

The Influence of Strategic Human Resources Management Practices Moderated by Job Engagement and Perceived Supervisor Support on Employee Retention

Tantri Yanuar Rahmat Syah¹, Gilang Ramadhan²✉, Rojuaniah³, Ikramina Larasati Hazrati Havidz⁴, Teguh Aribowo⁵

^{1,2,3,4}Universitas Esa Unggul

⁵PT. Agung Podomoro Land Tbk

Correspondence Author: langgilang17@gmail.com✉

Article history

Received : 2023-02-13

Revised : 2023-06-21

Accepted : 2023-07-22

Published : 2023-08-29

Keywords:

Employee retention, job engagement, perceived supervisor support.

Abstract: Penelitian ini dilakukan untuk mengidentifikasi pengaruh strategic human resources management practice (SHRMP) terhadap employee retention pada industri properti dengan efek moderasi job engagement dan perceived supervisor support. Penelitian ini didesain dengan metode purposive sampling yang melibatkan 158 responden dari industri properti. Data dianalisis menggunakan Structural Equation Model (SEM) dengan SmartPLS 3.0. Beberapa temuan dalam studi ini adalah SHRMP berpengaruh langsung terhadap Employee Retention. Sedangkan efek moderasi Job Engagement dan Perceived Supervisor Support tidak berpengaruh signifikan terhadap Employee Retention. Implikasi manajerial dari penelitian ini untuk praktisi industri maupun peneliti adalah dengan menerapkan SHRMP dalam perusahaan dengan meningkatkan sistem rekrutmen, menetapkan pelatihan yang tepat dan berkelanjutan bagi karyawan, memonitoring dan mengevaluasi penilaian kinerja, serta menyesuaikan terhadap kompensasi dan benefit bagi karyawan yang berprestasi.

Abstract: This research was conducted to identify the effect of strategic human resources management practice (SHRMP) on employee retention in the property industry with the moderating effect of job engagement and perceived supervisor support. This study was designed using a purposive sampling method involving 158 respondents from the property industry. Data were analyzed using Structural Equation Model (SEM) with SmartPLS 3.0. Some of the findings in this study are that SHRMP has a direct effect on Employee Retention. Meanwhile, the moderating effect of Job Engagement and Perceived Supervisor Support has no significant effect on Employee Retention. The managerial implications of this research for industry practitioners and researchers are implementing SHRMP in companies by improving recruitment systems, establishing proper and ongoing training for employees, monitoring and evaluating performance appraisals, and adjusting compensation and benefits for the employees with high performance.



Available online at
<http://jurnal.unsyiah.ac.id/riwayat/>

INTRODUCTION

The competition strategy between organizations has changed from competitive market competition to competition between human resources and integration advantages (Ma, 2021). In addition, according to Ma (2021), human resource

management has evolved from traditional personnel management to strategic human resource management due to changes in the environment and organizational needs. This is supported by previous research which states that the application of strategic human resources management practice (SHRMP)

can support the improvement of employee competence in the organization (Saleem & Khursid, 2014).

The Central Bureau of Statistics (BPS) said that the national economy grew impressively in the second quarter of 2022, amid the risk of a weakening global economy and rising inflationary pressures. Economic growth in the second quarter of 2022 was recorded at 5.44 percent on an annualized basis, a percentage far above the previous quarter's achievement of 5.01 percent on an annualized basis. The development of the property industry is increasing every year with an increase in the price index of 4.9% in the third quarter of 2022 and followed by an increase in the demand index of 16.4% on an annual basis based on a survey conducted by the Property Market Index (BPS, 2022). This makes the property industry an important contributor to the growth of Indonesia's Gross Domestic Product (GDP) which reached 9.14% for construction and 2.47% for real estate (Industri Properti, 2022).

The growth of the economic sector which is getting better is not matched by the ability of companies in the property industry to retain their employees. Based on the 2020 annual report of PT Agung Podomoro Land Tbk. there was a decrease in the number of employees by 17.4% from 2019. This is the researcher's concern to explore why this can happen so that it can contribute to the improvement of the phenomenon that occurs (Annual Report PT Agung Podomoro Land, 2020).

