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EMPLOYEE RETENTION MODEL THROUGH PERCEIVED ORGANIZATIONAL SUPPORT: ANALYSIS OF CAREER DEVELOPMENT PRACTICES, ORGANIZATIONAL JUSTICE AND TRUST IN ORGANIZATION AUDITOR EMPLOYEES AT BPKP OFFICE

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Keywords: Retention, Career Development Practices (CDP), Organizational Justice (OJ), Trust In Organization (TIO) On Employee Retention (ER).

ABSTRACT

An organization's goal to be achieved is to improve existing performance for the better. This study discusses how companies retain skilled and qualified employees and what if those skilled and qualified employees leave the company within the Financial and Development Supervisory Agency (BPKP), especially employees with positions as auditors. Several factors driving employee turnover in the BPKP environment obtained the results of the Pre-survey conducted using the accidental sampling method with nine questions addressed to 33 respondents, namely employees who are currently no longer working at BPKP. The assessment carried out by the author is to use a Likert's Scale with an interval of 1 to 5, namely 1 (strongly disagree), 2 (counter), 3 (disagree), 4 (agree), and 5 (strongly agree). Based on a review of various influences and several previous studies to the best of the author's knowledge, no similar research has been found, namely regarding the effect of Career Development Practices (CDP), Organizational Justice (OJ), and Trust in Organization (TIO) on Employee Retention (ER) either directly or indirectly. They were mediated by Perceived Organizational Support (POS) that occurred within the auditor environment of the Financial and Development Supervisory Agency. The results of this study confirm the practice that has been going on at the BPKP Office, namely by improving employee career development practices. These various organizational actions reflect fairness and trust that are continuously built by the leadership and the more excellent support provided by the

Organization so that employee retention is also getting better. In the period 2015 to 2020, the percentage of employees who left the BPKP Office decreased from 0.92% to 0.21%

INTRODUCTION

A company needs to maintain the loyalty of existing employees and persuade them not to work for other companies. The company does this to reduce recruitment and increase employee retention (Ivanovic & Collin, 2008). The company creates expertise to keep employees having the ability and knowledge to remain loyal to the company (Sumarni, 2011). Companies use this policy and practice to retain quality employees from leaving their jobs (Neog & Barua, 2015).

Retaining employees is the company's ability to keep valuable employees who contribute to the Organization's success as long as the relationship is mutually beneficial (Al-Jarradi, 2011). Likewise (Latukha, 2011), retaining employees is driven by several key factors, which must be appropriately managed, including organizational culture, strategy, salary, and benefits philosophy, and career development system. Thus, an employee retention strategy is essential to control employees' entry and exit because employee turnover is a big challenge for organizational leaders (Khalid et al., 2018). Based on (CompData Survey (2017), from 2012 to 2016, the percentage of employee turnover in various industries ranged from 6.5% to 33.70%. However, it turns out that employee turnover also occurs in the government sector. In agencies In the government, both Ministries, Institutions and Provincial, Regency and City Governments, there is a relatively small number of employee turnover.

Employee turnover in the BPKP environment is divided into two major classifications. Namely, employees resign voluntarily, and BPKP employees are hired to serve fully in other agencies, but employment status and salary rights remain at BPKP. The turnover of BPKP employees is quite significant, ranging from 3.29% to 6.13% of the total number of BPKP employees.

LITERATUR REVIEW

An absolute requirement in designing scientific research is relevant and supportive theories from scientific design and scientific research instruments. Therefore, in this chapter, the researcher will first interpret various pertinent approaches to the researcher's research. The theories described are based on research variables: employee retention, perceived organizational support, career development, trust in the Organization, and organizational justice.

