

## Exploring the Impact of Managerial Coaching, Emotional Intelligence and Social Support on Employee Retention: The Mediating Role of Employee Resilience in Malaysian Public Healthcare

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**Abstract:** This paper explores the correlation between managerial coaching, emotional intelligence, social support, employee resilience, and retention among healthcare workers in Malaysia's public healthcare sector. Retaining healthcare staff has become a severe difficulty in the *BANI* (Brittle, Anxious, Non-linear, Incomprehensible) environment, worsened by the COVID-19 epidemic. The study suggests that managerial coaching, emotional intelligence, and social support are essential for developing resilience among healthcare workers. This resilience, in turn, impacts their ability to stay in their jobs. The study will employ a quantitative cross-sectional survey approach to examine the links inside specific public hospitals in Malaysia. The results are anticipated to offer a vital understanding of how public healthcare in Malaysia can strategically improve staff resilience and retention, guaranteeing the long-term viability of the healthcare workforce in a world after the pandemic. This study enhances our comprehension of the intricate processes that impact staff retention in the public healthcare industry, providing practical implications for policymakers and healthcare managers.

**Keywords:** *Employee Retention, Managerial Coaching, Emotional Intelligence, Social Support, Employee Resilience*

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### 1. Introduction and Background

Employees are vital assets in both public and private organizations, as they play a crucial role in helping organizations accomplish their goals and objectives. The unique expertise, competencies, capabilities, and insights possessed by each employee are essential and can actively contribute to the organization's day-to-day activities and have a beneficial influence on the organization's overall goals and objectives (Zainal et al., 2022; Johnnesse & Chou, 2017; Mangala & Ramachandra, 2017). However, in today's brittle, anxious, non-linear, and incomprehensible world known as the *BANI* world, public healthcare in Malaysia faces adversity in retaining healthcare workers in the public healthcare sector.

In 2020, Jamais Cascio developed the *BANI* world; he provided a detailed explanation of his approach to reality and discussed the current state of the world during the pandemic. He elucidates his theory by outlining the conditions of existence in a pandemic reality using the *BANI* model. Musiol (2022), a philosophical psychotherapist, shared in her journal that the *BANI* world exists due to the COVID-19 pandemic, the ongoing effects of a pandemic caused by the SARS-CoV-2 coronavirus continue to influence our environment, and the *BANI* world makes it quite challenging for the government to retain healthcare workers in public hospitals.

Public healthcare systems are essential for guaranteeing fair and equal access to medical treatments, especially for lower-income individuals. Mulcahy et al. (2021) found that Higher government expenditure on healthcare is linked to a decrease in the utilization of private medical providers, especially among individuals with lower incomes. This suggests that investing public funds in healthcare services can help alleviate inequality in accessing healthcare. According to Govender et al. (2021), People with lower incomes frequently select public healthcare systems because they are affordable and convenient. However, some may choose private treatment for perceived higher quality and convenience. This underscores the significance of public healthcare in delivering easily obtainable treatments to individuals unable to pay for private medical treatment.

This study investigates the relationship between managerial coaching, emotional intelligence, and social support contributing to employee resilience among healthcare workers in Malaysian government hospitals,

ultimately impacting employee resilience and retention. Public healthcare systems are vital in addressing socioeconomic disparities by providing affordable and accessible care and reducing financial strain on lower-income families. As essential components of a nation's healthcare framework, public hospitals safeguard public health and ensure well-being. Effective strategies and robust health system governance are crucial for improving the quality and accessibility of public healthcare, particularly as populations age and the need to cater to older adults increases. Retaining healthcare workers in public hospitals is critical for maintaining a robust healthcare system that benefits all citizens, especially those in lower-income groups.

