

**PERCEIVED SUPERVISOR SUPPORT AND EMPLOYEE RESILIENCE FOR
IMPROVING JOB RETENTION THROUGH ORGANIZATIONAL COMMITMENT AS
INTERVENING VARIABLE
(CASE STUDY: PD BPR BKK BATANG)**

Gia Rizky

gia.rizky@ymail.com

Magister Manajemen, Fakultas Ekonomi, Universitas Islam Indonesia

Arif Hartono

arifhartono@yahoo.com

Fakultas Ekonomi, Universitas Islam Indonesia

ABSTRACT

Aim and objective. (1) To determine the influence of supervisor support towards organizational commitment (2) To determine the influence of employee resilience towards organizational commitment (3) To determine the influence of organizational commitment towards job retention (4) To determine the influence of supervisor support towards job retention (5) To determine the influence of oemployee resilience towards job retention (6) To determine the influence of supervisor support towards job retention through organizational commitment as intervening variable (7) To determine the influence of employee resilience towards job retention through organizational commitment as intervening variable

Background. Job retention is important thing for organization's competitive advantage. However, little study has been done on retention. In Indonesia, turnover talent rate was 8,4% on average, with banking industry as the highest, 16% anually on 2015. Bank Perkreditan Rakyat (BPR) is a part of banking industry that held important role, especially to collect fund and pass to small and medium enterprises. PD. BPR BKK Batang had high job retention. In the last three years, there were eleven employees resigned.

Design. This study is quantitative research using census to all regular employees.

Methods. Self-reported questionnaire were used to assess supervisor support, employee resilience, organizational commitment, and job retention. The data was analysed by descriptive analysis using t-test dan F-test. Data was analysed by regression analysis with extended path analysis.

Results. Five out of seven hypotheses were accepted. The hypotheses for indirect effect were not accepted because direct effect had stronger effect than indirect ones.

Conclusion. Supervisor support and employee resilience has significant influence toward organizational commitment and job retention partially, but not simultaneously.

Limitations. This study is possible to the occurance of common-method bias and has limit generalitation.

Keywords: *supervisor support, employee resilience, organizational commitment, job retention, banking industry*

1. Introduction

Job retention is important thing for organization's competitive advantage (Niederman et al: 2007). Torrington et al (2005) mentioned how important job retention is. It is associated with cost for replacing new talent, ranging from advertisement, time spent administering, and training new ne employee. It could drive bad performance for lacking employee experience. People who leave represent a lost resource in whom organisation has invested time and money that can be a signal for bad managing organization. It thus can make organization progressively harder to recruit good talent afterwards. Therefore, it becomes critical issue about employee mobility decision. However, little study has been done on retention (Huang et al: 2005).

This study highlights the importance of supervisor support and employee resilience toward job retention through organizational commitment as variable intervening. Hopefully, this study can fill the gap for the previous research that have not these relationship overall yet. The research is a case study, conducted in PD BPR BKK Batang. In Indonesia, turnover talent rate was 8,4% on average, with banking industry as the highest, 16% annually (SWA, 21 September 2015, accessed online on 13 Agustus 2017). It was higher 1% from the previous year (<http://finansial.bisnis.com/read/20140515/90/228134/survei-sdm-perbankan-turn-over-karyawan-15-motif-utamanya-cari-tunjangan-lebih-menjanjikan>, diakses pada 1 Agustus 2017). Bank Perkreditan Rakyat (BPR) is a part of banking industry that held important role, especially to collect fund and pass to small and medium enterprises (<http://www.neraca.co.id/article/20132/peran-bpr-bagi-usaha-mikro-sangat-diperlukan>, 19 Januari 2018). PD. BPR BKK Batang had high job retention. In the last three years, there were eleven employees resigned.