SHRMP in relation to employees has a strong influence on employee retention. This is in line with the study conducted by Haider et al. (2015) who argue that SHRMP has a significant influence on employee retention. Rasdi & Chen (2018) in their study concluded that SHRMP has dimensions that include job training, compensation and benefits, career development, performance appraisal and achievement. Job training has a positive relationship with employee retention (Waleed et al., 2013). Other studies also argue that training has a positive impact on employee retention (Al-sharafi et al., 2018). In addition to training, according to Jeffrey & Prasetya (2019) employee performance appraisal has a significant positive effect on employee retention. Adil et

al. (2020) in their research argue that compensation and benefits have a significant positive relationship with employee retention. In line with previous research, Tafamel et al. (2019) concluded that recruitment and selection have a significant positive effect on employee retention in the banking industry in Nigeria.

According to Shibiti (2020) in his study stated that there is a relationship between job engagement and employee retention. Effective strategic human resources management practices (SHRMP) can affect job engagement such as vigor, dedication, and absorption which can increase employee retention (Almehriz & Singh, 2016). Another study also revealed that job engagement can affect employee retention with a focus on growth opportunities (Akther & Tariq, 2020).

Perceived supervisor support (PSS) according to Malik et al. (2020) has a significant relationship between human resources management practice (HRMP) and employee retention. Other research shows that training and development and PSS have a significant relationship with employee retention (Bibi et al., 2018). Tuzun & Kalemci (2012) in their study stated that employees with high levels of PSS and low levels of perceived organizational support (POS) tend to have higher turnover intentions than employees with low levels of PSS and POS.

Previous research results show the relationship between employee retention and SHRMP has been carried out in several industries such as the banking industry (e.g. Fahim, 2018; Fitz-Lewis, 2018), the telecommunications industry (e.g. Haider et al., 2015; Al-sharafi et al., 2018), the manufacturing industry (e.g. Francis, 2014; Tangthong et al., 2014), and the hospitality industry (Elrehail et al., 2020). However, it is still rare for research on SHRMP to be conducted in the property industry, even though as an industry that helps the development of the country in meeting the housing needs of the property industry must have superior human resources and be dedicated to the company so that they can make an optimal contribution to the development of the property industry. In addition, as an exploratory effort in exploring the relationship between SHRMP

on employee retention with moderation of job engagement and perceived supervisor support in companies engaged in the property industry.

The purpose of this study is to determine the role of strategic human resources management practices (SHRMP) in influencing employee retention with job engagement and perceived supervisor support as mediators. It is hoped that this research can contribute to the scientific level of human resource studies and can provide positive managerial implications in the property industry.

METHODS

This study adopts variables from previous research. Where the SHRMP variable is measured by 12 questions and the Employee Retention variable is measured using 12 questions adapted from Fahim (2018). The Job Engagement variable is measured by 17 questions adapted from Schaufeli et al. (2001). Finally, the Perceived Supervisor Support variable was measured with 16 questions adapted from Kottke &

RESULTS AND DISCUSSION

Testing in this study consists of testing construct validity which includes testing convergent validity, discriminant validity, and Average Variance Extracted (AVE). In testing validity and reliability, among other things, it can be done by designing an outer

Sharafinski (1988). All items are measured using a Likert scale with 5 scales ranging from 1 (strongly disagree) to 5 (strongly agree). Total measurements amounted to 57 questions.

Data collection in this study uses a quantitative approach by conducting a survey to collect primary data. Respondent criteria are employees who work in the property sector with the level of Officer - Supervisor with a minimum tenure of three years. Data collection was carried out for two months starting from May - June 2023. The data collection technique was carried out by distributing an initial questionnaire (pre-test) to 30 respondents in the company with demographic variables such as gender, age, education level, and length of service. This research is a quantitative study using the Structural Equation Model (SEM) method, data processing and analysis using smartPLS 3.0 software. with interpretation referring to (Hair et al., 2014; & Hair et al., 2017).

model or measurement model. An indicator is declared a valid indicator if it has a factor loading value > 0.5 (original sample value) and has a P values (probability) value < 0.05. Factor loading and t statistics test results show that all questions on each variable are declared valid. Based on this, the model explanation is as follows:

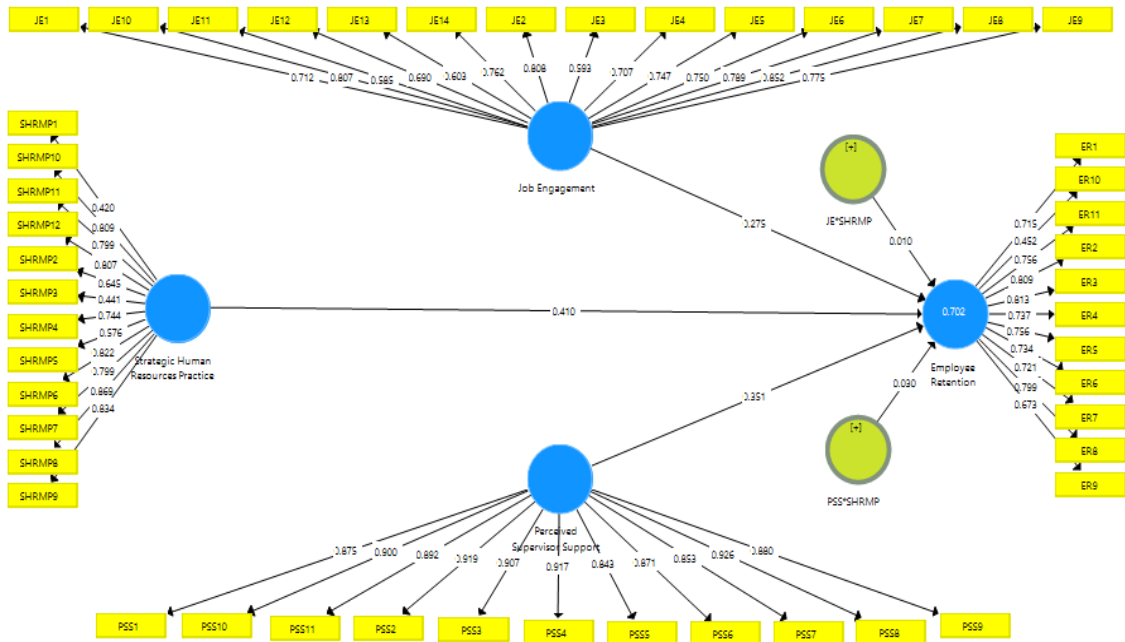


Figure 1. PLS-SEM Output Display

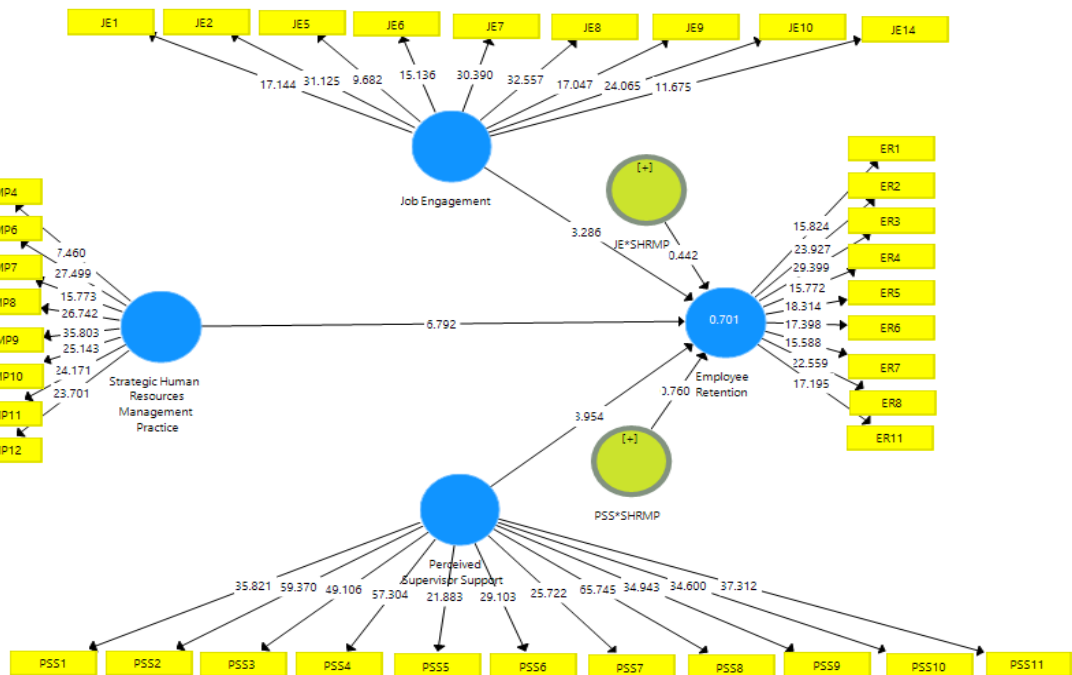


Figure 2. PLS-SEM Bootstrapping Output Display

Measuring discriminant validity by comparing the Average Variance Extracted (AVE) for each construct with the correlation between constructs and other constructs in the model. The model has good enough discriminant validity if the AVE value for each construct is greater than the correlation between other constructs. The qualified AVE value has been determined to be ≥ 0.5 as well as the discriminant validity value > 0.6 (Hair