### **Problem Statement**

The COVID-19 epidemic has had a profound impact on Malaysians, resulting in substantial mental health difficulties. Numerous individuals have experienced the unfortunate loss of family members or employment, leading to heightened levels of anxiety, stress, and sadness. The Public Service Department, led by Tan Sri Mohd Khairul Adib Abd Rahman, implemented the Holistic Well-being Inventory (IKH) to evaluate the mental well-being of federal personnel. This tool assesses six key dimensions of well-being: emotional well-being, overall life satisfaction, psychological functioning, social well-being, occupational well-being, and mental health.

According to *Berita Harian*, the Ministry of Health's Mental Health and Psychosocial Support Service (MHPSS) offered psychological assistance to 64,366 individuals during the Movement Control Order (MCO) period. According to Mohd Khairul Adib's report, as of September 2020, more than 15,000 civil servants had undergone counselling, and 22.5% of the population had sought Psychological First Aid (PFA) services for health-related issues. Healthcare personnel, as reported by Tharanya Arumugam in the *New Straits Times* in 2021, have been greatly affected, with a substantial number displaying symptoms of intense stress or burnout.

According to a report by *Bulletin TV3* on February 1, 2023, 95% of 1,652 healthcare professionals, including government physicians and nurses, believed the nation's public health system is currently experiencing a crisis. Moreover, 73% of individuals contemplate resigning, while 80% of participants in the CodeBlue health news website study concur that their compensation is insufficient, and 78% voice apprehensions regarding overwhelming workloads.

Amidst the pandemic, healthcare personnel have encountered substantial mental health difficulties. Therefore, it is imperative to investigate methods to bolster resilience and improve staff retention. This study examines the influence of managerial coaching, emotional intelligence, and social support on employee resilience and retention. It aims to identify effective treatments to assist employees in coping with ongoing problems and maintaining a stable workforce.

## **2. Underpinning Theory**

### **Job Demand Resource Theory**

The Job Demand-Resource (JD-R) Theory is a theoretical framework that explores the connections between employee satisfaction, job efficiency, and organizational achievements. The concept, initially laid forth by Demerouti et al. (2001) and subsequently expanded to encompass several work-related factors, posits that the combination of job demands and job resources has a cumulative effect on employee stress and motivation, eventually influencing organizational performance.

The intricate nature of healthcare jobs in Malaysia's public healthcare system has been amplified by several factors, including the rising need for patient-centered care, the extensive use of new medical technologies, collaboration among healthcare professionals, and the emergence of contagious diseases. The continuous existence of COVID-19 and other potential health risks enhances this intricacy. The study is primarily based on the JD-R Theory, which offers a complete viewpoint on the impact of managerial coaching, emotional intelligence, and social support on employee retention in Malaysia's public healthcare sector.

The study also investigates the role of employee resilience in mediating these correlations. The theory builds upon the Job Demand-Control (JDC) model created by Karasek in 1979 and the Effort-Reward Imbalance (ERI) model introduced by Siegrist in 2002. The JD-R Theory offers a more inclusive framework compared to earlier models, as it considers both the positive elements (resources) and negative elements (demands) of work environments. The JD-R Theory, formulated by Arnold Bakker and Evangelia Demerouti in 2016, is a well-

recognized framework that explores the relationship between job demands, job resources, employee well-being, and work-related outcomes, including resilience and retention. The theory suggests that every occupation involves specific demands (such as workload, time constraints, and emotional pressures) and resources (such as social support, autonomy, and feedback). While job demands can exhaust people and cause stress, employment resources can help alleviate these negative impacts and foster personal development and progress.

Demerouti and Bakker (2023) highlight the crucial role of leaders in providing resources and facilitating communication during challenging times to handle uncertainty and boost employee motivation effectively. Indispensable job resources are required to efficiently manage workplace demands, enhance work engagement, and sustain well-being. Evangelia Demerouti researches several aspects of performance and well-being, covering many issues, including the JD-R model. Furthermore, implementing inclusive leadership can positively impact psychological distress in difficult circumstances. This highlights the interconnectedness of personal and professional aspects, as significant life events can impact an individual's dedication and efficiency in their job.

