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Job Hopping Phenomenon: Perceived Supervisor Support, Organizational Commitment, and Employee Retention among Gen Z Employees

Agnes Claristia & Arum Etikariena

Magister Psikologi Terapan, Fakultas Psikologi Universitas Indonesia

ABSTRACT

Nowadays, job hopping among Gen Z poses a challenge for companies in retaining employees. This study aims to analyze the influence of perceived supervisor support on employee retention, with organizational commitment as a moderating variable. The data obtained from 186 Gen Z participants were processed using moderation analysis using JAMOVI 2.3.28. The results showed that perceived supervisor support positively influenced employee retention. Furthermore, organizational commitment was found to strengthen the effect of perceived supervisor support on retention, especially when organizational commitment was at a low level. The role of supervisors is crucial in supporting employee development, and companies need to build strong organizational commitment to enhance employee loyalty. These findings can serve as a guide for companies in developing employee retention strategies, particularly in addressing the job hopping phenomenon among Gen Z.

Keywords: *employee retention, gen z, job hopping, organizational commitment, perceived supervisor support*

ABSTRAK

Dewasa ini, fenomena *job hopping* yang terjadi di kalangan Gen Z menjadi tantangan bagi perusahaan dalam mempertahankan karyawan. Penelitian ini bertujuan untuk menganalisis pengaruh persepsi dukungan atasan terhadap retensi karyawan, dengan komitmen organisasi sebagai variabel moderasi. Data yang diperoleh dari 186 partisipan Gen Z diolah dengan analisis moderasi dengan menggunakan JAMOVI 2.3.28. Hasil penelitian menunjukkan bahwa persepsi dukungan atasan memiliki pengaruh positif terhadap retensi karyawan. Selanjutnya, komitmen organisasi terbukti memperkuat pengaruh persepsi dukungan atasan terhadap retensi, terutama ketika komitmen organisasi berada pada tingkat yang rendah. Peran atasan menjadi hal penting dalam mendukung pengembangan diri karyawan, serta perlunya perusahaan untuk membangun komitmen organisasi yang kuat guna meningkatkan loyalitas karyawan. Temuan ini dapat menjadi pedoman bagi perusahaan dalam menyusun strategi retensi karyawan, terutama untuk mengatasi fenomena *job hopping* pada kalangan Gen Z.

Kata kunci: *gen z, job hopping, komitmen organisasi, persepsi dukungan atasan, retensi karyawan*

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*Corresponding Author's Email: agnesclaristia27@gmail.com



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INTRODUCTION

The phenomenon of job hopping is currently an issue in the human resource management. Job hopping is an employee's tendency to move from one job to another in a short period of time, due to instinct and rational motives of their own volition without having their employment terminated by the company (Larasati & Aryanto, 2020; Sabila et al., 2024). Based on a survey by ResumeLab in 2023, 83% of the Gen Z population were job hoppers (Sabila et al., 2024). Generation Z or Gen Z was born between 1995 and 2012, and began entering the workforce in 2017 (Barhate & Dirani, 2022). In general, employees tend to stay three to five years at one job within an organization (Wilson et al., 2017). However, in the context of job hopping, Gen Z employees typically only remain with a company for one to two years (Sabila et al., 2024).

Job hopping can lead to a decrease in company productivity as the organization needs to allocate time and money for recruitment and selection as well as training for new employees (Putri et al., 2022). For employees, job hopping can have both positive and negative impacts. The positive impact of this phenomenon is that it allows employees to develop their careers, as well as gain a lot of experience and relationships. However, the negative impact is that employees have no purpose and are not loyal (Alisa et al., 2022). Aside from the company and the employee involved, job hopping can also have a negative impact on other coworkers, i.e. increasing workload or responsibility which can result in poor productivity (Larasati & Aryanto, 2020). Job hopping is influenced by several factors, including employee engagement, compensation and benefits, career paths, inter-employee relationships, corporate culture, and work-life balance (Larasati & Aryanto, 2020).

To overcome this phenomenon, human resources need to do mitigation, such as increasing employee retention (Achmad et al., 2023; Wilson et al., 2017). Employee retention is the willingness of employees to stay (Achmad et al., 2023). Employee retention is essential to human resource management as it enhances employees' productivity, ability, knowledge, and expertise in a company (Malik et al., 2020). This also positively impacts the company by supporting the sustainability of human resource management.

There are several factors contributing to employee retention, i.e. work life-balance, work environment, training and development, leadership, job security, supervisor support, coworker interaction, employee commitment, and employee engagement (Chatzoudes & Chatzoglou, 2022; Das & Baruah, 2013; Nasir & Mahmood, 2016). Among these factors, this study specifically discusses perceived supervisor support. Perceived supervisor support refers to employees' perception of how much their supervisor values their contributions and cares about their well-being (Alfisyahri et al., 2017; Eisenberger et al., 2002). Based on previous research, perceived supervisor support was correlated with employee retention (Alfisyahri et al., 2017; Chami-Malaeb, 2022; Malik et al., 2020). Perceived supervisor support may enhance employees' intentions and attachments and thereby support organizational goals (Eisenberger et al., 1986).

Organizational commitment is one of the factors in maintaining employee retention (Naz et al., 2020; Pertiwi & Supartha, 2021). It acts as a moderator in the interaction of Theory of Planned Behavior (TPB) and turnover intention (Abet et al., 2024). Organizational commitment is an individual's emotional attachment, identification, and involvement with the organization and the desire to remain a member of the organization (Meyer et al., 1993). It builds employee loyalty, relationships, and participation in their organization that employees have shared beliefs and priorities with the organization (Abet et al., 2024). There are three aspects of organizational commitment, i.e. affective commitment, normative commitment, and continuance commitment. Affective commitment is a personal desire based on emotional ties. Normative commitment shows employee compliance with the rules that apply in the organization. Continuance commitment refers to the rewards, compensation and benefits provided by the organization (Meyer et al., 1993).