2. Background

Hudgins (2006) stated that retention and turnover are the same phenomenon with different ends of the same spectrum. Both retention and turnover are the form of employee mobility. Turnover indicates employee separation; to the contrary with retention (Huang et al: 2005). Chiu & Francesco (2003) found that turnover intention is the most important variable to predict actual turnover. However, Griffeth et al (2000)

showed that correlation between turnover intention and the actual one is just 0,38. This is supported by van Stormbroek & Blomme (2017) that stated intention to leave organization to be self employee is not always followed by actual action.

There are several factors affecting employee decision to stay, namely HRM practices (Hosain: 2016), organizational attribute, or personal dimentions (Deery: 2014), and organizational commitment (Ghosh et al: 2013). Leadership is one key for achieving goals by influencing a group (Robbins: 2005). Supervisor has important role to coordinate a group of employees within a unit of an organization. He/she has responsible to carry out the plans and policies by executive and middle managers to line employees (Newstrom: 2013). A research by Kottke & Sarafinski (1988) concluded that employees appreciate feedback from supervisor more than organization.

Supervisor support is a part of social experince component. It became antecedent for organizational commitment by Meyer & Allen (1997), Dawley et al (2008), Neves (2011), Wong & Wong (2013) and Tian et al (2014). Erickson & Roloff (2007) showed that supervisor support became stronger toward organizational commitment when organizational support weaker. Organizational commitment is one of some antecedent for job retention (Meyer & Allen: 1997). The stronger organizational commitment, the higher job retention will be (Chua et al:2013). However, Paille et al (2011) showed otherwise: organizational commitment did not significantly affect employees' intention to stay. The key for job retention is not only from supervisor, but the employee itself as well. The member of organization need to have ability to solve problem adaptively and capability to "rebound" that known as resilience (Crane: 2017). Building organizational culture for resilience is important to understand some things, one of them is job retention (White: 2013). Resilience affected organizational commitment (Im et al: 2016, Malik & Garg: 2017, and Prestch et al: 2011).

Supervisor Support and Organizational Commitment

Supervisor is sometimes known as front-line manager (Armstrong: 2006 and Snell & Bohlander: 2013). The quality of leadership exercised by line managers held important role for improving commitment (Armstrong & Taylor: 2014). Supervisor support could be mediation for employee competence to commitment to change (Neves: 2011). Dawley

et al (2008) and Erickson & Roloff (2007) showed that supervisor support affect significantly to organizational commitment. Significant relationship between subordinates-supervisor has positive and significant impact to affective commitment as a part of organizational commitment (Wong & Wong: 2013 and Fazio et al: 2017). Under such circumstances, we propose:

H1: Supervisor support practices has significant influence towards organizational commitment

Employee Resilience and Organizational Commitment

Hardiness is the key to resilience. The resilient group had the hardy attitudes of commitment, control, and challenge (Maddi & Khoshaba: 2005). Organization can improving resilience by doing the right fit for people in it because it affect organizational commitment and turnover (Sinclair & Cheung in Crane :2017). Individual resilience specifically affects organizational commitment more for teachers than another professions (Pretsch et al: 2012). Furthermore, Im et al (2016) stated resilience could improve organizational commitment and be used for retention strategy. Therefore, we propose:

H2: Employee resilience has significant influence towards organizational commitment

Organizational Commitment and Job Retention

Allen & Meyer (1999) states organizational commitment could be the best predictor for employee turnover. The higher organizational commitment, the lower employee turnover and absence (Swales in Armstrong :2014). Chua et al (2011) and Paille et al (2011) found that commitment could improving retention. It is supported by Memon et al (2014) and Ghosh et al (2013) that found commitment affecting intention to stay or leave an organization. For these reasons, we propose:

H3: Organizational commitment has significant influence towards job retention

Supervisor Support and Job Retention

Mathis & Jackson (2006) declared one factors that drive retention is supervisor/management support. Improving line management quality is a strategy for

staff retention (Torrington et al :2005). Kottke & Sharafinski (1988) made masurement for supervisor support that had been used by Eisenberger et al (2002). They found out that supervisor support had contribute for job retention. It improved employees' intention to stay in a company. Stinglhamber & Vanderberghe (2003), Vanderberghe et al (2014), and Perreira et al (2018) showed that supervisor support, mediating by affective commitment, had signifficant effect to turnover. Supervisor that gives support and has competence affects positively to job retention (Smith: 2005 & Fazio et al: 2017). It is supported by Tuzun & Kalemci (2013) whose found out that supervisor support has more effect than organizational support for intention to leave a company. As such, we propose:

H4: Supervisor support practices has significant influence towards job retention

H6: Supervisor support practices has significant influence toward job retention through organizational commitment as intervening variable

Employee Resilience and Job Retention

Before joining a company, individual resilience rate and potential to develop would be considered because it could be the best predictor for performance and retention in social worker (Grant & Kinman :2012). It is supported by McFadden et al (2014). Developing resilience can improve job retention for beginner teachers (Doney: 2013). Resilience is a part of psychological capital, has strong positive relationship to organizational commitment and strong negative correlation with intention to quit (Schulz *et al*: 2014). Tait (2008) showed that resilient attitude is valuable predictor for organizational commitment. Long term commitment will lead to retention. Day & Gu (2009) argued that sustaining commitment, resilience, and effectiveness in the profession is quality retention for 24+ years experience teachers. Later, Gu & Day (2013) found out the importance of resilience in teachers' work to retain commitment and retention. In this sense, we propose:

H5: Employee resilience has significant influence towards job retention

H7: Employee resilience has significant influence toward job retention through organizational commitment as intervening variable.

3. Methods

Participants

This study using census, all regular employees PD BPR BKK Batang as many as 75 employees become respondents. However there was only 74 respondents participated (39 males and 35 females). Most of participants have bachelor degree (66%). The rest are diploma (3%) and senior high school graduated (31%). Most of them have been worked in PD BPR BKK Bandar for 11-15 years (49%). Tenure for the rest of employees were 6-10 years (3%), 16-20 years (31%), 21-25 years (8%), and 26-30 (9%).

Measures

The first independent variable (X1) in this study is supervisor support. 16 items scale widely used and validated from Kottke & Sharafinski (1988) was utilized in order to asses supervisor support.

The second independent variable (X2) in this study is employee resilience. A practical measure of workplace resilience used Winwood et al's (2013). 22 items questionnaire once used to measure resilience, but 5 of them are invalid. Thus, the researchers only used 17 items. The invalid items were "I know my personal strenghts", "I use my personal strengths regularly in my work", "The work that I do helps to fulfill my sense of purpose in life", "I have a good level of physical fitness", and "I am careful about eating well and healthy".

Organizational Commitment Questionnaire by Allen & Meyer (1990) that has 23 items used to measure intervening variable (Z), organizational commitment.

For measuring dependent variable (Y), job retention, we used questionnaire that had been developed by Kyndt et al (2009) that has 11 items. However, 2 of them were invalid. Those items were "I see a future for myself within this company" and "If it were up to me, I will definitely be working for this company for the next five years."

The questionnaire were in Indonesian, had been translated from English by researchers. It was measured by likert scale. To lessen central error tendency, a six-point scale ranging from "1 = very strongly disagree" to "6 = very strongly agree" was used to measure them. All items that indicate reverse score had been convert to positive statement to ease measurement. In addition, all compound statements had been separated.

Below is the scale's cronbach's alpha reliability for each variables:

Table 1 Reliability Test Result

Variable	Cronbach's Alpha
Supervisor support (X1)	,830
Employee resilience (X2)	,856
Organizational commitment (Z)	,915
Job retention (Y)	,730

Analytical Methods

Data was analyzed using multiple linear regression and path analysis with SPSS version 23.0. Classical assumption tests were conducted before calculate regression model. There were two tests for classical assumption, multicollinearity and heteroscedascity. The result of multicolonierity test and heteroscedascity are as follow.

