



Factors Affecting Employee Retention through Perceived Organizational Support (Survey of Auditor Employees at the BPKP Office)

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Abstract: Factors that influence employee retention through perceived organizational support is an article to prove whether perceived organizational support is proven to mediate Career Development Practices, Employee Retention, Organizational Justice on employee retention. This research approach uses the SEM-PLS data analysis method. The findings of this study are: 1) Career Development has a positive effect on Employee Retention through Perceived Organizational Support; 2) Organizational Justice has a positive effect on Employee Retention through Perceived Organizational Support; 3) Trust in Organization has a positive effect on Employee Retention through Perceived Organizational Support.

keywords: Career Development Practices, Employee Retention, Organizational Justice, Perceived Organizational Support, Trust in Organization.

INTRODUCTION

The turnover of BPKP employees is between 3.29% to 6.13% of the total number of BPKP employees and this includes a fairly high turnover. The phenomenon of turnover in the BPKP environment that occurred from 2015 to 2019 was below the performance target. Based on the results of the pre-survey regarding the driving factors for employee turnover in the BPKP environment, which was conducted using the accidental sampling method with nine questions addressed to 33 employees who are no longer working at BPKP. The results of the respondents' answers, respectively, that the biggest factors that drive employee turnover are career problems, support received from the organization, trust in the organization, and organizational justice, while the fifth to ninth successive factors are commitment to the organization, organizational climate, leadership and job satisfaction and performance factors.

Career factors that drive turnover show the highest average number from various previous studies. This is in accordance with the fact that BPKP employees who are currently

working in other agencies both in Ministries/Agencies and Local Governments, they realize that if they continue to work in the BPKP environment, it will be very difficult for them to get better career opportunities. This is due to the limited number of structural positions within BPKP and also very tight competition for structural positions at BPKP. In addition, the lack of organizational support in practice can take the form of not appreciating contributions, inputs or employee opinions given to the agency or BPKP leadership. In addition, the concern of BPKP institutions and leadership is not optimal and the lack of recognition from the leadership for employee work performance. This condition generally occurs in the BPKP environment, thereby strengthening the employee's desire to move to other agencies, both in the Ministry/Agency, Regional Government and BUMN/BUMD as well as the private sector.

Previous research has stated that employee retention strategies are very important to achieve organizational performance and sustainability in the future (Arasanmi & Krishna, 2019; Celep & Yilmazturk, 2012; Darmika & Sriathi, 2019; James & Purba, 2017; Leeman & Reynolds, 2012). Sri Harini, Hamidah, Muchlis R. Luddin and Hapzi Ali in their research on private university lecturers in Bogor concluded that turnover intention is influenced by the variables of work life balance, job satisfaction, work engagement, and organizational commitment (Harini et al., 2020). Good and fair career development practices are predicted to encourage employee comfort so that the employee's desire to move will be very small and vice versa. (Coetzee & Stoltz, 2015) in his research explores how career adaptation is related to employee satisfaction as well as to factors that are considered important by organizations to increase their retention. As stated by (Kwenin, 2013; Nagarathanam et al., 2018; Sikawa, 2020) that career development has a significant effect on increasing employee retention in every company.

Organizational justice can encourage comfort in work so as to reduce employee turnover intention. Greenberg & Baron, (2010) organizational justice is a person's view of fairness in an organization. Previous research agrees that organizational justice will create employee retention (Brockner et al., 2015; Colquitt et al., 2012; Damirchi et al., 2013; Farahbod et al., 2013; Gayathri, R., Sivaraman, G. G., & Kamalambal, 2012; Ivancevich et al., 2013; Karim & Rehman, 2012; Rineer et al., 2017; Salehi et al., 2014; Sekarwangi & Meiyanto, 2014). In addition to organizational justice and career development, another important factor in realizing employee retention is trust. Where this factor has been studied by (Çakmak-Otluoğlu & nsal-Akbiyik, 2015; S.P. Robbins et al., 2015). Trust is a factor that unites people psychologically, gives them a sense of security and should underlie human relationships (Çakmak-Otluoğlu & nsal-Akbiyik, 2015). In addition to trust, Perceived Organizational Support (POS) also affects employee retention (Benlioglu & Baskan, 2014). Man & Hadi, (2013) perceived organizational support is the result of employees' belief that the organization values their contribution. Companies if they want to retain their employees need to increase organizational support (Cahyana et al., 2013). Previous research found that there is a strong relationship between perceived organizational support and employee retention and employee turnover intention (Benlioglu & Baskan, 2014; Cahyana et al., 2013; Farasat & Ziaaddini, 2013; Gayathri, R., Sivaraman, G. G., & Kamalambal, 2012; Man & Hadi, 2013).