The selection of variables in this study was derived from the explanation of the TPB predictors, namely attitudes, subjective norms, and perceived behavioral control. Attitude explains the evaluative function of beliefs regarding the consequences of a behavior (Ajzen, 1991, 2020). In the context of the workplace, attitude shows the evaluation and feelings of employees towards their job and supervisors, and thus can directly affect employee intentions and work outcomes. A positive attitude has an impact on employees' intention to stay in the company (Abet et al., 2024; Yu, 2024). In addition, subjective norms explain the probability of individuals performing a behavior based on normative beliefs and certain references (such as friends, family, coworkers, and superiors) (Ajzen, 1991, 2020). Subjective norms on employees will affect their intention to stay with the company (Abet et al., 2024). Perceived behavioral control explains individual beliefs regarding the possibility of control over the behavior's implementation (Ajzen, 1991, 2020). When employees perceive supervisor support favorably, employees will positively and normatively stay with an organization, at the same time they also have a sense of control over the work environment and career paths which will have an impact on employee retention in the organization (Abet et al., 2024).

Based on this assumption, perceived supervisor support can be considered as subjective norms that individuals believe can shape retention as the intention to stay. In addition, organizational commitment can be considered as an employee's attitude towards the organization, whereby it is the employee's evaluative perception of how the organization treats them. Organizational commitment may form retention. In this study, organizational commitment is not only considered as a predictor, but also as a moderator that might change the strength of the relationship between perceived supervisor support and retention of Gen Z employees. Thus, the hypothesis of this study is that organizational commitment strengthens the relationship between perceived supervisor support and Gen Z employee retention.

METHOD

Research Design

The research design was quantitative correlational. Data collection was carried out using convenience sampling with the following criteria: (a) an employee, (b) born in 1995-2006. It was conducted online using Google form. Recruitment of participants was carried out by distributing posters containing information related to the research topic, participant criteria, and questionnaire links through social media, as well as researcher colleagues. Completing the questionnaire took 7-10 minutes. Prior to data collection, we tested the instrument on 30 participants to test its psychometric properties.

This research design complied with the Code of Research Ethics of Universitas Indonesia and the Code of Ethics of the Indonesian Psychological Association. Ethical clearance was obtained from the Ethics Committee of the Faculty of Psychology, Universitas Indonesia with Number: 082/FPsi.Ethics Committee/PDP.04.00/2024.

Participants

Sample size calculation using a priori power analysis was conducted with the G*Power 3.1. The analysis was performed with statistical tests of linear multiple regression: fixed model, R² deviation from zero; the estimated effect size was 0.15, the estimated power was 0.8, and the error rate (α error probability) was 0.05, and three predictors (1 independent variable, 1 moderator variable, and 1 interaction variable), so the recommended sample size was 77 participants to achieve adequate statistical power. We received 186 participants who completed the questionnaire. The demographic data of the participants are presented in table 1.

Table 1. Demographic Data of Participants

Characteristics	n	%
Sex		



Males	73	39.2
Female	113	60.8
Latest Education		
High school	21	11.3
Diploma I-III	11	5.9
Diploma IV/Undergraduate	145	78
Postgraduate	8	4.3
Doctoral	1	0.5
Age		
19	1	0.5
21	1	0.5
22	7	3.8
23	19	10.2
24	43	23.1
25	26	14
26	38	20.4
27	28	15.1
28	9	4.8
29	14	7.5
Company Sector		
Private	138	74.2
Government Institutions	48	25.8
Employment Status		
Internship	13	7
Contract	72	38.7
Permanent	94	50.5
Part time	2	1.1
Freelance	2	1.1
Outsourcing	1	0.5
Labor	1	0.5
Teacher	1	0.5
Duration of Employment (in years)		
0	2	1.1
1	57	30.7
2	48	25.8
3	40	21.5
4	13	7
5	11	5.9
6	4	2.2
7	1	0.5
8	4	2.2
9	4	2.2
10	2	1.1

Note. N=186

Based on the table above, participants consisted of 39.2% male ($n=73$) and 60.8% female ($n=113$). The last education of the majority of the participants was Diploma IV/Bachelor degree (78%, $n=145$). The age of the majority was 24 years old (23.1%, $n=43$; $M=25.3$, $SD=1.9$, $Min=19$, $Max=29$). Most participants worked in the private company sector (74.2%; $n=138$). The employment status of the majority was permanent employees (50.5%, $n=94$).

Measurements

Retention was measured with an 8-item instrument created by Garner & Garner (2011). Responses

were measured on a 6-point Likert scale, 1 (strongly disagree) to 6 (strongly agree). The Cronbach's alpha coefficient in the pilot test was 0.912 and the main study had a Cronbach's alpha coefficient of 0.853. Some items were "I expect this job to be part of my life for at least the next six months", "I care about this company/agency".

Perceived supervisor support was measured by an 8-item instrument by Eisenberger et al. (1986, 2002), with a 6-point Likert scale; 1 (strongly disagree) to 6 (strongly agree). The pilot study showed a Cronbach's alpha coefficient of 0.856 and the main study had a Cronbach's alpha coefficient of 0.848. Some items were "my supervisor is very considerate of my goals and self-worth", "my supervisor helps me when I have problems".