Table 2 Multicolonierity Test Result

Regression Model	Variable	Tolerance	VIF	Result
X1, X2 → Z	Supervisor support	,449	2,229	No multicollinearity
	Employee resilience	,449	2,229	No multicollinearity
X1, X2 → Y	Supervisor support	,449	2,229	No multicollinearity
	Employee resilience	,449	2,229	No multicollinearity
Z → Y	Organizational commitment	1,000	1,000	No multicollinearity

The multicollinearity test result shows that all regression models has no multicollinearity with VIF values are less than 10 and tolerance are more than 0,1. It can be concluded that there is no multicollinearity in all regression model.

Figure 1 Scatterplot Heteroscedascity Test Result for X1, X2 → Z

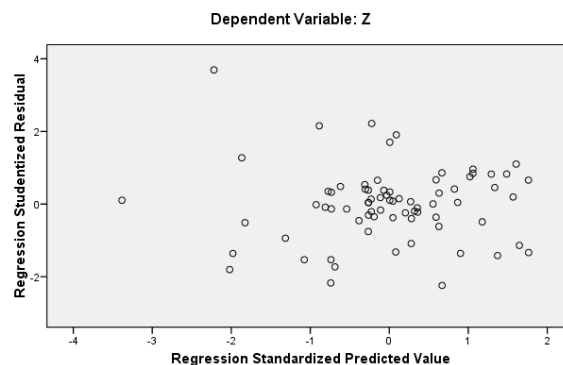


Figure 2 Scatterplot Heteroscedascity Test Result for X1, X2 → Y

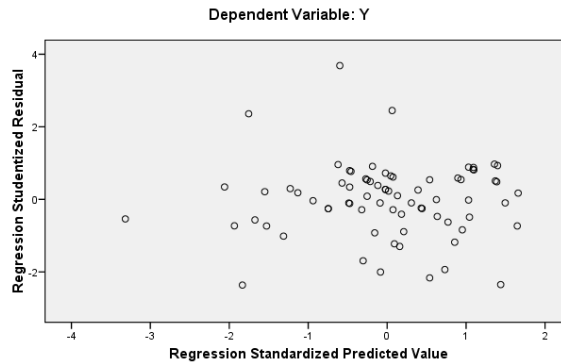
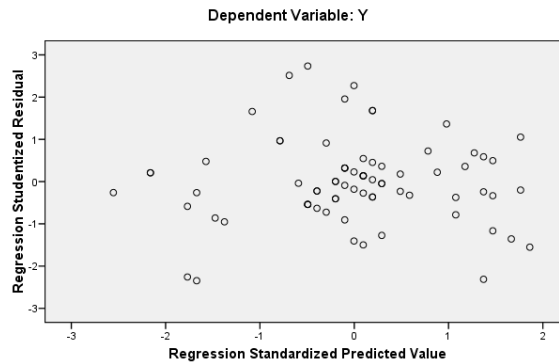


Figure 3 Scatterplot Heteroscedascity Test Result for Z → Y



Three figures above show that all regression models has no heteroscedascity due to no clear pattern and the dots spread above and below 0 number on ordinate.

4. Findings

Results

Table 3 Linear Regression X1, X2 → Z

Dependent Variable: Organizational Commitment					
Variable	Unstandarized Coefficients B	Standarized Coefficients Beta	t value	Sig.	Result
Supervisor support	,710	,436	4,109	,000	H1 accepted
Employee resilience	,757	,512	5,055	,000	H2 accepted
Constants	: 37,981				
F value	: 13,054				
Sig.	: 0,000				
Adjusted R square	: ,248				

Below is the general form of the regression equation:

$$Z = \alpha + b_1X_1 + b_2X_2$$

Thus, the regression equation model is as follows:

$$Z = 37,981 + 0,710 X_1 + 0,757 X_2$$

Description:

Z : organizational commitment

X₁ : supervisor support

X₂ : employee resilience

α : constants

b₁ : regression coefficient for supervisor support (X₁)

b₂ : regression coefficient for employee resilience (X₂)