Based on the phenomenon of inequality and research inequality and the title of the research model that has been determined, the focus of the formulation of this model is indirect influence. Therefore, the formulation of the research model is described as follows:

1. Do Career Development Practices affect Employee Retention through Perceived Organizational Support?
2. Does Organizational Justice affect Employee Retention through Perceived Organizational Support?
3. Does Trust in Organization affect Employee Retention through Perceived Organizational Support?

LITERATURE REVIEW

Employee Retention

Employee retention and employee turnover are commonplace in the company and the two opposites are how the company retains skilled and qualified employees, and what if the skilled and qualified employees leave the company. Employee turnover can have a positive impact as well as a negative impact. According to (Phillips & Connell, 2003) retention is the percentage of employees who are in the organization and is the opposite of the percentage of employees who leave the company. A high retention rate is desirable in most workflows as opposed to retention, referring to the percentage of employees leaving the organization for any reason. Meanwhile, according to (Ivanovic & Collin, 2008) retention is the process of maintaining the loyalty of existing employees and persuading them not to work for other companies, this is done by the company to reduce recruitment and increase employee retention. The term retention is related to the term employee turnover which means the process of employees leaving the organization and must be replaced (Malthis & Jackson, 2006). For organizations, losing skilled employees will mean loss of knowledge, capital, expertise, and experience which means that basically the organization or company has lost the income that the employee should have generated (Gayathri, R., Sivaraman, G. G., & Kamalambal, 2012).

Perceived Organizational Support

Organizational support arises for reasons of working conditions and some human resource practices, resulting in the creation of positive attitudes and behaviors of employees. Benlioglu & Baskan, (2014). Fair treatment, supervisory support, and rewards and comfortable working conditions show a strong relationship with perceived organizational support. Perception of organizational support is an employee's perception of the organization about the extent to which the organization values contributions and cares about their well-being (Rhoades & Eisenberger, 2002). According to (Man & Hadi, 2013) that perceived organizational support is defined as the employee's belief that the organization values their contributions and welfare. If a company wants to maintain and increase employee retention, then the company needs to increase perceived organizational support (Cahyana et al., 2013). Organizational support must provide rewards for improving employee performance and meet the socio-emotional needs of employees towards the organization, developing trust that the organization values contributions and cares about their welfare. Perceived organizational support comes from one of the traditional theories related to the relationship between

employers and employees based on mutual expectations and obligations (Farasat & Ziaaddini, 2013).

Career Development

Career is a series of attitudes and behaviors related to work experiences and activities over a span of time in one's life as well as a series of ongoing work activities, Mondy & Martocchio, (2016). In a person's career prefers to work all his life. Furthermore (Mondy & Martocchio, 2016) said that career development is a formal approach used by companies to ensure that people with the right qualifications and experience are available when needed. According to (Bohlander & Snell, 2013) career management is the company's process of selecting, assessing, assigning, and developing its employees to provide a group of high-quality people with the aim of being able to meet future needs. Furthermore (Bohlander & Snell, 2013) said that the concept of career management is useful for companies and for individual workers themselves. The concept of corporate career management requires strategies to maintain the continuity of the company such as current competency needs, future competencies, market changes, mergers, joint ventures, innovation, company growth, downsizing, and restructuring.

Organizational Justice

Organizational justice refers to employees' perceptions of fairness and the impact of those perceptions of justice on what they think, feel, and do in the workplace (Brockner et al., 2015). Organizational justice describes an employee's individual perception of the treatment received from an organization and behavioral reactions to that perception. Organizational justice can also be defined as a study of equality in the workplace (Fatimah et al., 2011). The organizational framework refers to fairness and ethical behavior in an organization. Organizational justice is defined as a personal feeling of fair wages and benefits (Farahbod et al., 2013). Employees' perceptions of fairness in the organization will affect employee retention in the company. If the employee's perception of the practice of fairness in the organization is good, it can affect the level of employee retention in the company. In addition (Rineer et al., 2017) says that organizational justice refers to employees' perceptions of fairness in the organization along with associated behavioral, cognitive, and emotional reactions.