According to the JD-R Theory, employees exert control over their job settings by efficiently handling the requirements and assets of their occupations. Job demands require constant dedication with a chance to induce stress and weariness if not effectively managed—however, employment resources aid in achieving work goals, reducing job pressures, and promoting personal development. The interaction between job requirements and available resources substantially impacts employee drive, achievement, and well-being. Sufficient employment resources mitigate the negative effects of challenging job requirements, leading to enhanced employee commitment and flexibility. The equilibrium, influenced by factors such as the quantity and kind of job requirements and resources, personal resources of individuals, and organizational support, plays a crucial role in employee retention and enhancing well-being.

### **Social Exchange Theory**

The conceptual foundation of Social Exchange Theory (SET) is derived from the pioneering research undertaken by scholars such as George Homans, Peter Blau, and Richard Emerson throughout the mid-20th century (Homans, 1958; Heath, 1971). These scholars explored the fundamental principles that govern social interactions. Originally driven by economic principles, these scholars viewed many social interactions as similar to "benefit exchanges," mimicking monetary transactions. Homans made a vital contribution to the development of Social Exchange Theory by suggesting that social activity can be understood as the exchange of tangible and intangible resources, such as goods and services, as well as social approval (Homans, 1958; Cole et al., 2002). As the theory progressed, scientists delved deeper into its core concepts, examining the roles of authority, influence, and the creation of small-scale organizations within the larger framework of social trade (Homans, 1958).

Blau's research focused on how power imbalances in social interactions affect employees' resilience to adversities and their likelihood of staying with the organization. Particularly, individuals who hold abundant resources or possess significant influence tend to have greater authority over the method of exchange, which might impact the level of loyalty that employees have towards staying with the business (Homans, 1958). Emerson's research on network architectures demonstrates the impact of exchange mechanisms inside an organization on the distribution of resources and authority among individuals. The interaction of network variables can either enhance or hinder an employee's ability to cope with challenges and maintain commitment, therefore affecting employee resilience (Cole et al., 2002).

This study used Social Exchange Theory as its main theoretical framework to examine the influence of managerial coaching, emotional intelligence, and social support on employee retention in Malaysia's public healthcare sector. The circumstance involves an examination of employee resilience as a mediator. The study tries to understand the interactions and collective impact of these variables on the retention of healthcare personnel using this theoretical framework. The study investigates the influence of managerial coaching on the improvement of employees' skills and fulfillment in their jobs. It also explores how emotional intelligence creates a supportive and empathetic work environment. Additionally, the study evaluates the impact of social support in lowering workplace stress and increasing resilience. The aim is to provide pragmatic and valuable

information that may guide decision-making and tactics to improve the effectiveness of Malaysia's public healthcare sector and bolster employee retention.

### 3. Literature Review

Employee retention is the deliberate and intentional implementation of measures to motivate employees to remain with an organization for a prolonged duration (Naz et al., 2020; Yang et al., 2021; Krishnamoorthy & Aisha, 2022; Zainal et al., 2022; Ngah et al., 2024). Additionally, it is connected to the workers' inclination to stay in their present positions, which is impacted by the incentives and assistance they are provided with (Das & Baruah, 2013; Naidu et al., 2023). Comprehending this pivotal signal is essential as it offers valuable insights about employees' pleasure with their work, their degree of dedication, and their overall involvement with the organization. Multiple studies have investigated the variables that influence employee retention in different industries. It is crucial to comprehend the precise aspects that affect the public healthcare sector, as it poses distinct problems for its staff. Studies have investigated factors influencing employee retention in several demographic categories, including pharmaceutical staff (Zaman et al., 2021) and nurses (Matsuo, 2021).