et al., 2014). The AVE and discriminant validity values on all variables in this study have met the homogeneous requirements, this is because based on the data it is known that the $AVE > 0.5$ and discriminant validity are above the > 0.6 number so that all variables are declared valid. The following are the results of measuring AVE and discriminant validity for all variables:

Table 1. AVE and Discriminant Validity

	<i>Average Variance Extracted (AVE)</i>	<i>Discriminant Validity</i>
SHRMP	0.677	0.823
Employee Retention	0.586	0.766
Job Engagement	0.634	0.796
PSS	0.792	0.890

Then in the analysis of the reliability test of the research variable constructs using the internal consistency method. The reliability test results are used to determine whether the indicators of all research

variables used are good constructs or not in forming a latent variable. The results of the construct reliability test for each variable can be seen in the table below :

Table 2. Research Variable Construct Reliability Test

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
SHRMP	0.931	0.943
Employee Retention	0.912	0.927
Job Engagement	0.927	0.939
PSS	0.974	0.977

Judging from table 2 above, the variable construct reliability in this study can meet the requirements by showing the Cronbach's alpha and composite reliability values owned by all research variables > 0.7

in accordance with the recommended value of > 0.6 (Albion, 2004). To see the relationship between constructs, it is necessary to see the significance value and R-square value of the research model.

Table 3. R Square

	<i>R Square</i>	<i>R Square Adjusted</i>
Employee Retention	0.701	0.691

The output results in the table above show that the R-square value of employee retention is 0.702, meaning that the SHRMP construct variable and the moderating role of job engagement and perceived supervisor support (PSS) can explain the employee retention variable by 70.1% while the remaining 29.9% can be explained by other variables not included in this study. Apart from the R-square calculation, the inner model measurement can be seen using the

Goodness of Fit Model method using predictive relevance (Q^2). Based on the results of the analysis, the score value of predictive relevance in the study is 35.5%, which means that the model can explain the phenomenon under study. Based on these results, it can be concluded that the model has good predictive value and can be used for hypothesis testing. The complete results of hypothesis testing are obtained as follows:

Table 4. Research Hypothesis Test (Path Coefficients)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
SHRMP --> Employee Retention	0.433	0.430	0.064	6.792	0.000
Job Engagement *SHRMP --> Employee Retention	-0.019	-0.012	0.044	0.442	0.659
SHRMP*PSS --> Employee Retention	0.056	0.050	0.074	0.760	0.447

Based on the results of the Path Coefficient test as shown in the table above,

the hypothesis testing of the research model can be presented as follows:

Table 5. Hypothesis Test of Research Model

Hipotesis	Relationship	T Statistic (1.96)	P Values (0.005)	Conclusion
H ₁	There is a positive influence of Strategic Human Resources Management Practice on Employee Retention.	6.792	0.000	Data Supports Hypothesis
H ₂	<i>The higher Job Engagement, the more the relationship between Strategic Human Resources Management Practice and Employee Retention increases.</i>	0.442	0.659	Data Does Not Support Hypothesis
H ₃	<i>The higher the Perceived Supervisor Support, the more the relationship between Strategic Human Resources Management Practice and Employee Retention increases.</i>	0.760	0.447	Data Does Not Support Hypothesis

Based on the hypothesis test table above, it is known that H₁ is accepted because there is a positive relationship between SHRMP and employee retention with a T-Value above 1.96, namely 6.792 so that the data supports the research hypothesis built. Meanwhile, H₂ related to moderation of job engagement with SHRMP on employee retention is rejected because it has a T-Value below 1.96, which is 0.442 so that the hypothesis is rejected. Finally, H₃ related to moderation of PSS with SHRMP on employee retention is rejected because it has a T-Value below 1.96, which is 0.442 so that the hypothesis is rejected..