Table 4 Linear Regression X₁, X₂ → Y

Dependent Variable: Job Retention					
Variable	Unstandarized Coefficients B	Standarized Coefficients Beta	t value	Sig.	Result
Supervisor support	,382	,044	8,649	,000	H4 accepted
Employee resilience	,334	,042	8,040	,000	H5 accepted
Constants	: 9,437				
F value	: 46,112				
Sig.	: 0,000				
Adjusted R square	: ,553				

Below is the general form of the regression equation:

$$Y = \alpha + b_1X_1 + b_2X_2$$

Thus, the regression equation model is as follows:

$$Y = 9,437 + 0,382 X_1 + 0,334 X_2$$

Description:

Y : job retention

X₁ : supervisor support

X₂ : employee resilience

α : constants

b₁ : regression coefficient for supervisor support (X₁)

b₂ : regression coefficient for employee resilience (X₂)

Table 5 Linear Regression $Z \rightarrow Y$

Dependent Variable: Job Retention					
Variable	Unstandardized Coefficients B	Standardized Coefficients Beta	t value	Sig.	Result
Organizational commitment	,224	,683	7,933	,000	H3 accepted
Constants	: 16,677				
F value	: 62,938				
Sig.	: 0,000				
Adjusted R square	: ,459				

Below is the general form of the regression equation:

$$Y = \alpha + bZ$$

Thus, the regression equation model is as follows:

$$Y = 16,677 + 0,224 Z$$

Keterangan:

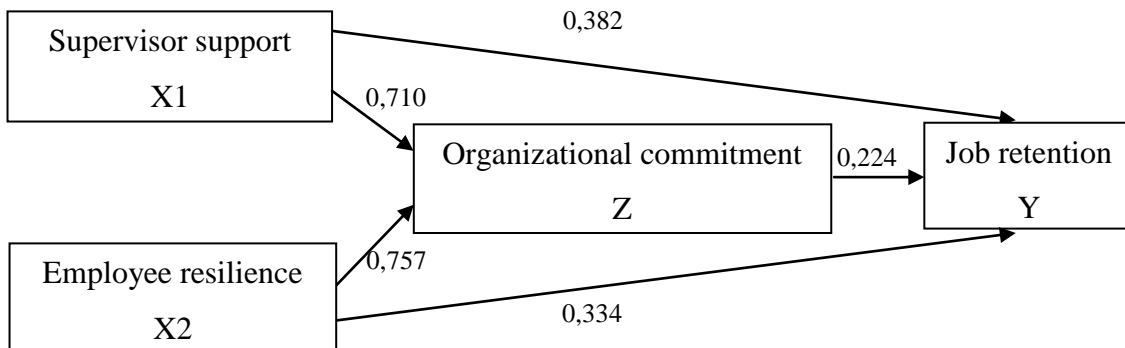
Y : job retention

Z : organizational commitment

α : constants

b1 : regression coefficient for organizational commitment (Z)

Figure 4 Path Analysis Diagram



Path analysis method was used in this study for testing the influence of intervening variable. Path analysis is an extension of multiple linear regression analysis, or the utilize of regression analysis to estimate the casuality relationship between predefined variables. The path coefficient was gathered from the coefficient beta of each relationship of one variable into the others. The path analysis is shown on Figure 4.

To find out how much indirect effect for each independent variables to dependent variable through intervening variable, are as follows.

1. The influence of supervisor support toward job retention through organizational commitment:

$$X1 \rightarrow Z \rightarrow Y = (0,710 \times 0,224) = 0,160$$

2. The influence of employee resilience toward job retention through organizational commitment:

$$X2 \rightarrow Z \rightarrow Y = (0,757 \times 0,224) = 0,170$$

Direct influence between supervisor support and job retention is 0,382; while the indirect influence between supervisor support and job retention through organizational commitment is 0,160. It can be concluded that the direct effect is more than the indirect effect. Thus, **H6, supervisor support has significant influence toward job retention through organizational commitment as intervening variable, is not accepted.**

Direct influence between employee resilience and job retention is 0,334; indirect influence between supervisor support and job retention through organizational commitment is 0,170. It can be concluded that the direct effect is more than the indirect effect. Thus, **H7, employee resilience has significant influence toward job retention through organizational commitment as intervening variable, is not accepted.**

