediation is evidence that the quality of interaction between employees and the organization not only affects work comfort, but also reaffirms the principles of Social Exchange Theory that underlie this research. Therefore, this study is significant because it provides a new understanding that retention is not solely determined by individual behavior, but primarily by how organizations respond to and manage these dynamics constructively. These findings are noteworthy for policymakers, hospital management, and future researchers, as they provide a practical and theoretical foundation for designing retention strategies that are more humane, responsive, and oriented toward the quality of work relationships. This study has limitations that should be considered when interpreting the findings. The study's limited context within a private hospital limits the generalizability of the results to other healthcare sectors, such as government hospitals or non-healthcare institutions, which have different organizational and regulatory characteristics. Furthermore, this study did not include other contextual factors, such as leadership style, organizational climate, or workload, which could potentially influence employee retention empirically. Future researchers could combine quantitative and qualitative approaches to gain a deeper understanding of how employee voice is perceived, channeled, and acted upon by organizations.

## REFERENCE

- Asih, A., Endang, M., & Edy, S. (2021). Pengaruh Good Governance dan Transformasional Leadership Terhadap Employee Performance Dimoderasi Employee Voice Behavior (studi kasus pada PT. ANGKASA PURA I (PERSERO)). *Jurnal Ekobisman*, 6(1), 35–49.
- Bagis, F. (2024). *From Support to Loyalty: How Work Environment, Commitment, and Fit Affect Employee Retention*. 9(3), 28–37.
- Bagis, F., & Adawiyah, W. (2025). Divine Guidance in The Face of Toxicity: How Islamic Leadership Navigates Workplace Stress and Mental Wellbeing in Higher Education Institutions. *MIX: Jurnal Ilmiah Manajemen, Volume 15*, 2–6.
- Bagis, F., & Adawiyah, W. R. (2024). Exploring Islamic Spiritual Well-Being: Conceptualization and Validation of a Measurement Scale. *Islamic Guidance and Counseling Journal*, 7.
- Bagis, F., Astuti, H. J., & Yusnar, Alfato, H. A. (2025). *Supportive Work Environment and Employee Retention: Examining the Mediating Role of Organizational Commitment and Person-Organization Fit*. 4(2), 383–406.
- Bhakuni, S., Rana, A., & Bhanot, B. (2024). *Techniques for Managing Employee Relations and Conflict Resolution within the Workplace*. 94–102. <https://doi.org/10.32996/jbms>
- Bisnis, F., & Kristen, U. (2023). Pengaruh Komunikasi dan Kepemimpinan Terhadap Penyelesaian Konflik di Organisasi Kemahasiswaan (Senat, Himama, Himatha) Fakultas Bisnis Universitas Kristen Maranatha. *Sanskara Ekonomi Dan Kewirausahaan*, 01(02), 55–65.
- Blau, P. M. (1964). Justice in Social Exchange. *Sociological Inquiry*, 34(2), 193–206. <https://doi.org/https://doi.org/10.1111/j.1475-682X.1964.tb00583.x>
- Botha, L., & Steyn, R. (2023). Employee voice as a behavioural response to psychological contract breach: The moderating effect of leadership style. *Cogent Business and Management*, 10(1). <https://doi.org/10.1080/23311975.2023.2174181>
- Chaudhry, N. I. (2021). *Treating top management team conflicts through employee voice for reducing intentions to quit: moderating role of union instrumentality*. 33(2), 203–222. <https://doi.org/10.1108/IJCM-03-2021-0035>
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social Exchange Theory: A Critical Review With Theoretical Remedies. *Academy of Management Annals*, 11(1), 479–516. <https://doi.org/10.5465/annals.2015.0099>
- Dibben, P., Cunningham, I., Bakalov, N., & Xian, H. (2023). Conceptualising employee voice in the majority world: Using multiple intellectual traditions inspired by the work of Mick Marchington. *Human Resource Management Journal*, 33(3), 564–577. <https://doi.org/10.1111/1748-8583.12473>
- Dunford, Benjamin B, Mumford, Kevin J, Boss, R. Wayne, Boss, Alan D, & Boss, David S. (2019). Integrated Conflict Management Systems Pay Off with Lower Levels of Formal Grievances and Lower Turnover Rates. *ILR Review*, 73(2), 528–551. <https://doi.org/10.1177/0019793919882892>