Organizational commitment was measured by an 8-item instrument by Meyer et al. (1993). The Likert scale range was 6 points, 1 (strongly disagree) to 6 (strongly agree). Cronbach's alpha coefficients in the pilot test were 0.776 (affective commitment), 0.73 (continuance commitment), 0.738 (normative commitment); and the main study obtained Cronbach's alpha coefficients of 0.85 (affective commitment), 0.83 (continuance commitment), 0.818 (normative commitment). Some examples of items are "I would love to spend the rest of my career in this company/agency", "Now, I want to stay in this company/agency", "I do not feel obliged to keep working for this company/agency".

Data Analysis

We conducted a data normality test by analyzing the skewness using JAMOVI 2.3.28. The distribution of skewness values shows -0.326 to -1.14. Furthermore, to analyze the research model, we performed moderation analysis with the bootstrap estimation method using the medmod module of JAMOVI 2.3.28.

RESULTS

The results of the descriptive analysis of all variables were as follows: employee retention ($M=36.1$; $SD=7.58$; $Min=8$; $Max=48$), perceived supervisor support ($M=35.2$; $SD=7.27$; $Min=9$; $Max=48$), and organizational commitment ($M=66.7$; $SD=13.3$; $Min=25$; $Max=103$).

Table 2. Correlation Analysis Results

	<i>M</i>	<i>SD</i>	1	2	3
1. Perceived supervisor support	4.4	0.908	-		
2. Organizational commitment	3.77	0.748	0.525***	-	
3. Employee retention	4.51	0.948	0.496***	0.673***	-

Note: *** $p < 0.001$

As seen from table 2, perceived supervisor support had a positive significant relationship with employee retention ($r=0.496$; $p < 0.001$), and organizational commitment had a positive significant relationship with employee retention ($r=0.673$; $p < 0.001$).

Table 3. Organizational Commitment Moderation Test

	Estimate	SE	95% CI		Z	p
			Lower	Upper		
Perceived supervisor support	0.133	0.0660	-0.00169	0.2606	2.01	0.044
Organizational commitment	0.578	0.0641	0.44629	0.7044	9.01	<.001
PSS * OC	-0.109	0.0387	-0.17068	-0.012	-2.81	0.005

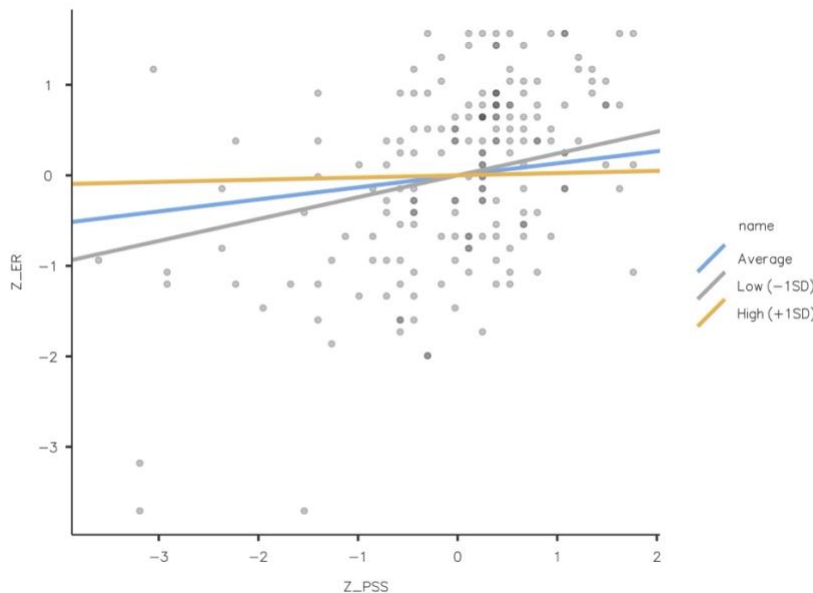
Based on table 3, it was found that the moderating effect of organizational commitment played a



significant role on the effect of perceived supervisor support with regard to employee retention ($B=-0.109$; 95% $CI [-0.17068, -0.012]$; $p=0.005$).

Table 4. Moderation Test (Simple Slope Analysis)

	Estimate	SE	95% CI		Z	p
			Lower	Upper		
Average	0.1329	0.0663	-0.0045	0.268	2.004	0.045
Low (-1SD)	0.2414	0.0798	0.07175	0.385	3.026	0.002
High (+1SD)	0.0243	0.0742	-0.11772	0.184	0.328	0.743



Based on the table and figure above, at the low level of organizational commitment (low -1SD), the effect of perceived supervisor support on employee retention was significant and strong ($B=0.1329$; 95% $CI [0.07175, 0.385]$; $p=0.002$). At the average level of organizational commitment, the moderating effect is significant but weaker ($B=0.2414$; 95% $CI [-0.0045, 0.268]$; $p=0.045$). At the high level of organizational commitment (high +1SD) the moderating effect was not significant ($B=0.0243$; 95% $CI [-0.11772, 0.184]$; $p=0.743$).

DISCUSSION

This study shows that perceived supervisor support significantly affects employee retention. This implies that supervisor support is a crucial factor in overcoming the job hopping in Gen Z. This is in line with previous studies (Alfisyahri et al., 2017; Chami-Malaeb, 2022; Malik et al., 2020; Nasir & Mahmood, 2016). However, in contrast to the hypothesis based on the results of previous studies (Abet et al., 2024; Yu, 2024), this study shows that the moderating role of organizational commitment is not an amplifier but rather a buffer in the relationship between perceived supervisor support and Gen Z employee retention. It means if organizational commitment is low, then perceived supervisor support becomes a stronger factor in employee retention. However, if organizational commitment is high, then perceived supervisor support becomes a less important factor in employee retention.