In preparing scientific research with a quantitative method approach, it is necessary to order the theories that will be used systematically, starting with Grand Theory, Middle Theory, and Applied Theory. The grand theory generally explains management theories that are the basis for the birth of other ideas at various levels and focuses on macro view only. At the same time, Middle theory describes or focuses more on macro or micro approaches. The Applied theory is a theory at the micro level that is ready to be applied in conceptualization and is the application of the approaches that will be used in this research. The researcher identified Grand Theory, Middle Theory, and

Applied Theory to be applied in writing this dissertation so that it can be seen in the following figure:

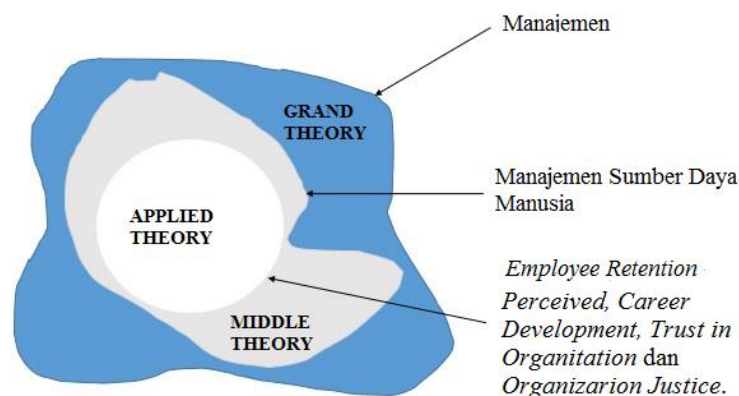


Figure 1 Conceptual theory

Source: Processed by researchers(2020)

Daft (2010) defines management as, "Management is the attainment of organizational goals effectively and efficiently through planning organizing leading and controlling organizational resources." This means that management is the achievement of organizational goals effectively and efficiently through organizational planning, direction, and supervision of corporate resources. Meanwhile, according to Mary Parker Follet (Handoko, 2011), management is the art of getting work done through other people. This definition implies that managers achieve organizational goals through arranging for other people to carry out various tasks.

Management is the process of coordinating work through other people to be completed effectively and efficiently (Robbins & Coulter, 2009). Reinforcing the opinion of Robin & Coulter, then (Terry & Rue, 2003) defines management as a unique process by utilizing science and art, which consists of planning (planning), organizing (organizing), leadership (leading), supervision (controlling). According to (Griffin & Moorhead, 2016), management is a process of planning, organizing, coordinating, and managing human resources to achieve organizational goals.

Employee retention and employee turnover are two things that should happen in a company. They are contradictory, namely how companies retain skilled and qualified employees and what if experienced and talented 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 in the Organization and is the opposite of the percentage of employees who leave the company (turnover). A high retention rate is desired in most workflows. the opposite of retention refers to the percentage of employees leaving the Organization for any reason

Intentions can be measured by several dimensions and indicators cited (Mathis & Jackson, 2004):

1. Organizational Component
 - a. Values and culture;
 - B. Strategies and opportunities;
 - C. Well-managed and results-oriented; and
 - D. Continuity and job security.
2. Organizational Career Opportunities
 - a. Continuity of training;
 - B. Development and guidance; and
 - C. Career planning.
3. Awards
 - a. Competitive salary and benefits;
 - B. differences in performance rewards;
 - C. Confession; and
 - D. Special allowances and bonuses.
4. Task and Job Design
 - a. Responsibilities and work autonomy;
 - B. Flexibility of work;
 - C. Working conditions; and
 - D. Work/life balance.
5. Employee Relations
 - a. Fair/non-discriminatory treatment; and
 - B. support from supervisor/management;
 - C. co-worker relations.

Career development is a series of activities to help employees plan future careers where they work. So that the employees are concerned and the company can develop themselves optimally. Career development is an employee career improvement plan designed both by the company and the employees themselves. This activity involves capacity building, promotion (promotion), and employee salary increases. Through the personnel department or human resources department, the company makes rules and policies for individual employees to go through in reaching the peak of their achievements or careers in a company.