- Dwiyanti, R., & Hidayah, N. (2022). the Effect of Psychological Contract Breach on Organizational Citizenship Behaviors: Job Satisfaction As a Mediation. *Malaysian Mental Health Journal*, 1(1), 07–11. <https://doi.org/10.26480/mmhj.01.2022.07.11>
- Giovanni, F. N., & Wulandari, W. (2023). *Peran Komitmen Organisasional Sebagai Variabel Mediasi : Organizational Citizenship Behavior dan Kompetensi terhadap Retensi Guru SMAN 1 LAWANG*. 2.
- Hair Jr, J. F., M Hult, G. T., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial Least Squares Structural Equation Modeling ( PLS-SEM ) Using R*.
- Hamedani, S. S., Abdullah, N., Subramaniam, S. H., Muzammil, M., & Kat, G. P. (2025). The Remote Work Puzzle: Unravelling Key Factors in Employee Retention. *International Journal of Research and Innovation in Social Science*, IX(II), 3416–3423. <https://doi.org/10.47772/ijriss.2025.9020266>
- Hongbo, L., Waqas, M., Tariq, H., Yahya, F., Marfoh, J., Ali, A., & Ali, S. M. (2021). Cost of Serving Others: A Moderated Mediation Model of OCB, Ego Depletion, and Service Sabotage. *Frontiers in Psychology*, 12(March), 1–13. <https://doi.org/10.3389/fpsyg.2021.595995>
- Johansson, E., & Hart, R. (2023). The Outcomes of Organizational Citizenship Behaviors in Part-Time and Temporary Working University Students. *Behavioral Sciences (Basel, Switzerland)*, 13(8). <https://doi.org/10.3390/bs13080697>
- Jufrizen, Farisi, S., Hasibuan, J. S., & Gunawan, A. (2024). Factors affecting organizational citizenship behavior of budget hotel employees in Indonesia: Examining the mediating role of work engagement and affective commitment. *Problems and Perspectives in Management*, 22(1), 549–561. [https://doi.org/10.21511/ppm.22\(1\).2024.44](https://doi.org/10.21511/ppm.22(1).2024.44)
- Kim, T., & Cho, W. (2024). Employee Voice Opportunities Enhance Organizational Performance When Faced With Competing Demands. *Review of Public Personnel Administration*, 44(4), 713–739. <https://doi.org/10.1177/0734371X231190327>
- LePine, J. A., & Van Dyne, L. (1998). Predicting voice behavior in work groups. *Journal of Applied Psychology*, 83(6), 853–868. <https://doi.org/10.1037/0021-9010.83.6.853>
- Liaquat, M., & Mehmood, K. K. (2017). *Organization Citizenship Behavior : Notion of Social Exchange Theory*. 3(2), 209–216.
- Mahendradhata, Y., Andayani, N. L. P. E., Hasri, E. T., Arifi, M. D., Siahaan, R. G. M., Solikha, D. A., & Ali, P. B. (2021). The Capacity of the Indonesian Healthcare System to Respond to COVID-19. *Frontiers in Public Health*, 9. <https://doi.org/10.3389/fpubh.2021.649819>
- Mohamed, A., Elbayoumi, I., & Onjewu, A. (2022). International Journal of Hospitality Management Hearing employee voice and handling grievance : Views from frontline hotel and travel agency employees. *International Journal of Hospitality Management*, 107(May 2021), 103311. <https://doi.org/10.1016/j.ijhm.2022.103311>
- Na-Nan, K., Kanthong, S., & Joungtrakul, J. (2021). An empirical study on the model of self-efficacy and organizational citizenship behavior transmitted through employee engagement, organizational commitment and job satisfaction in the thai automobile parts manufacturing industry. *Journal of Open Innovation: Technology, Market, and*

*Complexity*, 7(3), 170. <https://doi.org/10.3390/joitmc7030170>

- Nikitara, M., Dimalibot, M. R., Latzourakis, E., & Constantinou, C. S. (2024). Conflict Management in Nursing: Analyzing Styles, Strategies, and Influencing Factors: A Systematic Review. In *Nursing Reports* (Vol. 14, Issue 4, pp. 4173–4192). Multidisciplinary Digital Publishing Institute (MDPI). <https://doi.org/10.3390/nursrep14040304>
- OECD *Economic Outlook* (Issue May). (2024).
- Plessis, A. S. (Suné) Du, & Beer, L. T. D. (2022). The Relationships Between Work-Related Rumination, Employee Voice and Silence, Turnover Intention, and Job Satisfaction. *Management Revue*, 35(3), 335–355. <https://doi.org/10.5771/0935-9915-2022-3-335>
- Poon, Y. S. R., Lin, Y. P., Griffiths, P., Yong, K. K., Seah, B., & Liaw, S. Y. (2022). A global overview of healthcare workers' turnover intention amid COVID-19 pandemic: a systematic review with future directions. In *Human Resources for Health* (Vol. 20, Issue 1). BioMed Central Ltd. <https://doi.org/10.1186/s12960-022-00764-7>
- Ramadhan, S. T., Bagis, F., Tubastuvi, N., & Utami, R. (2025). *Improving Innovative Work Behavior in the Hospitality Sector : The Mediation Role of Knowledge Sharing between Transformational Leadership and Psychological Capital*. 4(2), 703–722.
- Robbins, S. P., & Judje, T. A. (2024). *Organizational Behavior*.
- Roy, S. (2022). Development, maintenance and regulation of multidisciplinary research teams to improve clinical research quality in India - implications for HR practice. *Interantional Journal of Scientific Research in Engineering and Management*, 06(03). <https://doi.org/10.55041/ijrsrem11908>
- Sajuyigbe, A. S., Eniola, A. A., Ayeni, A. W., & Ineba, H. L. (2024). Organizational Citizenship Behavior, Employee Voice and Academic Staff Retention in Nigerian Universities: Mediating Role of Conflict Resolution. *Revista Colombiana de Psicología*, 33(1), 87–106. <https://doi.org/10.15446/rcp.v33n1.100117>
- Tahir, M., Farooqi, K., & Prof, A. (2024). *Impact of Conflict Management on Employee Retention and Engagement : A Systematic Review . Dr.shehzad@uo.edu.pk Abstract : Introduction : 6588*(March), 3975–3989.
- Urbani, W. P., Gunawan, A. W., & Mahardika, S. P. (2023). Pengaruh Training and Development Terhadap Employee Retention Yang Dimediasi Oleh Job Satisfaction Pada Karyawan Perbankan. *Jurnal Ekonomi Trisakti*, 3(2), 2185–2194. <https://doi.org/10.25105/jet.v3i2.16873>
- Wijaya, S. (2022). PERAN BUDAYA ORGANISASI DALAM MENINGKATKAN RETENSI KARYAWAN. *Jurnal Bina Manajemen*, 11(1), 199–213.
- Worku, M. A., & Debela, K. L. (2024). A systematic literature review on organizational citizenship behavior: conceptualization, antecedents, and future research directions. *Cogent Business and Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2350804>