Regarding the job hopping phenomenon, Gen Z has a tendency to seek new experiences, career development opportunities, and a new and flexible work environment. However, they are assumed to

highly value guidance and support in their development, this is evident from the significance of the positive effect of the perceived supervisor support variable. It implies that support from supervisors to employees plays an important role in building harmonious relationships to form positive cooperation between employees and organizations (Alfisyahri et al., 2017; Eisenberger et al., 1986). This support makes the organization a place to develop talents and careers which in turn may increase loyalty to the organization (Chami-Malaeb, 2022; Nasir & Mahmood, 2016). Supervisor support aligned with employee values related to balancing work and family responsibilities may result in reduced stress or workload. Consequently, it may increase the likelihood of employees staying longer in the organization (Khan et al., 2020). Thus, supervisor support is assumed to reduce the negative impact of employee attitudes and behaviors in the organization (Chami-Malaeb, 2022).

Gen Z employees need psychological and physical resources to energize them to overcome stress, which in turn increase their motivation to do positive things for themselves and organizations (Hobfoll, 2011). These resources can be internal or external, material or immaterial. Losing resources may impact an individual's motivation and subsequent behavior. Consequently, individuals will try to maintain, obtain, and protect resources that are considered important (Hobfoll, 2011).

In this study, organizational commitment as an internal resource provided by the organization is assumed to provide security, stability, and emotional support. Strong organizational commitment leads to more efficient and loyal employees. Meanwhile, supervisor support as an external resource provides comfort for employees in performing daily tasks. When organizational commitment is higher, the need for external resources (in this case supervisor support) will decrease because employees already feel as they have adequate resources to stay in the organization. Conversely, if organizational commitment is low, employees will try to find external resources, such as supervisor support, to keep them in the organization.

CONCLUSION

This study indicates that perceived supervisor support is proven to play a significant role in improving employee retention, especially in Gen Z who are more prone to job hopping. Supervisor support plays a significant role in building harmonious relationships that can increase employee loyalty to the organization.

Organizational commitment acts as a moderator weakening the effect of perceived supervisor support on employee retention. When organizational commitment is high, perceived supervisor support seems to be a less important factor in influencing employees' decision to stay in the organization. This is due to the fact that they already feel a sense of security and stability through this commitment. Conversely, when organizational commitment is low, supervisor support is likely to be more relevant as an external resource for employees to stay.

This study identified several possible confounding variables, including self-efficacy, intrinsic motivation, job satisfaction, and organizational culture. Such variables can be explored in terms of their influence on employee retention.

This research could be useful for organizations in developing employee retention strategies. Organizations may attempt to increase perceived supervisor support and organizational commitment through employee training and development programs. For example, to intensify perceived supervisor support, organizations may design training programs to increase supervisors' involvement in providing positive feedback and train their communication and empathy skills (Tenakwah et al., 2024; van Woerkom & Kroon, 2020). Further, organizations may enhance employee engagement to increase employee commitment to the organization (Bah et al., 2024; Park et al., 2022).



Fenomena *Job Hopping*: Persepsi Dukungan Atasan, Komitmen Organisasi, dan Retensi Karyawan pada Karyawan Gen Z

Fenomena *job hopping* saat ini menjadi salah satu isu dalam manajemen sumber daya manusia. *Job hopping* adalah kecenderungan karyawan untuk berpindah dari satu pekerjaan ke pekerjaan lain dalam waktu singkat, atas dasar naluri dan motif rasional atau kemauan sendiri tanpa adanya pemutusan hubungan kerja dari perusahaan (Larasati & Aryanto, 2020; Sabila dkk., 2024). Berdasarkan survei oleh ResumeLab pada tahun 2023, 83% dari populasi Gen Z adalah *job hopper* (Sabila dkk., 2024). Generasi Z atau Gen Z lahir antara tahun 1995 hingga 2012, dan mulai memasuki dunia kerja pada tahun 2017 (Barhate & Dirani, 2022). Secara umum, karyawan cenderung bertahan selama tiga hingga lima tahun di satu pekerjaan dalam sebuah organisasi (Wilson dkk., 2017). Namun, dalam konteks *job hopping*, karyawan Gen Z biasanya hanya bertahan di satu perusahaan selama satu hingga dua tahun (Sabila dkk., 2024).

Job hopping dapat menyebabkan penurunan produktivitas perusahaan karena organisasi perlu mengalokasikan waktu dan biaya untuk rekrutmen dan seleksi serta pelatihan bagi karyawan baru (Putri dkk., 2022). Bagi karyawan, *job hopping* dapat memberikan dampak positif dan negatif. Dampak positifnya adalah memungkinkan karyawan untuk mengembangkan karier mereka, serta mendapatkan banyak pengalaman dan relasi. Namun, dampak negatifnya adalah karyawan tidak memiliki tujuan dan tidak loyal (Alisa dkk., 2022). Selain bagi perusahaan dan karyawan yang terlibat, *job hopping* juga dapat memberikan dampak negatif bagi rekan kerja lainnya, yaitu bertambahnya beban kerja atau tanggung jawab yang dapat berakibat pada produktivitas yang buruk (Larasati & Aryanto, 2020). *Job hopping* dipengaruhi oleh beberapa faktor, antara lain keterikatan karyawan, kompensasi dan tunjangan, jenjang karier, hubungan antar karyawan, budaya perusahaan, dan keseimbangan kehidupan kerja (Larasati & Aryanto, 2020).