Table 6 Recapitulation of Hypotheses Test Result

No	Hypotheses	Results
H1	Supervisor support has significant influence towards organizational commitment	Accepted
H2	Employee resilience has significant influence towards organizational commitment	Accepted
H3	Organizational commitment has significant influence towards job retention	Accepted
H4	Supervisor support has significant influence towards job retention	Accepted
H5	Employee resilience has significant influence towards job retention	Accepted
H6	Supervisor support has significant influence toward job retention through organizational commitment as intervening variable	Not Accepted
H7	Employee resilience has significant influence toward job retention through organizational commitment as intervening variable.	Not Accepted

Discussion and Conclusion

The hypotheses “supervisor support has significant influence towards organizational commitment” is accepted. The significant effect is proved by the

significance value of 0,000. Meanwhile, the regression coefficient value, which is 0,710; can be interpreted that there is positive effect between supervisor support and organizational commitment. It means the stronger supervisor support, the stronger organizational commitment. It can also be interpreted that there will be an increase as much as 0,710 in organizational commitment for an increase of the supervisor support. The result is supported by several studies that had been conducted by Dawley et al (2008) and Erickson & Roloff (2007).

The hypotheses “employee resilience has significant influence towards organizational commitment” is accepted. The significant effect is proved by the significance value of 0,000. Meanwhile, the regression coefficient value, which is 0,757; can be interpreted that there is positive effect between employee resilience and organizational commitment. It means the stronger employee resilience, the stronger organizational commitment. It can also be interpreted that there will be an increase as much as 0,757 in organizational commitment for an increase of the employee resilience. The result is supported by Sinclair & Cheung in Crane (2017). Individual resilience specifically affects organizational commitment more for teachers than another professions (Pretsch et al: 2012). Im et al (2016) stated resilience could improve organizational commitment in clinical nursing. But this reasearch proved that employee resilience also affects in banking industry.

The next hypotheses “organizational commitment has significant influence towards job retention” is also accepted. The significant effect is proved by the significance value of 0,000. Meanwhile, the regression coefficient value, which is 0,224; can be interpreted that there is positive effect between organizational commitment and job retention. It means the stronger organizational commitment, the stronger job retention. It can also be interpreted that there will be an increase as much as 0,224 in job retention for an increase of the organizational commitment. The result is supported by Chua et al (2011), Paille et al (2011), Memon et al (2014), and Ghosh et al (2013).

The fourth hypotheses “supervisor support has significant influence towards job retention” is accepted as well. The significant effect is proved by the significance value of 0,000. Meanwhile, the regression coefficient value, which is 0,382; can be interpreted that there is positive effect between supervisor support and job retention. It means the

stronger supervisor support, the stronger job retention. It can also be interpreted that there will be an increase as much as 0,382 in job retention for an increase of the supervisor support. This result supported by Eisenberger et al (2002). Stinglhamber & Vanderberghe (2003), Vanderberghe et al (2014), and Perreira et al (2018) showed that supervisor support, mediating by affective commitment, had significant effect to turnover. Supervisor that gives support and has competence affects positively to job retention (Smith: 2005 & Fazio et al: 2017). It is supported by Tuzun & Kalemci (2013) whose found out that supervisor support has more effect than organizational support for intention to leave a company. However, those several studies do not supported sixth hypotheses “supervisor support has significant influence toward job retention through organizational commitment as intervening variable” because the finding showed that path coefficient of indirect effect is more than the direct effect ($0,382 > 0,160$).