Trust in Organization

Employee trust in the organization becomes a necessity and a factor that influences their organizational behavior positively or negatively (Cho & Song, 2017). Trust is a factor that unites people psychologically, gives them a sense of security and must underlie human relationships (Çakmak-Otluoğlu & nsal-Akbiyik, 2015). Organizational trust is an employee's trust in administrative governance and employees believe in what the administrator says and the expectation that administrative actions (Şimşek & Taşçı, 2003), are beneficial to them rather than detrimental (Leeman & Reynolds, 2012). Organizational trust is a psychological environment that must be generated by the participation of all members of the organization. Trust in the organization is one of the factors that influence employee turnover intentions.

Relationship Between Variables

1) Career Development, Perceived Organizational Support, dan Employee Retention

One of the factors that can affect the level of employee retention in a company is career development. This was stated by (Ahmad & Azumah, 2004; Bohlander & Snell, 2013; Malthis & Jackson, 2006; Mondy & Martocchio, 2016; Osibanjo et al., 2014; Pankl et al., 2010; Gayathri, R., Sivaraman, G.G., & Kamalambal, 2012). The influence of career development on the level of employee retention in a company was confirmed by (Bibowo & Masdupi, 2015; Panggabean et al., 2018) saying that career development has a significant influence on employee retention mediated by organizational justice. Based on the description above, the writer proposes a hypothesis, H8: Career Development has a positive effect on Employee Retention through Perceived Organizational Support.

2) Organizational Justice, Perceived Organizational Support, dan Employee Retention

Previous research has tested the relationship between Organizational Justice, Perceived Organizational Support and Employee Retention, namely (Ahmad & Azumah, 2004; Brockner et al., 2015; Colquitt et al., 2012; Damirchi et al., 2013; Farahbod et al., 2013; Fatimah et al., 2011; Greenberg & Baron, 2010; Ivancevich et al., 2013; Karim & Rehman, 2012; Rineer et al., 2017; Salehi et al., 2014; Sekarwangi & Meiyanto, 2014). The study said that organizational justice is one of the factors influencing organizational support and the level of employee retention and turnover intention of employees in the company. Based on this study, the authors propose a hypothesis, H9: Organizational Justice has a positive effect on Employee Retention through Perceived Organizational Support.

3) Trust in Organization, Perceived Organizational Support, dan Employee Retention

The effect of trust in organization on turnover intentions mediated by organizational support was proposed by (Maertz et al., 2007; Mishra, 2012; S.P. Robbins et al., 2015; Şimşek & Taşçı, 2003). The opinion of the experts above was confirmed by the results of the analysis of the researchers as well (Çakmak-Otluoğlu & nsal-Akbiyik, 2015). This study analyzes the factors that can encourage organizational commitment to IT sector employees in Pakistan so that it is expected to increase employee retention in the company. In addition (Imran & Allil, 2016) found the role of organizational justice can increase trust in retaining employees. Trust in the organization results in a higher level of employee retention. Based on this hypothesis, H10: Trust in Organization has a positive effect on Employee Retention through Perceived Organizational Support.

Hypothesis

Based on the theory, the relationship between variables and the conceptual framework, the research hypothesis is as follows:

- 1) Career Development has a positive effect on Employee Retention through Perceived Organizational Support.
- 2) Organizational Justice has a positive effect on Employee Retention through Perceived Organizational Support.
- 3) Trust in Organization has a positive effect on Employee Retention through: Perceived Organizational Support.

RESEARCH METHODS

This research model uses a quantitative approach through survey methods with causal techniques. The mechanism for collecting research data is carried out through questionnaires and tests that have been prepared beforehand. The population in this study are auditors within the Financial and Development Supervisory Agency (BPKP) which includes auditors placed in the Main Secretariat, Deputies, Centers, and BPKP Representatives located in Provincial Cities throughout Indonesia. The total population of auditors as of the end of December 2019 was 4,058 auditors or 64.58% of all BPKP employees totaling 6,284 people. Given that the number of auditors is too large, the researcher will take samples to represent the population due to time, space and cost limitations. The number of samples accepted and eligible as primary data is 528 respondents. From the distribution of the number of samples that have been determined and based on assumptions, which underlie the research model, the characteristics of the research object, and based on its priority, the selection of SEM-PLS as a data analysis method with the SmartPLS program is the right choice in building and obtaining an empirical research model, (Hair et al., 2014).