The hypothesis built in this study was successfully proven where strategic human resources management practices (SHRMP) have a positive influence on employee retention. Meanwhile, job engagement and perceived supervisor support (PSS) do not have a significant influence in strengthening the relationship between SHRMP and employee retention. The higher the SHRMP, the higher the level of employee retention in a company. A well-run SHRMP will have an impact on employees in the form of motivation to stay in the company because they feel valued and fulfilled for all needs related to their work and welfare. On the other hand, high and low employee retention is not influenced by the level of job engagement and PSS owned by employees.

CONCLUSION

REFERENCES

- Abeysekera, R. (2007). The Impact of Human Resource Management Practices on Marketing Executive Turnover of Leasing Companies in Sri Lanka. *Contemporary Management Research*, 3(3), 233–252. <https://doi.org/10.7903/cmr.94>
- Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2020). The impact of human resource management practices and career satisfaction on employee's turnover intention. *Management Science Letters*, 10(3), 641–652. <https://doi.org/10.5267/j.msl.2019.9.015>
- Adil, H., Rao, C. V. K., Ayaz, M. bqasim, & Shinwari, A. (2020). Effect of Compensation Packages on Job Satisfaction and Employees" Retention: A Case of Jalalabad-based Private Universities of Afghanistan. *Asia Pacific Journal of Multidisciplinary Research*, 8(2), 26–35.
- Akther, S., & Tariq, J. (2020). The Impact of Effective Training on Employee Retention: A Study in Private Banks of Bangladesh. *Journal of Economics and Business*, 3(1), 96–114. <https://doi.org/10.31014/aior.1992.03.01.181>
- Al-sharafi, H., Hassan, M. E. M., & Alam, S. S. (2018). The Effect of Training and Career Development on Employees Retention –A Study on the Telecommunication Organizations in Yemen. *The Journal of Social Sciences Research*, SPI 2, 420–430. <https://doi.org/10.32861/jssr.spi2.420.430>
- Albion, M. J. (2004). A Measure of Attitudes Towards Flexible Work Options. *Australian Journal of Management*, 29(2), 275–294. <https://doi.org/10.1177/031289620402900207>
- Almehriz, N., & Singh, S. (2016). Competing through employee engagement: a proposed framework. *International Journal of Productivity and Performance Management*, 65(6), 831–843. <https://doi.org/10.1108/IJPPM-02-2016-0037>
- AnnualreportPTAgungPodomoroLand. (2020). Annual Report 2020 PT Agung Podomoro Land Tbk.
- Atieno, A. D. (2019). STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE RETENTION IN THE SOFTWARE DEVELOPMENT INDUSTRY IN KENYA ASETTO. 1–34.
- Bakker, A. B., & Leiter, M. P. (2010). WORK ENGAGEMENT A Handbook of Essential Theory and Research. Psychology Press. <https://www.ptonline.com/articles/how-to-get-better-mfi-results>
- Bakker, A. B., & Sanz-Vergel, A. I. (2013). Weekly work engagement and flourishing: The role of hindrance and challenge job demands. *Journal of Vocational Behavior*, 83(3), 397–409. <https://doi.org/10.1016/j.jvb.2013.06.008>
- Bibi, P., Ahmad, A., & Majid, A. H. A. (2018). The Impact of Training and Development and Supervisors Support on Employees Retention in Academic Institutions in Pakistan: The Moderating Role of the Work Environment. *Gadjah Mada International Journal of Business*, 20(1), 113–131.
- Boon, C., Eckardt, R., Lepak, D. P., & Boselie, P. (2018). Integrating strategic human capital and strategic human resource management. *International Journal of Human Resource Management*, 29(1), 34–67. <https://doi.org/10.1080/09585192.2017.1380063>
- BPS. (2022). Ekonomi Indonesia Triwulan II-2022. <https://www.bps.go.id/pressrelease/2022/08/05/1913/ekonomi-indonesia-triwulan-ii-2022-tumbuh-5-44-persen--y-on-y-.html>
- Brandão, C., Silva, R., & dos Santos, J. V. (2019). Online recruitment in Portugal: Theories and candidate profiles. *Journal of Business Research*, 94(April), 273–279. <https://doi.org/10.1016/j.jbusres.2018.04.011>

- Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). WORK ENGAGEMENT: A QUANTITATIVE REVIEW AND TEST OF ITS RELATIONS WITH TASK ...: EBSCOhost. *Personnel Psychology*, 64, 89–136.
<http://web.a.ebscohost.com/tcsedsystem.idm.oclc.org/ehost/pdfviewer/pdfviewer?vid=2&sid=762314f7-db10-45ee-b18f-6de541ad2ea1%40sessionmgr4009>
- Diah, A. M., Hasiara, L. O., Ramli, & Irwan, M. (2020). Employee retention of pharmaceutical firms in Indonesia: Taking investment in employee development and social and economic exchange as predictors. *Systematic Reviews in Pharmacy*, 11(1), 564–572.
<https://doi.org/10.5530/srp.2020.170>
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived Organizational Support. *Journal of Applied Psychology*, 71(3), 500–507.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived Supervisor Support : Contributions to Perceived Organizational Support and Employee Retention. *Journal of Applied Psychology*, 87(3), 565–573.
<https://doi.org/10.1037//0021-9010.87.3.565>
- Eldor, L., Harpaz, I., & Westman, M. (2020). The Work/Nonwork Spillover: The Enrichment Role of Work Engagement. *Journal of Leadership and Organizational Studies*, 27(1), 21–34.
<https://doi.org/10.1177/1548051816647362>
- Elrehail, H., Harazneh, I., Abuhjeeleh, M., Alzghoul, A., Alnajdawi, S., & Ibrahim, H. M. H. (2020). Employee satisfaction , human resource management practices and competitive advantage. 29(2), 125–149.
<https://doi.org/10.1108/EJMBE-01-2019-0001>
- Fahim, M. G. A. (2018). Strategic human resource management and public employee retention. *Review of Economics and Political Science*, 3(2), 20–39.
<https://doi.org/10.1108/rep-07-2018-002>
- Fitz-Lewis, T. (2018). Human resources strategies for retaining employees in St Lucian banks. Dissertation Abstracts International Section A: Humanities and Social Sciences, 80(1-A(E)).
- Francis, A. U. (2014). Human Resource Management Practices and Employee retention in Nigeria’s Manufacturing industries. *International Journal of Scientific & Engineering Research*, 5(2), 1741–1754.
<https://doi.org/10.1016/j.toxicon.2011.09.012>
- Haider, M., Rasli, A., Akhtar, C. S., Yusoff, R. B. M., Malik, O. M., Aamir, A., Arif, A., Naveed, S., & Tariq, F. (2015). The impact of human resource practices on employee retention in the telecom sector. *International Journal of Economics and Financial Issues*, 5(July), 63–69.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate Data Analysis*. In Pearson Prentice Hall: Vol. 7 edition.
- Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, 26(2), 106–121.
<https://doi.org/10.1108/EBR-10-2013-0128>
- Hair, J. F., Sarstedt, M., & Ringle, C. M. (2017). Partial Least Squares Structural Equation Modeling. In *Handbook of Market Research* (Issue September). Springer International Publishing.
<https://doi.org/10.1007/978-3-319-05542-8>
- Industriproperti. (2022). *Industri Properti Tumpuan Perekonomian Indonesia*.
<https://www.industriproperti.com/nasional/menko-airlangga-industri-properti-tumpuan-perekonomian-indonesia/>
- Jeffrey, I., & Prasetya, A. B. (2019). the Employee Performance Assessment and Employee Training, on Employee Intension. *Jurnal Aplikasi Manajemen*, 17(1), 56–65.