Supervisory assistance is a well-acknowledged characteristic that significantly impacts employee retention in various businesses and geographic areas. The literature has extensively shown the significant influence of supervisory assistance on employees' career satisfaction (Matsuo, 2022), commitment (Kyei-Frimpong et al., 2023), and retention (Kaur & Mittal, 2022) in organizations. According to Ladyshevsky (2010), managerial coaching is essential to supervisory support. In 2009, the European Foundation for Management Development (EFMD) and the European Mentoring and Coaching Council (EMCC) highlighted five primary advantages of coaching: "enhanced performance," "heightened motivation," "strengthened team cohesion," "greater employee retention," and "improved conflict resolution." Additionally, their study revealed that coaching is mainly offered to managers and individuals who are recognized as having high potential within the company's talent pool.

Although there has been considerable research on the influence of supervisory support on employee retention, there remains a notable lack of understanding of the precise function of managerial coaching in this particular setting. Therefore, researching the correlation between managerial coaching and staff retention in the public healthcare sector should offer the government helpful knowledge as it pursues efficient approaches to improve employee retention.

According to Ellinger (2003), coaching is not a manager's responsibility and does not necessitate extra exertion. Additionally, it can foster a tendency among employees to disregard their job duties and neglect their obligations to manage their time effectively. Ali, Raza, Ali, and Imtiaz (2020) contend that managers must prioritize the assistance and advancement of their workers. Additional investigation is required to explore this topic further. Concurring with the viewpoints of Ali, Raza, Ali, and Imtiaz, it is imperative to recognize that managers have a vital responsibility to promote the growth and advancement of their staff. Managers must possess a high level of positive energy to coach their personnel correctly. This state of mind can be expressed as immediate emotional responses to certain occurrences or enduring emotional conditions unconnected to specific circumstances. It is a type of pleasant emotional stimulation described by Quinn and Dutton in 2005. Energy can be understood as having motivational effects, influencing an individual's decision-making and the effort they invest in their actions. Positive emotions signal the appeal of other options, which affects the effort someone is willing to exert. People typically put consistent effort into activities they believe have sufficient energy (Quinn & Dutton, 2005). Managers can support employees during challenging times by engaging in managerial coaching, which includes empowering them, offering helpful advice, providing moral support, and giving constructive feedback. This approach helps employees recognize the effectiveness of their efforts, reducing stress and building greater resilience. This research examines the complex relationship between managerial coaching and employee resilience, highlighting the importance of understanding how managerial coaching influences resilience to grasp workplace challenges and support systems better. Thus, the following hypothesis is proposed:

**H1:** Managerial coaching positively influences employee resilience

Emotional Intelligence (EI) is a vital factor in employee retention within the public healthcare sector because it involves the ability to recognize, understand, express, and regulate emotions in oneself and others, significantly influencing various aspects of life (Coronado-Maldonado & Benítez-Márquez, 2023). While competitive salaries and benefits are essential, healthcare workers face unique challenges beyond financial compensation. The demanding nature of the job, including long hours, limited family support, and high-stress environments (Marzo et al., 2022), can lead to higher turnover rates. Therefore, healthcare workers need strong emotional intelligence to manage these challenges effectively, which can help reduce turnover and enhance retention (Binsaead et al., 2023).

A study by Macaleer and Shannon (2002) highlights the significant role of Emotional Intelligence (EI) in the overall success of organizations. Emotional intelligence is crucial for employers and employees (Papoutsi et al., 2019). Those with high emotional intelligence are better equipped to navigate the complex social interactions in the workplace. By developing these skills, individuals can improve their interpersonal relationships, manage stress more effectively, and show greater resilience in difficult situations (Drigas & Papoutsi, 2019; Dođru, 2022; Coronado-Maldonado & Benítez-Márquez, 2023).