Untuk mengatasi fenomena ini, pengelola sumber daya manusia perlu melakukan mitigasi, salah satunya meningkatkan retensi karyawan (Achmad dkk., 2023; Wilson dkk., 2017). Retensi karyawan adalah keinginan karyawan untuk bertahan (Achmad dkk., 2023). Retensi karyawan penting dalam hal pengelolaan sumber daya karena karyawan akan mendapat kesempatan lebih besar untuk meningkatkan produktivitas, kemampuan, pengetahuan, dan keahlian dalam suatu perusahaan (Malik dkk., 2020). Hal ini juga berdampak baik bagi perusahaan itu sendiri demi berlangsungnya kesinambungan pengelolaan sumber daya manusia.

Beberapa faktor yang berkontribusi terhadap retensi karyawan, yaitu keseimbangan kehidupan kerja, lingkungan kerja, pelatihan dan pengembangan, kepemimpinan, keamanan kerja, dukungan atasan, interaksi rekan kerja, komitmen karyawan, dan keterlibatan karyawan (Chatzoudes & Chatzoglou, 2022; Das & Baruah, 2013; Nasir & Mahmood, 2016). Di antara faktor-faktor tersebut, penelitian ini secara khusus membahas tentang persepsi dukungan atasan. Persepsi dukungan atasan mengacu pada persepsi karyawan tentang seberapa besar atasan mereka menghargai kontribusi mereka dan peduli dengan kesejahteraan mereka (Alfisyahri dkk., 2017; Eisenberger dkk., 2002). Berdasarkan penelitian sebelumnya, persepsi dukungan atasan berkorelasi dengan retensi karyawan (Alfisyahri dkk., 2017; Chami-Malaeb, 2022; Malik dkk., 2020). Persepsi dukungan atasan dapat meningkatkan niat dan keterikatan karyawan dan dengan demikian mendukung tujuan organisasi (Eisenberger dkk., 1986)

Komitmen organisasi merupakan salah satu faktor dalam mempertahankan retensi karyawan (Naz dkk., 2020; Pertiwi & Supartha, 2021). Komitmen organisasi berperan sebagai moderator dalam interaksi Theory of Planned Behavior (TPB) dan turnover intention (Abet dkk., 2024). Komitmen organisasi adalah keterikatan emosional, identifikasi, dan keterlibatan individu dengan organisasi dan keinginan untuk tetap menjadi anggota organisasi (Meyer dkk., 1993). Komitmen organisasi membangun loyalitas, hubungan, dan partisipasi karyawan dalam organisasi mereka sehingga karyawan memiliki keyakinan

dan prioritas yang sejalan dengan organisasi (Abet dkk., 2024). Ada tiga aspek komitmen organisasi, yaitu komitmen afektif, normatif, dan berkelanjutan. Komitmen afektif adalah keinginan pribadi yang didasarkan pada ikatan emosional. Komitmen normatif menunjukkan kepatuhan karyawan terhadap aturan-aturan yang berlaku dalam organisasi. Komitmen berkelanjutan mengacu pada penghargaan, kompensasi dan keuntungan yang diberikan oleh organisasi (Meyer dkk., 1993).

Pemilihan variabel dalam penelitian ini diperoleh dari penjelasan prediktor TPB, yaitu sikap, norma subjektif, dan persepsi kontrol perilaku. Sikap menjelaskan fungsi evaluatif dari keyakinan mengenai konsekuensi dari sebuah perilaku (Ajzen, 1991, 2020). Dalam konteks tempat kerja, sikap menunjukkan evaluasi dan perasaan karyawan terhadap pekerjaan dan atasan mereka, sehingga dapat memengaruhi niat dan hasil kerja karyawan secara langsung. Sikap positif berdampak pada niat karyawan untuk bertahan di perusahaan (Abet dkk., 2024; Yu, 2024). Selain itu, norma subjektif menjelaskan probabilitas individu untuk melakukan suatu perilaku berdasarkan keyakinan normatif dan referensi tertentu (seperti teman, keluarga, rekan kerja, dan atasan) (Ajzen, 1991, 2020). Norma subjektif pada karyawan akan memengaruhi niat mereka untuk bertahan di perusahaan (Abet dkk., 2024). Persepsi kontrol perilaku menjelaskan keyakinan individu terkait kemungkinan adanya kontrol terhadap implementasi perilaku (Ajzen, 1991, 2020). Ketika karyawan mempersepsikan dukungan atasan secara positif, maka karyawan akan secara positif dan normatif bertahan dengan suatu organisasi, di saat yang sama mereka juga memiliki kontrol terhadap lingkungan kerja dan jenjang karier yang akan berdampak pada retensi karyawan dalam organisasi (Abet dkk., 2024).

Berdasarkan asumsi tersebut, persepsi dukungan atasan yang individu anggap sebagai norma subjektif dapat membentuk retensi sebagai niat untuk bertahan. Selain itu, komitmen organisasi dapat dianggap sebagai sikap karyawan terhadap organisasi, di mana hal ini merupakan persepsi evaluatif karyawan tentang bagaimana organisasi memperlakukan mereka. Komitmen organisasi dapat menciptakan retensi karyawan. Dalam penelitian ini, komitmen organisasi tidak hanya dianggap sebagai prediktor, tetapi juga sebagai moderator yang dapat mengubah kekuatan hubungan antara persepsi dukungan atasan dan retensi karyawan Gen Z. Dengan demikian, hipotesis dari penelitian ini adalah komitmen organisasi memperkuat hubungan antara persepsi dukungan atasan dan retensi karyawan Gen Z.