At last, fifth hypotheses “employee resilience has significant influence towards job retention” is accepted. The significant effect is proved by the significance value of 0,000. Meanwhile, the regression coefficient value, which is 0,334; can be interpreted that there is positive effect between employee resilience and job retention. It means the stronger employee resilience, the stronger job retention. It can also be interpreted that there will be an increase as much as 0,334 in job retention for an increase of the employee resilience. Grant & Kinman (2012) and McFadden et al (2014) found out that individual resilience could be the best predictor for job retention. Developing resilience can improve job retention for beginner teachers (Doney: 2013). This study showed that it also can improve retention in banking industry. However, several studies do not supported the last hypotheses “employee resilience has significant influence toward job retention through organizational commitment as intervening variable”. This result is not supported by several studies as stated in the previous chapter (Schulz et al: 2014, Tait: 2008, Day & Gu: 2009, and Gu & Day: 2013).

5. Limitations and Future Research

This study was subject to several limitations. First, primary data for the investigation was a self-reported, making it possible to the occurrence of common-method

bias. Future studies in this area should collect data using multiple methods (e.g., interviews, surveys, peer reports, etc).

Second, it was case study in one banking industry as research object. This approach may limit the generalisability of the findings for another industry. Future studies using longitudinal data and developing more comprehensive programmes based on meta-analysis of previous studies or qualitative studies may provide further insight.

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Appendix 1: Overview Validity Test Result

Validity Test Result for Supervisor Support

Supervisor Support				
Indicator	Item	R value	R tabel	Result
Satisfaction with the employee's performance	X1.a1	,341	,229	Valid
	X1.a2	,506	,229	Valid
Appreciation of the employee's extra effort	X1.b3	,417	,229	Valid
Consideration of the employee's goals and satisfaction	X1.c4	,585	,229	Valid
	X1.c5	,441	,229	Valid
	X1.c6	,444	,229	Valid
Job enrichment	X1.d7	,480	,229	Valid
The employee's satisfaction on the job	X1.d8	,406	,229	Valid
Employee's well-being	X1.e9	,271	,229	Valid
	X1.e10	,420	,229	Valid
	X1.e11	,413	,229	Valid
	X1.e12	,479	,229	Valid
Replacing employee with a lower paid new employee	X1.f13	,551	,229	Valid
Responses to employee's possible complaints	X1.g14	,568	,229	Valid
Improved performance	X1.i15	,326	,229	Valid
Requested special favor	X1.j16	,385	,229	Valid

Validity Test Result for Employee Resilience (1)

Employee Resilience				
Indicator	Item	R value	R tabel	Result
Living authentically	X2.a1	,449	,229	Valid
	X2.a2	,483	,229	Valid

Employee Resilience				
Indicator	Item	R value	R tabel	Result
Living authentically	X2.a3	,053	,229	Not valid
	X2.a4	,031	,229	Not valid
Finding one's calling	X2.b5	,215	,229	Not valid
	X2.b6	,504	,229	Valid
	X2.b7	,305	,229	Valid
Maintaining perspective	X2.b8	,461	,229	Valid
	X2.c9	,462	,229	Valid
Managing stress	X2.d10	,537	,229	Valid
	X2.d11	,324	,229	Valid
	X2.d12	,471	,229	Valid
	X2.d13	,431	,229	Valid
Interacting cooperatively	X2.d14	,414	,229	Valid
	X2.e15	,481	,229	Valid
	X2.e16	,634	,229	Valid
Staying healthy	X2.e17	,433	,229	Valid
	X2.f18	,218	,229	Not valid
Building networks	X2.f19	,145	,229	Not valid
	X2.g20	,457	,229	Valid
	X2.g21	,625	,229	Valid
	X2.g22	,359	,229	Valid

Validity Test Result for Employee Resilience (2)

Employee Resilience				
Indicator	Item	R value	R table	Result
Living authentically	X2.a1	,449	,229	Valid
	X2.a2	,483	,229	Valid
Finding one's calling	X2.b6	,454	,229	Valid
	X2.b7	,540	,229	Valid
	X2.b8	,548	,229	Valid
Maintaining perspective	X2.c9	,264	,229	Valid
Managing stress	X2.d10	,455	,229	Valid
	X2.d11	,475	,229	Valid
	X2.d12	,559	,229	Valid
	X2.d13	,366	,229	Valid
Interacting cooperatively	X2.d14	,481	,229	Valid
	X2.e15	,459	,229	Valid
	X2.e16	,428	,229	Valid
Building networks	X2.e17	,473	,229	Valid
	X2.g20	,624	,229	Valid
	X2.g21	,398	,229	Valid
	X2.g22	,505	,229	Valid