Emotional intelligence is crucial for increasing employee resilience. It enables employees to navigate workplace problems effectively by increasing self-awareness, managing emotions effectively, and improving relationships with others. This leads to a workforce that can withstand and adjust to challenges. Emotional intelligence is crucial for enhancing the resilience of healthcare workers who encounter distinct obstacles in their duties. According to Aránega, Sánchez, and Fernández-Vázquez (2021), emotional intelligence (EI) boosts employee resilience by bolstering confidence in their capacity to adjust and excel in uncertain circumstances. Healthcare professionals with high emotional intelligence demonstrate superior self-awareness of their emotions (Littlejohn, 2012), identification of stressors (Asiamah et al., 2016), and comprehension of elements that can lead to fatigue or emotional exhaustion.

Employees who are fatigued and experiencing burnout may face challenges in delivering optimal patient care. This is a prevalent problem in the present government healthcare system, as certain personnel find it hard to hide their exhaustion from excessive workloads. Recognizing the significant demands of their roles and refraining from unfairly attributing blame to these obstacles is crucial. Healthcare personnel must possess robust emotional intelligence to effectively manage the impact of interpersonal pressures on emotional tiredness, affecting their performance and client satisfaction.

This entails keeping composure and providing exceptional service, even while interacting with complex patients who challenge their patience. This study investigates the substantial correlation between emotional intelligence and the ability of employees to bounce back from challenges and setbacks. Gaining insight into the impact of emotional intelligence on employee resilience is crucial for understanding workplace difficulties and adaptive strategies. Thus, the subsequent hypothesis is put forward:

**H2:** Emotional Intelligence positively influences employee resilience.

Social support from colleagues is another crucial factor in fostering a positive attitude that enhances employee resilience and retention. Social support has long been a critical topic in management and organizational behavior, with research highlighting its significant impact on employee well-being, job satisfaction, and overall business outcomes (Reblin & Uchino, 2008). Social support can come from various sources, including informal networks like family, friends, coworkers, and supervisors, and more formal support systems such as healthcare professionals and human service workers (Glanz et al., 2008). In the public healthcare sector, understanding the complexities of social support among healthcare workers is particularly important due to the sector's significant challenges in employee retention and resilience. This study will focus on the social support provided within informal networks, particularly among coworkers.

Okojie et al. (2023) assert that employees who possess resilience can expedite their recuperation from hardship and efficiently cope with stress by utilizing social support systems. Resilience pertains to the psychological aspect, whereas social support refers to employees engaging in conversations with their peers to address their issues and concerns. During challenging periods, employees frequently require a confidant with whom they can communicate their emotions since their coworkers can relate to their circumstances and

comprehend their diminished drive. Emotional contagion, as described by Herrando and Constantinides (2021), refers to the phenomenon where one person's emotions affect and impact the emotions of those around them, resulting in the experience of shared emotional states, whether they are happy or bad.

Numerous studies indicate that social support is vital for building organizational employee resilience. For example, research at the Social Security Organisation (SOCSO) in Kedah, Malaysia, found a strong correlation between employee resilience and social support (Zakaria et al., 2023). Additionally, educators in private colleges benefit significantly from the support of family, leaders, and colleagues. Social support fosters trust, friendships, and information exchange, enhancing an employee's resilience in adversity (Okojie et al., 2023). This study will examine the link between social support and employee resilience, aiming to better understand social support's impact on workplace challenges. Thus, the following hypothesis is proposed:

**H3:** Social support positively influences employee resilience.

Adversity is an inevitable part of life, which is also valid for life within an organization. Organizational academics from several fields have developed an interest in resilience, which refers to coping with challenges due to the growing complexity of work stresses and rapid organizational change (Richard, 2020). Employee resilience is significantly influenced and improved by the presence of robust social support systems. It establishes a work environment where individuals can face challenges, recover from setbacks, and steadfastly commit to their professional obligations, aided by positive relationships and networks. Ultimately, this contributes to the achievement of organizational objectives and the improvement of employee well-being.