METODE

Desain Penelitian

Desain penelitian ini adalah kuantitatif korelasional. Pengumpulan data dilakukan dengan menggunakan teknik *convenience sampling* dengan kriteria sebagai berikut: (a) karyawan, (b) lahir pada tahun 1995-2006. Penelitian ini dilakukan secara daring dengan menggunakan Google form. Rekrutmen partisipan dilakukan dengan menyebarkan poster berisi informasi terkait topik penelitian, kriteria partisipan, dan tautan kuesioner melalui media sosial, serta rekan-rekan peneliti. Pengisian kuesioner membutuhkan waktu 7-10 menit. Sebelum pengumpulan data, kami melakukan uji coba instrumen kepada 30 partisipan untuk menguji atribut psikometriknya.

Desain penelitian ini telah sesuai dengan Kode Etik Penelitian Universitas Indonesia dan Kode Etik Himpunan Psikologi Indonesia. *Ethical clearance* diperoleh dari Komite Etik Fakultas Psikologi Universitas Indonesia dengan Nomor: 082/FPsi.Komite Etik/PDP.04.00/2024.

Partisipan

Perhitungan ukuran sampel menggunakan analisis *power a priori* dilakukan dengan G*Power 3.1. Analisis dilakukan dengan uji statistik regresi berganda linier: model tetap, deviasi R^2 dari nol; estimasi ukuran efek adalah 0,15, estimasi kekuatan 0,8, dan tingkat *error* (probabilitas *error* α) 0,05, dan tiga prediktor (1 variabel independen, 1 variabel moderator, dan 1 variabel interaksi), sehingga ukuran

sampel yang direkomendasikan adalah 77 peserta untuk mencapai kekuatan statistik yang memadai. Kami menerima 186 partisipan yang mengisi kuesioner. Data demografi partisipan disajikan dalam tabel 1.

Tabel 1. Data Demografis Partisipan

Karakteristik	n	%
Jenis Kelamin		
Laki-laki	73	39,2
Perempuan	113	60,8
Pendidikan Terakhir		
SMA/SMK	21	11,3
Diploma I-III	11	5,9
Diploma IV/Strata I	145	78
Strata II	8	4,3
Strata III	1	0,5
Usia (Tahun)		
19	1	0,5
21	1	0,5
22	7	3,8
23	19	10,2
24	43	23,1
25	26	14
26	38	20,4
27	28	15,1
28	9	4,8
29	14	7,5
Sektor Perusahaan		
Perusahaan Swasta	138	74,2
Instansi Pemerintahan	48	25,8
Status Kepegawaian		
Internship	13	7
Kontrak	72	38,7
Tetap	94	50,5
Part time	2	1,1
Freelance	2	1,1
Outsourcing	1	0,5
Harian	1	0,5
Guru	1	0,5
Lama Kerja (Tahun)		
0	2	1,1
1	57	30,7
2	48	25,8
3	40	21,5
4	13	7
5	11	5,9
6	4	2,2
7	1	0,5
8	4	2,2
9	4	2,2
10	2	1,1

Note. N=186

Berdasarkan tabel di atas, partisipan terdiri dari 39,2% laki-laki ($n=73$) dan 60,8% perempuan ($n=113$). Pendidikan terakhir mayoritas partisipan adalah Diploma IV/Strata I yang mencapai 78% ($n=145$). Usia

mayoritas dari partisipan adalah 24 tahun yang mencapai 23,1% ($n=43$) ($M=25,3$; $SD=1,9$; $Min=19$; $Maks=29$). Sebagian besar partisipan bekerja pada sektor perusahaan swasta, yaitu sebesar 74,2% ($n=138$). Status kepegawaian mayoritas partisipan adalah pegawai tetap yang mencapai 50,5% ($n=94$).

Pengukuran

Retensi karyawan diukur dengan instrumen 8 item oleh Garner & Garner (2011). Respons diukur dengan skala Likert 6 poin, 1 (sangat tidak setuju) hingga 6 (sangat setuju). Koefisien Cronbach's alpha pada uji coba adalah 0,912 dan studi utama memiliki koefisien Cronbach's alpha sebesar 0,853. Beberapa item adalah "saya berharap pekerjaan ini akan menjadi bagian dari hidup saya setidaknya selama enam bulan ke depan", "Saya peduli dengan perusahaan/instansi ini".

Persepsi dukungan atasan diukur dengan instrumen 8 item oleh Eisenberger dkk. (1986, 2002), dengan skala Likert 6 poin; 1 (sangat tidak setuju) hingga 6 (sangat setuju). Studi uji coba menunjukkan koefisien Cronbach's alpha sebesar 0,856 dan studi utama memiliki koefisien Cronbach's alpha sebesar 0,848. Beberapa item adalah "atasan saya sangat memperhatikan tujuan saya dan menghargai saya", "atasan saya membantu saya ketika saya memiliki masalah".

Komitmen organisasi diukur dengan instrumen 8 item oleh Meyer dkk. (1993). Rentang skala Likert adalah 6 poin, 1 (sangat tidak setuju) hingga 6 (sangat setuju). Koefisien alpha Cronbach pada uji coba adalah 0,776 (komitmen afektif), 0,73 (komitmen berkelanjutan), 0,738 (komitmen normatif); dan pada penelitian utama diperoleh koefisien alpha Cronbach sebesar 0,85 (komitmen afektif), 0,83 (komitmen berkelanjutan), 0,818 (komitmen normatif). Beberapa contoh item adalah "saya ingin menghabiskan sisa karier saya di perusahaan/instansi ini", "saat ini, saya ingin tetap bekerja di perusahaan/instansi ini", "saya tidak merasa berkewajiban untuk tetap bekerja di perusahaan/instansi ini".