- <https://doi.org/10.21776/ub.jam.2019.017.01.07>
- Karimi, A., & Parsafar, E. (2017). The relationship between human resource retention system and organizational commitment of employees (case study: one of the privatized banks). *International Journal of Information Science and Management*.
- Kottke, J. L., & Sharafinski, C. E. (1988). Measuring Perceived Supervisory and Organizational Support. *Educational and Psychological Measurement*, 1075-1079.
- Lindawati, L. (2023). Pengaruh Penggunaan RRP Dapat Meningkatkan Nilai Belajar Siswa Semester Ganjil di MIN 17 Bireuen Tahun Pelajaran 2022-2023. *JIM: Jurnal Ilmiah Mahasiswa Pendidikan Sejarah*, 8(1), 33-52. <https://doi.org/10.24815/jimps.v8i1.24745>
- Matitaputty, J. K., & Sopacua, J. (2023). The Effectiveness of the Learning Cycle 5E Learning Model in an Effort to Improve Learning Outcomes of History. *JIM: Jurnal Ilmiah Mahasiswa Pendidikan Sejarah*, 8(2), 740-747. <https://doi.org/10.24815/jimps.v8i2.24816>
- Monikasari, M., & Fitriyanti, F. (2023). The Existence of The Malay House 'Limas Potong' In the Midst of Modernization Currents in the City of Batam 1970-2022. *Riwayat: Educational Journal of History and Humanities*, 6(2). <https://doi.org/10.24815/jr.v6i2.31445>
- Lado, A. A., & Wilson, M. C. (1994). Human Resource Systems and Sustained Competitive Advantage: A Competency-Based Perspective. *Academy of Management Review*, 19(4), 699-727.
- Levinson, H. (2009). Reciprocation: The relationship between man and organization. In *Consulting psychology: Selected articles by Harry Levinson*. (pp. 31-47). American Psychological Association. <https://doi.org/10.1037/11848-002>
- Ma, D. (2021). The Monitoring Method of Enterprise Human Resource Efficiency under the Smart City Management Mode. *Advances in Multimedia*, 2021, 1-11. <https://doi.org/10.1155/2021/9370027>
- Malik, E., Baig, S. A., & Manzoor, U. (2020). Effect of HR Practices on Employee Retention: The Role of Perceived Supervisor Support. *Journal of Public Value and Administration Insights*, 3(1), 1-7.
- Martin, M. J. (2011). Influence of Human Resource Practices on Employee Intention to Quit Michael Joseph Martin Virginia Polytechnic Institute and State University in partial fulfillment of the requirements for the degree of Doctor of Philosophy In Agricultural and Extension E. 1-140.
- Mukhlis, H., Al-Hawary, S. I. S., Linh, H. V., Hani, I. R., & Adnan, S. (2022). Religious capital and job engagement among Malaysian Muslim nurses during the COVID-19 pandemic. *HTS Theologiese Studies / Theological Studies*, 78(1), 1-7. <https://doi.org/10.4102/HTS.V78I1.7830>
- Nabi, N., Ahmed, A. A. T., & Rahman, S. (2017). The Empirical Study on Human Resource Management Practices with Special Reference to Job Satisfaction and Employee Turnover at Investment Corporation of. *Human Resource Management Research*, 7(1), 54-64. <https://doi.org/10.5923/j.hrmr.20170701.07>
- Narang, L., & Singh, L. (2012). Role of Perceived Organizational Support in the Relationship between HR Practices and Organizational Trust. *Global Business Review*, 2(2010). <https://doi.org/10.1177/097215091201300204>
- Newman, A., Thanacoody, R., & Hui, W. (2011). The effects of perceived organizational support, perceived supervisor support and intra-organizational network resources on turnover intentions: A study of Chinese employees in multinational enterprises. *Personnel Review*, 41(1), 56-72.