The healthcare sector is not an accessible sector in which to work. It involves human life, and the pressure that healthcare workers face daily, the long working hours, and the commitment they give to their patients make it difficult. Therefore, healthcare workers must be highly resilient to ensure they provide their patients with the best service. As highlighted by Baker et al. (2021), resilience is a crucial competency that employees must cultivate to effectively overcome the diverse obstacles encountered in the workplace, such as excessive workloads, traumatic incidents, and other forms of adversity.

According to Cooke, Cooper, Bartram, Wang, and Mei (2019), resilience refers to an individual's ability to effectively adapt to new situations and restore balance in the presence of significant challenges. Resilience refers to the ability to maintain or repair one's mental well-being in adversity (Herrman et al., 2011). Based on the definition, employees need resilience to maintain efficiency if the job is highly stressful. According to Norman Garmezy, his research on academic resilience led him to conclude that a particular aspect of resilience has a more significant impact on mental health than previously believed.

Resilience in the workplace can be defined as the capacity not only to endure but also to develop in demanding and stressful conditions. This is because, in high-pressure settings, such as a professional environment, individuals are frequently faced with conflicting expectations from colleagues and supervisors, necessitating the need to maintain composure and respond positively. Resilience on the job is a highly advantageous quality that enables individuals to maintain concentration and productivity while handling challenging conditions effectively. Change is increasingly becoming a standard practice in numerous enterprises and the healthcare sector. Research has affirmed the significance of employees in effectively dealing with change (Bardoel et al., 2014). According to the study conducted by Bardoel et al. (2014), resilient persons demonstrated a higher ability to adjust to work conditions that were continually changing.

Healthcare workers must cultivate resilience when they encounter several crucial situations while ensuring the well-being and survival of their patients. Simultaneously, they must deliver accurate medical treatments for the cases they encounter regularly, as human lives are a concern. Addressing instances where patients may not survive despite the best efforts of medical professionals presents complexity, as these circumstances involve considerations of mortality. Humans find it inherently challenging to handle such challenges due to the profound emotional and existential aspects involved when lives are at risk.

Studies have shown that the ability of staff to bounce back from challenges, known as resilience, is crucial in the healthcare sector. It allows for the establishment and maintenance of a stable environment that facilitates rapid adjustment in the face of unforeseen dangers (Liukinevičienė & Blažienė, 2022). This research will

investigate the relationship between employee resilience and employee retention. Understanding how employee resilience influences employee retention is integral to comprehending the challenges in the current workplace. Thus, the following hypothesis is suggested:

**H4:** Employee resilience positively influences employee retention

In today's job market, individuals can choose their employers based on their skills and expertise. To retain a talented workforce, organizations must focus on keeping their employees. High-quality employees are crucial as they provide a competitive edge, making their skills and knowledge highly valuable. The success of an organization relies on having the right people, and in this context, employee resilience—defined as the ability to handle pressure, overcome adversity, and maintain psychological well-being—has become increasingly important (Näswall et al., 2019). This attribute is essential for navigating the complex demands of modern workplaces (Mulyono et al., 2024).

The Job Demands-Resources (JD-R) Theory, introduced by Demerouti et al. (2001), suggests that every job includes both resources (like autonomy and managerial support) and demands (such as workload and time constraints) that affect workers' performance and well-being. Managerial coaching, as a resource providing guidance, feedback, and support, plays a critical role in employee retention by making employees feel valued and supported, which enhances their commitment to the organization. Employee resilience mediates in this relationship, helping individuals adapt and succeed in facing challenges. Effective managerial coaching fosters resilience, enabling employees to manage changes, handle stress, and overcome obstacles more effectively. As resilience grows, employees can better manage their responsibilities, leading to increased job satisfaction and reduced turnover intentions. Therefore, by enhancing resilience through coaching, employees' ability to handle challenges is improved, and their dedication to the organization is reinforced, thereby amplifying the positive effects of coaching on retention.