Analisis Data

Kami melakukan uji normalitas data dengan menganalisis *skewness* menggunakan JAMOVI 2.3.28. Distribusi nilai *skewness* menunjukkan -0,326 hingga -1,14. Selanjutnya, untuk menganalisis model penelitian, kami melakukan analisis moderasi dengan metode estimasi *bootstrap* menggunakan modul medmod pada JAMOVI 2.3.28.

HASIL PENELITIAN

Hasil analisis deskriptif seluruh variabel adalah sebagai berikut: retensi karyawan ($M=36,1$; $SD=7,58$; $Min=8$; $Maks=48$), persepsi dukungan atasan ($M=35,2$; $SD=7,27$; $Min=9$; $Maks=48$), dan komitmen organisasi ($M=66,7$; $SD=13,3$; $Min=25$; $Maks=103$).

Tabel 2. Hasil Analisis Korelasi

	<i>M</i>	<i>SD</i>	1	2	3
1. Persepsi dukungan atasan	4,4	0,908	-		
2. Komitmen organisasi	3,77	0,748	0,525***	-	
3. Retensi karyawan	4,51	0,948	0,496***	0,673***	-

Catatan: *** $p < 0,001$

Dilihat dari tabel 2, variabel persepsi dukungan atasan memiliki hubungan signifikan positif dengan variabel retensi karyawan ($r=0,496$; $p < 0,001$), serta variabel komitmen organisasi memiliki hubungan signifikan positif dengan variabel retensi karyawan ($r=0,673$; $p < 0,001$).

Tabel 3. Uji Moderasi Variabel Komitmen Organisasi

	Estimate	SE	95% CI		Z	p
			Lower	Upper		

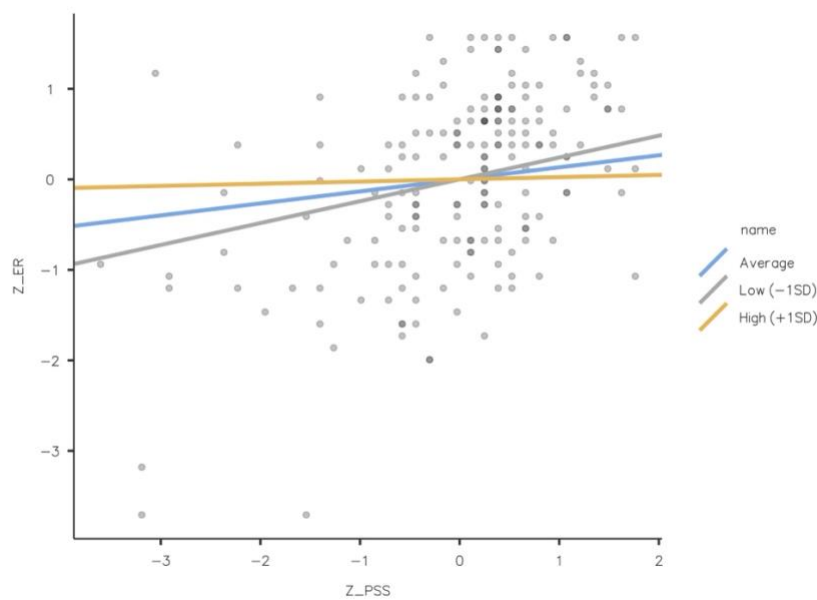


Persepsi dukungan atasan	0,133	0,0660	-0,00169	0,2606	2,01	0,044
Komitmen organisasi	0,578	0,0641	0,44629	0,7044	9,01	<0,001
Persepsi * komitmen	-0,109	0,0387	-0,17068	-0,012	-2,81	0,005

Berdasarkan tabel 3, diketahui bahwa efek moderasi dari komitmen organisasi berperan signifikan terhadap pengaruh persepsi dukungan atasan terhadap retensi karyawan. ($B=-0,109$; 95% CI $[-0,17068; -0,012]$; $p=0,005$).

Tabel 4. Uji Moderasi (*Simple Slope Analysis*)

	Estimate	SE	95% CI		Z	p
			Lower	Upper		
Average	0,1329	0,0663	-0,0045	0,268	2,004	0,045
Low (-1SD)	0,2414	0,0798	0,07175	0,385	3,026	0,002
High (+1SD)	0,0243	0,0742	-0,11772	0,184	0,328	0,743



Berdasarkan tabel dan gambar di atas, pada tingkat komitmen organisasi yang rendah (rendah -1SD), pengaruh persepsi dukungan atasan terhadap retensi karyawan adalah signifikan dan kuat ($B=0,1329$; 95% CI $[0,07175; 0,385]$; $p=0,002$). Pada level komitmen organisasi rata-rata, efek moderasi signifikan namun lebih lemah ($B=0,2414$; 95% CI $[-0,0045; 0,268]$; $p=0,045$). Pada level komitmen organisasi tinggi (*high* +1SD) efek moderasi tidak signifikan ($B=0,0243$; 95% CI $[-0,11772; 0,184]$; $p=0,743$).

DISKUSI

Penelitian ini menunjukkan bahwa persepsi dukungan atasan secara signifikan memengaruhi retensi karyawan. Hal ini mengimplikasikan bahwa dukungan atasan merupakan faktor yang krusial dalam mengatasi *job hopping* pada Gen Z. Hal ini sejalan dengan penelitian-penelitian sebelumnya (Alfisyahri dkk., 2017; Chami-Malaeb, 2022; Malik dkk., 2020; Nasir & Mahmood, 2016). Namun, berbeda dengan hipotesis berdasarkan hasil penelitian sebelumnya (Abet dkk., 2024; Yu, 2024), penelitian ini menunjukkan bahwa peran moderasi komitmen organisasi bukan sebagai penguat melainkan sebagai *buffer* pada hubungan antara persepsi dukungan atasan dan retensi karyawan Gen Z. Artinya, jika komitmen organisasi rendah, maka persepsi dukungan atasan menjadi faktor yang lebih kuat dalam



retensi karyawan. Namun, jika komitmen organisasi tinggi, maka persepsi dukungan atasan menjadi faktor yang kurang penting dalam retensi karyawan.