According to (Mondy & Martocchio, 2016) the definition of a career is a series of attitudes and behaviors related to work experiences and activities over a while in a person's life and a series of ongoing work activities. In a career, a person generally prefers to work throughout his life. Career security requires the development of skills and expertise that can help to ensure employment in various careers in a company

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. Furthermore (Mondy & Martocchio, 2016) outlines the goals of career development there are five goals, namely:

- 1) Development of talent possessed by employees;
- 2) Satisfaction of the need for self-development of employees;
- 3) Improve performance;
- 4) Increase employee loyalty and motivation; and
- 5) To determine the need for employee training and self-development.

Organizational justice plays a significant role in companies where organizational justice describes the perception of fairness experienced by employees. The sense of right involves four dimensions: distributive justice, procedural justice, interpersonal justice, and informational justice. Distributive justice focuses on ways to compensate employees. The compensation referred to here is related to wages/salaries received by employees or other bonuses adjusted to the employee's performance.

Definition Of 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 at work (Brockner et al., 2015). Organizational justice describes an employee's perception of the treatment received from an organization and behavioral reactions to that perception. Administrative 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). In addition (Rineer et al., 2017) says that organizational justice refers to employees' perceptions of fairness in the Organization and associated behavioral, cognitive, and emotional reactions. The perception of fairness is important because it indicates that employees believe that their treatment in the workplace is not only fair but also ethical and moral (Cropanzano et al., 2007)

Trust In Organization is trust in the Organization, which is the most important factor for companies in controlling turnover intention and the sense of satisfaction of each employee towards the company. Trust is a process based on the belief of each employee that the company will honor their commitments and have good intentions towards them. In organizations, trust is the trust of employees to accept the actions taken by the Organization and cooperate with the Organization based on the belief that the Organization respects them and has good intentions towards them.

Organizational support is needed to encourage employees to feel recognized to create efficiency and effectiveness in their work. Organizational support is an important element in boosting employee performance, improving employee performance, and optimizing all employees' work abilities to achieve the company's goals, vision, and mission.

Definition Of Perceived Organizational Support

According to (Benlioglu & Baskan, 2014), the perception of organizational support arises for working conditions and some human resource practices,

resulting in the creation of positive employee attitudes and behaviors. Fair treatment, supervisory support, rewards, and comfortable working conditions strongly correlate with perceived organizational support.

benchmarks based on (Cropanzano et al., 2007) as follows:

- 1) Procedural Justice;
- 2) Distributive Justice;
- 3) Interpersonal Justice; and
- 4) Informational Justice

Definition Of Trust In Organization

Humans are one of the most critical resources with a two-way relationship in the Organization. Employee trust underlies this relationship. Trust is not only important in organizational life but is also an essential element of social relations (Tüzün, 2007). According to (Tüzün, 2007), employee trust in the Organization can be a necessity and a factor that influences their organizational behavior positively or negatively. 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 hopes that administrative actions (Şimşek & Taşçı, 2003), will benefit them rather than harm them (Erdem & başı, 2001). Organizational trust is a psychological environment that all members of the Organization must generate.

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Relevant Research Results

This study discusses the analysis of the influence of Career Development Practices, Organizational Justice, and Trust in Organizations on Employee Retention mediated by Perceived Organizational Support. The author has read and observed various kinds of research, both in journals and in the form of a dissertation. Still, to the best of his knowledge, the author has not found a single topic similar to the research the author is researching. However, several studies can be used as references because they have some similarities, especially in some of the studied variables.