Social Exchange Theory, developed by Blau (1964), posits that workplace relationships are built on reciprocal exchanges of resources and support. Managerial coaching involves the strategic allocation of resources by managers to support their employees' development and well-being. Managers investing time and effort into coaching fosters a sense of reciprocal engagement and trust. Managers need to bring positive energy to coaching because interpersonal interactions can trigger emotional responses through emotional contagion, where one person's emotions influence another's. Employees who feel recognized and supported are likelier to commit their efforts and loyalty to the organization. They are also more inclined to develop resilience when they perceive their work environment as conducive to personal growth.

Research shows a strong link between employee and organizational resilience, emphasizing the role of employee resilience in maintaining engagement and performance (Liang & Cao, 2021). Management coaching is crucial for developing resilient behaviors in employees, which affects retention rates (Caniëls & Curseu, 2024). Resilience acts as a mediator by lessening the negative impacts of job stress and enhancing the benefits of coaching. Resilient employees manage job constraints, setbacks, and uncertainty more effectively, displaying higher flexibility, optimism, and emotional intelligence, which helps them sustain high performance and engagement (Luthans et al., 2006). Thus, resilient employees are likely to view management coaching as valuable and effective for their growth and well-being, leading to increased retention rates. JD-R and Social Exchange Theory offer valuable insights into how employee resilience mediates the connection between managerial coaching and employee retention. Organizations may boost coaching effectiveness and promote employee well-being and commitment by comprehending the impact of coaching on resilience and retention and establishing supportive work environments.

Thus, based on the JD-R model and Social Exchange Theory, this study puts forward the following hypothesis:  
**H5:** The connection between managerial coaching and employee retention is influenced by employee resilience.

#### 4. Research Methodology

The study employs a quantitative cross-sectional survey methodology to explore the relationships between managerial coaching, emotional intelligence, social support, employee resilience, and employee retention. This approach involves a thorough examination of these variables at a single point in time across public hospitals in Malaysia that are engaged in treating COVID-19 patients. The sample includes six hospitals from different regions: three from the central area (Hospital Sungai Buloh, Hospital Kuala Lumpur, and University Malaya Medical Centre), one from the southern region (Hospital Tunku Jaafar Seremban), one from the eastern region (Hospital Tengku Ampuan Afzan), and one from East Malaysia (Hospital Umum Sarawak). This diverse selection aims to provide a well-rounded understanding of the research objectives within Malaysia's dynamic public healthcare sector.

Data will be gathered through structured questionnaires designed to assess key factors such as managerial coaching, emotional intelligence, social support, employee resilience, and retention. These surveys will be distributed across various departments and levels of administration within the hospitals to ensure a broad and representative sample. Once collected, the data will be analyzed using PLS (Partial Least Squares) Structural Equation Modelling to evaluate both the direct and indirect effects of the studied variables. This methodology is tailored to ensure accuracy and consistency throughout data collection, processing, and analysis, facilitating a thorough investigation of the relationships within the selected organizational contexts.

#### 5. Conclusion

This conceptual paper highlights the importance of managerial coaching, emotional intelligence, and social support in enhancing employee resilience and retention in Malaysia's public healthcare system. Healthcare workers are facing more difficult barriers in the *BANI* environment. These factors are increasingly vital in helping individuals handle their occupations' requirements effectively, maintain their overall health, and be committed to their organizations.

The study predicts that more intensive managerial coaching, heightened emotional intelligence, and improved social support will increase employee resilience. Resilience is anticipated to decrease turnover rates since resilient individuals are more inclined to remain dedicated to their positions despite the stressful and demanding healthcare environment. The anticipated results encompass a more lucid comprehension of the interplay between these elements in enhancing employee retention, providing flexible insights that might inform public hospital policy decisions and management practices. Enhancing the capacity to bounce back and adjust through focused interventions in coaching, emotional intelligence, and social support is vital for sustaining a dedicated and proficient healthcare workforce, thereby improving the overall effectiveness and durability of Malaysia's public health system.

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