Validity Test Result for Organizational Commitment

Organizational Commitment				
Indicator	Item	R value	R table	Result
Affective	Z.a1	,573	,229	Valid
	Z.a2	,656	,229	Valid
	Z.a3	,531	,229	Valid
	Z.a4	,583	,229	Valid
	Z.a5	,295	,229	Valid
	Z.a6	,506	,229	Valid
	Z.a7	,487	,229	Valid
Continuance	Z.b8	,374	,229	Valid
	Z.b9	,571	,229	Valid
	Z.b10	,600	,229	Valid
	Z.b11	,512	,229	Valid
	Z.b12	,505	,229	Valid
	Z.b13	,570	,229	Valid
	Z.b14	,655	,229	Valid
	Z.b15	,562	,229	Valid
Normative	Z.c16	,504	,229	Valid
	Z.c17	,533	,229	Valid
	Z.c18	,610	,229	Valid
	Z.c19	,501	,229	Valid
	Z.c20	,677	,229	Valid
	Z.c21	,601	,229	Valid
	Z.c22	,558	,229	Valid
	Z.c23	,457	,229	Valid

Validity Test Result for Job Retention (1)

Job Retention				
Indicator	Item	R value	R table	Result
Intention to change job within this firm in the foreseeable future	Y.a1	,422	,229	Valid
	Y.a2	,447	,229	Valid
	Y.a3	,378	,229	Valid
	Y.a4	,158	,229	Tidak valid
	Y.a5	,382	,229	Valid
	Y.a6	,118	,229	Tidak valid
Intention to seek related work at another firm in the foreseeable future	Y.b7	,271	,229	Valid
	Y.b8	,518	,229	Valid
	Y.b9	,456	,229	Valid

Job Retention				
Indicator	Item	R value	R table	Result
Intention to seek work in a profession other than current one in the foreseeable future	Y.c10	,306	,229	Valid
	Y.c11	,415	,229	Valid

Validity Test Result for Job Retention (2)

Job Retention				
Indicator	Item	R value	R table	Result
Intention to change job within this firm in the foreseeable future	Y.a1	,492	,229	Valid
	Y.a2	,492	,229	Valid
	Y.a3	,409	,229	Valid
	Y.a5	,294	,229	Valid
Intention to seek related work at another firm in the foreseeable future	Y.b7	,246	,229	Valid
	Y.b8	,543	,229	Valid
	Y.b9	,438	,229	Valid
Intention to seek work in a profession other than current one in the foreseeable future	Y.c10	,309	,229	Valid
	Y.c11	,437	,229	Valid

Appendix 2: Overview Respondent Characteristic

Respondent Characteristic Based On Gender

No	Gender	Frequency	Percentage
1	Male	39	53%
2	Female	35	47%

Respondent Characteristic Based On Age

No	Age	Frequency	Percentage
1	≤ 20 years	0	0%
2	21 – 25 years	0	0%
3	26 – 30 years	0	0%
4	31 – 35 years	2	3%
5	36 – 40 years	15	20%
6	41 – 45 years	18	24%
7	46 – 50 years	19	26%
8	> 50 years	20	27%

Respondent Characteristic Based On Last Educational Level

No	Last Educational Level	Frequency	Percentage
1	High school	23	31%
2	Diploma	2	3%
3	Bachelor degree	49	66%

Respondent Characteristic Based On Tenure

No	Tenure	Frequency	Percentage
1	≤ 5 years	0	0%
2	6 – 10 years	2	3%
3	11 – 15 years	36	49%
4	16 – 20 years	23	31%
5	21 – 25 years	6	8%
6	26 – 30 years	7	9%
7	> 30 years	0	0%