Terkait fenomena *job hopping*, Gen Z memiliki kecenderungan untuk mencari pengalaman baru, kesempatan pengembangan karier, dan lingkungan kerja yang baru dan fleksibel. Namun, mereka diasumsikan sangat menghargai bimbingan dan dukungan dalam pengembangan diri, di mana hal ini terbukti dari signifikannya pengaruh positif persepsi dukungan atasan. Hal ini mengimplikasikan bahwa dukungan atasan kepada karyawan berperan penting dalam membangun hubungan harmonis untuk membentuk kerja sama yang positif antara karyawan dengan organisasi (Alfisyahri dkk., 2017; Eisenberger dkk., 1986). Dukungan ini menjadikan organisasi sebagai tempat untuk mengembangkan bakat dan karier yang pada akhirnya dapat meningkatkan loyalitas terhadap organisasi (Chami-Malaeb, 2022; Nasir & Mahmood, 2016). Dukungan atasan yang selaras dengan nilai-nilai karyawan yang terkait dengan keseimbangan tanggung jawab pekerjaan dan keluarga dapat mengurangi stres atau beban kerja. Akibatnya, hal ini dapat meningkatkan kemungkinan karyawan untuk bertahan lebih lama di organisasi (Khan dkk., 2020). Dengan demikian, dukungan atasan diasumsikan dapat mengurangi dampak negatif dari sikap dan perilaku karyawan dalam organisasi (Chami-Malaeb, 2022).

Karyawan Gen Z membutuhkan sumber daya psikologis dan fisik untuk membangkitkan energi dalam mengatasi stres, yang kemudian meningkatkan motivasi mereka untuk melakukan hal-hal positif bagi diri mereka sendiri dan organisasi (Hobfoll, 2011). Sumber daya ini bisa bersifat internal atau eksternal, material atau nonmaterial. Kurangnya sumber daya dapat memengaruhi motivasi dan perilaku individu ke depannya. Alhasil, individu akan berusaha untuk mempertahankan, mendapatkan, dan melindungi sumber daya yang dianggap penting (Hobfoll, 2011).

Dalam penelitian ini, komitmen organisasi sebagai sumber daya internal yang disediakan oleh organisasi diasumsikan dapat memberikan rasa aman, stabilitas, dan dukungan emosional. Komitmen organisasi yang kuat mendorong karyawan untuk bekerja lebih efisien dan loyal. Sementara itu, dukungan atasan sebagai sumber daya eksternal memberikan kenyamanan bagi karyawan dalam menjalankan tugas sehari-hari. Ketika komitmen organisasi tinggi, kebutuhan akan sumber daya eksternal (dalam hal ini dukungan atasan) akan berkurang karena karyawan sudah merasa memiliki sumber daya yang cukup untuk bertahan dalam organisasi. Sebaliknya, jika komitmen organisasi rendah, karyawan akan berusaha mencari sumber daya eksternal, seperti dukungan atasan, untuk bertahan di organisasi.

SIMPULAN

Penelitian ini menunjukkan bahwa persepsi dukungan atasan terbukti memainkan peran penting dalam meningkatkan retensi karyawan, terutama pada Gen Z yang lebih rentan terhadap *job hopping*. Dukungan atasan berperan penting dalam membangun hubungan harmonis yang dapat meningkatkan loyalitas karyawan terhadap organisasi.

Komitmen organisasi bertindak sebagai moderator yang memperlemah pengaruh persepsi dukungan atasan terhadap retensi karyawan. Ketika komitmen organisasi tinggi, persepsi dukungan atasan tampaknya kurang penting dalam memengaruhi keputusan karyawan untuk bertahan dalam organisasi. Hal ini disebabkan oleh rasa aman dan stabilitas berkat komitmen tersebut. Sebaliknya, ketika komitmen organisasi rendah, dukungan atasan cenderung lebih relevan sebagai sumber daya eksternal bagi karyawan untuk bertahan.

Penelitian ini mengidentifikasi beberapa potensi variabel *confounding*, termasuk efikasi diri, motivasi intrinsik, kepuasan kerja, dan budaya organisasi. Variabel-variabel tersebut dapat dieksplorasi pengaruhnya terhadap retensi karyawan.

Penelitian ini dapat berguna bagi organisasi dalam mengembangkan strategi retensi karyawan. Organisasi dapat mencoba untuk meningkatkan persepsi dukungan atasan dan komitmen organisasi melalui program pelatihan dan pengembangan karyawan. Misalnya, untuk meningkatkan persepsi dukungan atasan, organisasi dapat merancang program pelatihan untuk meningkatkan keterlibatan atasan dalam memberikan umpan balik positif dan melatih keterampilan komunikasi dan empati mereka (Tenakwah dkk., 2024; van Woerkom & Kroon, 2020). Sebaliknya, organisasi dapat meningkatkan keterlibatan karyawan untuk meningkatkan komitmen karyawan terhadap organisasi (Bah dkk., 2024; Park dkk., 2022).

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DECLARATION OF POTENTIAL CONFLICTS OF INTEREST / DEKLARASI POTENSI TERJADINYA KONFLIK KEPENTINGAN

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