RESULTS AND DISCUSSION

Outer Model Results

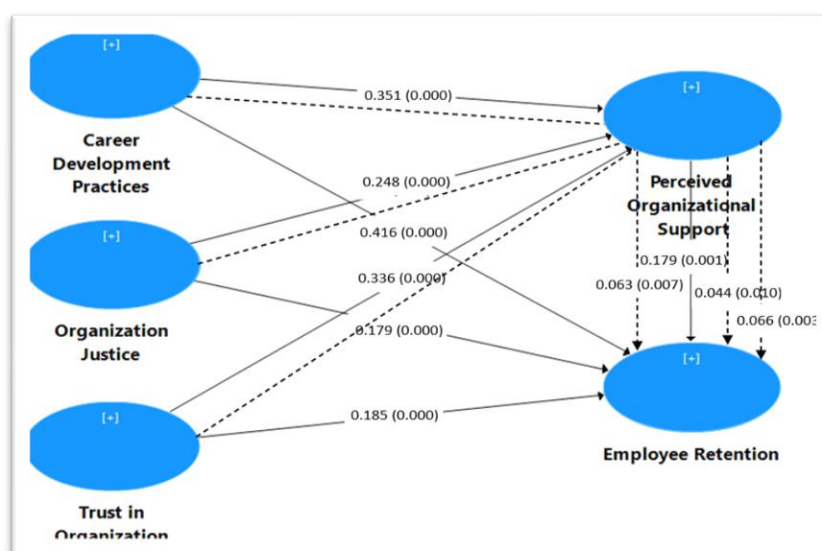
The Outer Model Test (Figure 2) is a modified model. Testing the measurement model uses three test evaluations, (Sarstedt et al., 2017): first, convergent validity, it is determined that the gauges of a construct must have a high correlation (Ghozali & Latan, 2015), the criterion is if the correlation is more than 0.70 with constructs to be measured, while less than 0.70 will be excluded from the model (Hair et al., 2014), and assessed from the Average Variance Extracted (AVE), where the AVE value is above 0.50 meaning the construct has an item variance (Wong, 2013, Sarstedt et al., 2017). Second, discriminant validity, is determined if the reflective indicator is really a good measure (Ghozali & Latan, 2015), if the Cross Loadings value of each correlated construct must be higher than the value of other constructs (Hair et al., 2014), then the Fornell test -Larcker is assessed based on the square root value of the AVE of each construct which correlates with other constructs higher than the correlation value (Fornell & Larcker, 1981), and the HTMT assessment with a value that must be less than 0.90 (Henseler et al., 2015) . Third, internal consistency reliability, which aims to determine how capable the indicators measure the latent construct (Sarstedt et al., 2017), the criterion is if the Composite Reliability value between 0.70 - 0.95 has a satisfactory level of reliability (Hair et al., 2014), and Cronbach's Alpha value is expected to be above 0.70 (Ghozali & Latan, 2015).

Based on these assumptions, the results of the measurement model have met each of the criteria (convergent validity, discriminant validity, and reliability), because the model is at the level of good test criteria. Thus the model can be continued for further testing (Inner Model).

Inner Model Results

Testing R² (0.75 = strong), (0.50 = moderate), and (0.25 = weak) (Sarstedt et al., 2017), the result is Perceived Organizational Support which is explained by Career Development Practices, Organizational Justice, and Trust in Organizations is (0.813 = strong). Likewise, Employee Retention as described by Career Development Practices,

Organizational Justice, Trust in Organizations, and Perceived Organizational Support is (0.807 = strong). That is, the ability of exogenous variables that are built in explaining endogenous variables has met the level of good test criteria or good models. Further testing (Q2) assesses whether the model has a relevant prediction if $Q2 > 0$. with the Blindfolding procedure (Sarstedt et al., 2017), the result is that all latent variables are above 0, meaning that the model has predictive relevance or the model is acceptable and feasible to be adapted and developed. Furthermore, GoF testing to validate the combined performance of the measurement model with the structural model, if the GoF values are 0.1 (small GoF), 0.25 (medium GoF), and 0.36 (large GoF) (Hair et al., 2013), the result is (GoF = 0.459), meaning that the combined performance of the measurement model with the structural model has met good performance at the level of good test criteria. The last test is the path coefficient to find out the structural model has the influence of the path coefficient from -1 to +1, the closer to +1 the relationship will be stronger and vice versa (Sarstedt et al., 2017). If using ($\alpha = 5\%$), then the value ($p < 0.05$) (Hair et al., 2014), and t-value > 1.96 (Ghozali & Latan, 2016) stated that the effect between variables was significant.