- <https://doi.org/10.1108/00483481211189947>
- Nurlela, N. (2023). Assitlungeng: Studi Tentang Nilai Solidaritas Masyarakat Nelayan Danau Tempe. *JIM: Jurnal Ilmiah Mahasiswa Pendidikan Sejarah*, 8(2), 792–798. <https://doi.org/10.24815/jimps.v8i2.24844>
- Nurrachmah, S. (2023). How does lecturer communication style influences students well being? *JIM: Jurnal Ilmiah Mahasiswa Pendidikan Sejarah*, 8(3), 1515–1521. <https://doi.org/10.24815/jimps.v8i3.25278>
- Pattiasina, J., & Sopacua, J. (2022). The Effectiveness Of Problem Based Learning Model In Increasing Historical Learning Outcomes. *Riwayat: Educational Journal of History and Humanities*, 5(2), 374–380. <https://doi.org/10.24815/jr.v5i2.28808>
- Patiar, A., & Wang, Y. (2020). Managers' leadership, compensation and benefits, and departments' performance: Evidence from upscale hotels in Australia. *Journal of Hospitality and Tourism Management*, 42(November 2019), 29–39. <https://doi.org/10.1016/j.jhtm.2019.11.005>
- Rasdi, R. M., & Chen, Y. S. (2018). People Management for Managing Employees' Retention in the Organizations. *International Journal of Academic Research in Business and Social Sciences*, 8(12), 499–509. <https://doi.org/10.6007/ijarbss/v8-i12/5048>
- Roberts, G. E. (2003). Employee Performance Appraisal System Participation: A Technique that Works. *Public Personnel Management*, 32(1), 89–98.
- Saleem, I., & Khursid, A. (2014). Do Human Resource Practices affect Employee Performance? Related papers. *Pakistan Business Review*, 15, 669–668. http://www.iobm.edu.pk/PBR/PBR_1401_V15N4/PBR_V15N4.pdf
- Schaufeli, W. B., Marisa, S., Roma, V. G., & Bakker, A. B. (2001). THE MEASUREMENT OF ENGAGEMENT AND BURNOUT: A TWO SAMPLE CONFIRMATORY FACTOR ANALYTIC APPROACH. *Journal of Happiness Studies*, 72–92. <https://doi.org/10.1103/PhysRevE.63.021114>
- Sepahvand, R., & Khodashahri, R. B. (2021). Strategic human resource management practices and employee retention: A study of the moderating role of job engagement. *Iranian Journal of Management Studies*, 14(2), 437–468. <https://doi.org/10.22059/IJMS.2020.291391.673843>
- Shanock, L. R., & Eisenberger, R. (2006). When Supervisors Feel Supported : Relationships With Subordinates ' Perceived Supervisor Support , Perceived Organizational Support , and Performance. *Journal of Applied Psychology*, 91(3), 689–695. <https://doi.org/10.1037/0021-9010.91.3.689>
- Shibiti, R. (2020). Public school teachers' satisfaction with retention factors in relation to work engagement. *SA Journal of Industrial Psychology*, 46, 1–9. <https://doi.org/10.4102/sajip.v46i0.1675>
- Syah, T. Y. R., & Rofik, A. (2020). The effect of fuel mix, moderated by Indonesia crude price and foreign exchange, and power losses on profitability of PT PLN (PERSERO). *International Journal of Energy Economics and Policy*, 10(4), 377–383. <https://doi.org/10.32479/ijeep.9575>
- Tafamel, Andrew, E., Akrawah, & Dennis, O. (2019). Recruitment strategies of the banking industry in Nigeria : The head hunting panacea. *African Journal of Business Management*, 13(13), 449–455. <https://doi.org/10.5897/AJBM2019.836>
- Tangthong, S., Trimetsoontorn, J., & Rojniruntikul, N. (2014). HRM Practices and Employee Retention in Thailand — A Literature Review.

- International Journal of Trade, Economics and Finance, 5(2).
<https://doi.org/10.7763/IJTEF.2014.V5.362>
- Tuzun, I. K., & Kalemci, R. A. (2012). Organizational and supervisory support in relation to employee turnover intentions. *Journal of Managerial Psychology*, 27(1984), 518–534.
<https://doi.org/10.1108/02683941211235418>
- Uysal, G. (2019). 3rd Definition of SHRM: HR Systems Approach. *Management Studies*, 7(5), 496–501.
<https://doi.org/10.17265/2328-2185/2019.05.011>
- Waleed, H., Amir, R., Rida, Q., Rida, J., & Sidra, S. (2013). The Effect of Training on Employee Retention. *Global Journal of Management and Business Research Administration and Management*, 13(6), 17–20.
https://globaljournals.org/GJMBR_Volume13/3-The-Effect-of-Training-on-Employee.pdf
- Wiroko, E. P., & Fadillah, M. R. (2020). Patience and Work Engagement among Islamic Bank Employees. *Jurnal Psikologi Islam Dan Budaya*, 3(1), 01–12.
<https://doi.org/10.15575/jpib.v3i1.5922>
- Wulansari, P., Meilita, B., & Ganesan, Y. (2020). The Effect of Employee Retention Company to Turnover Intention Employee—Case Study on Head Office Lampung Bank. *117(Gcbme 2018)*, 236–239.
<https://doi.org/10.2991/aebmr.k.200131.050>
- Yao, T., Qiu, Q., & Wei, Y. (2019). Retaining hotel employees as internal customers: Effect of organizational commitment on attitudinal and behavioral loyalty of employees. *International Journal of Hospitality Management*, 76(March 2018), 1–8.
<https://doi.org/10.1016/j.ijhm.2018.03.018>