-----> Pengaruh tidak langsung

Gambar 3. Model Penelitian

DISCUSSION

1. Career Development has a positive effect on Employee Retention through Perceived Organizational Support

The results of the research model show a positive and significant influence between Career Development on Employee Retention through Perceived Organizational Support, meaning that H8 is accepted. This model is shown in Figure 3 which produces a structural model of the influence of Career Development on Employee Retention through Perceived Organizational Support. The model between Career Development, Perceived Organizational Support and Perceived Organizational Support has a path coefficient ($\beta = 0.063$) ($p = 0.007 < 0.05$) it can be stated that the eighth hypothesis model built is acceptable. That is, the role of mediation (Perceived Organizational Support) significantly and strongly influences Career Development on Employee Retention. In other words, perceived organizational support has an important role in career development which will increase the loyalty of BPKP employees

to keep working. The results of this study are in line with research developed by (Armstrong-Stassen & Ursel, 2009; Norizan et al., 2016; Paul et al., 2020) which suggests that perceived organizational support mediates the relationship between career development and turnover intentions (the opposite of employee retention).).

Besides that (Armstrong-Stassen & Ursel, 2009), stated that the relationship between organizational and career factors as well as the intention of older workers to remain with their organizations. Perceived organizational support mediates the relationship between training and career development practices, hierarchy, and stable job content and intention to stay in the company. The results found a significant relationship between organizational factors, career development and employee retention both directly and indirectly. through the mediation of organizational factors. One of the factors that can affect the level of employee retention in a company is the existence of a good career development program in a company. The career development program provided by the company is certainly attractive to employees. Employees have hope for their future so they are willing to join or stay longer at the company.

2. Organizational Justice has a positive effect on Employee Retention through Perceived Organizational Support

The results of the research model show a positive and significant influence between Organizational Justice on Employee Retention through Perceived Organizational Support, meaning that H9 is accepted. This model is shown in Figure 3 which produces a structural model of the influence of Organizational Justice on Employee Retention through Perceived Organizational Support. The model between Organizational Justice, Perceived Organizational Support and Employee Retention has a path coefficient ($\beta = 0.044$) and a value ($p = 0.010 < 0.05$), it can be stated that the ninth hypothesis model built is acceptable. That is, the role of mediation (Perceived Organizational Support) significantly and strongly influences Organizational Justice on Employee Retention. In other words, perceived organizational support has an important role when perceived and received organizational justice is in line with expectations which ultimately increases the loyalty or commitment of BPKP employees to keep working. This research model is in accordance with the research model by (Afghan et al., 2018; Akgunduz & Cin, 2015; Wong & Wong, 2017) The results show that Perceived Organizational Support mediates the relationship between Distributive Justice and Turnover intentions.

Related studies to confirm the results of this study are (Karim & Rehman, 2012; Malthis & Jackson, 2006; Phillips & Connell, 2003; Rineer et al., 2017; Salehi et al., 2014; Sekarwangi & Meiyanto, 2014; Gayathri, R., Sivaraman, G. G., & Kamalambal, 2012), examine the relationship between perceived organizational justice and turnover intentions and employee retention. One of the results of his research shows that the perception of organizational justice is negatively related to turnover intention. Research conducted by (Kurtessis et al., 2015; Rineer et al., 2017; Sun, 2019) confirms the results of other research analyzes that organizational justice (distributive justice and procedural justice) has a significant positive relationship to turnover intention. Employees' perceptions of fairness in the organization will affect employee retention in the company. If the employee's perception

of the practice of fairness in the organization is perceived as good, it will naturally affect the level of employee retention in the company.

3. Trust in Organization has a positive effect on Employee Retention through Perceived Organizational Support

The results of the research model show a positive and significant influence between Trust in Organization on Employee Retention through Perceived Organizational Support, meaning that H10 is accepted (Figure 3). The coefficients of Trust in Organization, Perceived Organizational Support and Perceived Organizational Support are ($\beta = 0.066$) and the value ($p = 0.00 < 0.05$), it can be stated that the tenth hypothesis model built is acceptable. That is, the role of mediation (Perceived Organizational Support) significantly and strongly influences Trust in Organizations with Employee Retention. Organizational support that is perceived to be real and strong affects the readiness of employees to remain loyal to their profession, because every BPKP employee has strong trust in the organization. The results of this study are in line with research (Abubakar & Chauhan, 2015; Ariyabuddhiphongs & Kahn, 2017; Cho & Song, 2017; Tirelli & Goh, 2015; Wong & Wong, 2017) Perceived Organizational Support mediates the relationship between Trust in Organization and Turnover Intentions. If, Turnover Intentions has a negative effect, then on the contrary, Employee Retention has a positive influence.

Previous studies that also confirm the results of this model are (Ahmad & Azumah, 2004; Basit & Duygulu, 2018; Gayathri, R., Sivaraman, G. G., & Kamalambal, 2012; Malthis & Jackson, 2006; Naqvi & Bashir, 2015) produce the same analysis that Trust in Organization has an effect on Turnover Intention (Employee Retention) either directly or indirectly. The stronger the level of trust of BPKP employees towards their organization or other stakeholders as well as other rules or procedures caused by the implementation of career development, employees will feel a high responsibility for the completion of their obligations. This is a positive response to the employee's sense of loyalty caused by the various career development programs implemented by BPKP.

CONCLUSIONS AND SUGGESTIONS

Conclusion

This research model is about "Employee Retention Model through Perceived Organizational Support: Analysis of Career Development Practices, Organizational Justice and Trust in Organizational Auditor Employees at the BPKP Office". Based on the formulation, objectives and hypotheses of the model that have been analyzed through the structural model in accordance with the assumptions as the basis for obtaining the empirical model, it is described as follows:

1. Career Development Practices have a positive effect on Employee Retention through Perceived Organizational Support for Auditor Employees at the BPKP Office. The findings of this research model provide an explanation that the role of Perceived Organizational Support will further strengthen the relationship between Career Development Practices and Employee Retention at the BPKP Office.
2. Organizational Justice has a positive effect on Employee Retention through Perceived Organizational Support for Auditor Employees at the BPKP Office. The findings of this

research model provide an explanation that perceived Organizational Support increases the relationship between Organizational Justice and Employee Retention in the BPKP environment.

3. Trust in Organization has a positive effect on Employee Retention through Perceived Organizational Support for Auditor Employees at the BPKP Office. The findings of this research model provide an understanding that organizational support perceived by BPKP employees can increase the relationship of trust and loyalty to remain committed to carrying out their duties and responsibilities in the future.

Suggestion

The research model that has been built has been analyzed using a measurement model and a structural model that produces factors that can be empirically validated on important aspects to be implemented by BPKP, in order to achieve better organizational performance and the realization of organizational sustainability in the future. Aspects that are important considerations in this research model contribute to stakeholders to make strategic decisions in managing human resources within BPKP so that it becomes better in the future, including: 1) Career planning factors contribute the highest contribution that significantly affects and Strong commitment to Career Development Practices, where the building aspects are aligning career positions, communicating career opportunities, and aligning training programs. This is an important concern to continue to be improved so that BPKP as the Government Internal Supervisory Apparatus (APIP) can certainly contribute to encouraging economic growth in the future; 2) The procedural justice factor is the factor that has the highest contribution in forming Organizational Justice. Procedural justice is built by aspects that run according to conditions and are consistent. These aspects become important findings in decision making related to justice procedures that occur at BPKP; 3) Employee competence factor produces the highest contribution in influencing strongly and significantly the Trust in Organization. Employee competence is built by aspects of the ability to carry out tasks and a lot of knowledge possessed by employees. With the ability to carry out tasks and have high knowledge will lead to appropriate and effective decision-making behavior;

Recommendation

The recommendation of this research model is in accordance with the results that can be validated on the basis of the results of the measurement model and structural model. The recommendations for practical research models are: 1) Aligning career positions according to fields, abilities, and knowledge, communicating career opportunities appropriately and effectively, and conducting training programs that are aligned and sustainable are important aspects in improving performance and to realize the sustainability of BPKP in the future. ; 2) Stakeholders in carrying out each activity must be carried out in accordance with conditions and consistent implementation. Thus every activity at BPKP can be carried out according to the expected plans and objectives; 3) The ability to carry out tasks and complete them based on the knowledge possessed by employees will create employee trust. Employees will be loyal and will not move to other organizations, because their abilities and knowledge are highly valued. So it is important to maintain and control auditor employees who have the ability and knowledge to complete their duties;

As for theoretical recommendations or for further research during the sample collection process, first determine the minimum sample for each object or the number of samples from each BPKP Representative in order to meet the sample criteria that have been determined accurately and effectively and get a better model. Based on the samples collected in this study, each BPKP Representative did not match, there were high and low representatives, because each representative from each BPKP certainly had a different perception. In addition, it is also necessary to distribute the questionnaires simultaneously, not in stages. This is related to situations and conditions in different organizational environments, so it is possible to obtain an appropriate response.

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