No	Nama Peneliti, Tahun, Judul Penelitian	Hasil Riset	Keunikan Penelitian	Variabel
1.	(Coetzee & Stoltz, 2015). "Employees' satisfaction with retention factors: Exploring the role of career adaptability".	Adaptabilitas karir, khususnya career concern, secara signifikan mempengaruhi kepuasan peserta terhadap pengalaman peluang karir, work-life balance, peluang pelatihan dan pengembangan serta karakteristik pekerjaan yang ditawarkan oleh perusahaan	Model ini menghubungkan mengeksplorasi bagaimana adaptasi karir berkaitan dengan karyawan kepuasandengan faktor-faktor yang dianggap penting oleh organisasi untuk retensi mereka	Career Concern (X) pengaruhnya terhadap Kepuasan Peserta (Y) yang dalam hal direpresentasikan oleh -Pengalamam -Peluang karir -Work Life Balance -Peluang pelatihan -Pengembangan -Karakteristik Pekerjaan
2.	(Yang et al., 2012). "Qualitative examination of employee turnover and retention strategies in international tourist hotels in Taiwan".	Pengembangan karir meningkatkan retention karyawan namun turnover tetap terjadi	Model ini menghubungkan membandingkan faktor-faktor penyebab terjadinya employee turnover dan employee retention	Pengembangan Karier (X) pengaruhnya terhadap Retensi Karyawan (Y)
3.	(Caron et al., 2020). "Indigenous employees' perceptions of the strategies used by mining employers to promote their recruitment, integration and retention".	Strategi rekrutmen karyawan baru, pengembangan karier, intergritas budaya berpengaruh terhadap retensi	Model ini menghubungkan persepsi karyawan pribumi tentang strategi yang digunakan pengusaha untuk mempromosikan perekrutan, integrasi, dan retensi	Strategi Rekrutmen (X1), Pengembangan Karier (X2), Integritas Budaya (X3) pengaruhnya terhadap Retensi Pegawai (Y)

4.	(Sharma et al., 2019). 10 Recommendations to Enhance. Journal of the American College of Cardiology Recruitment, Retention, and Career Advancement of Women Cardiologists”.	Hubungan erat antara rekrutment strategies, retention strategies dan career development	Model ini menghubungkan memberikan 10 rekomendasi sistem rekrutment, retention dan career development kepada Stakeholder perusahaan atau rumah sakit serta akademisi.	Rekrutmen Strategis (X1) Retention Strategis (X2) pengaruhnya terhadap Career Development (Y)
5.	(Azeez, 2017). Human Resource Management Practices and Employee Retention: A Review of Literature.”	Praktik HRM: kompensasi & penghargaan, keamanan kerja, pelatihan dan pengembangan karir, dukungan supervisor budaya, lingkungan kerja, dan keadilan organisasi merupakan penyebab naiknya tingkat retensi karyawan	Model ini menghubungkan menyoroti berbagai faktor yang mempengaruhi inisiatif retensi dan kepuasan kerja	Kompensasi & Penghargaan (X1) Keamanan Bekerja (X2) Pelatihan (X3) Pengemb Karir (X4) Dukungan Supervisor (X5) Lingkungan Kerja (X6) Keadilan Organisasi (X7) pengaruhnya terhadap Retensi Karyawan (Y)
6.	(Hong et al., 2012). An effectiveness of human resource management practices on employee retention in institute of higher learning: A regression analysis”.	Pelatihan dan pengembangan karir, kompensasi, sistem penilaian berpengaruh signifikan terhadap retensi pegawai kecuali pemberdayaan pegawai.	Model ini menghubungkan pemberdayaan, kesetaraan kompensasi, desain pekerjaan melalui pelatihan dan harapan terhadap retensi karyawan	Pelatihan (X1) Pengembangan Karir (X2) Kompensasi (X3) Sistem Penilaian (X4) pengaruhnya terhadap Retensi Pegawai (Y)

7.	(Fatima, 2011). Does Employee retention affect Organizational Competence?"	Penghargaan, peluang pengembangan karir, dukungan supervisor dan lingkungan kerja memiliki hubungan yang positif dengan retensi karyawan serta pengembangan kompetensi.	Model ini menghubungkan menganalisis faktor-faktor yang mempengaruhi retensi karyawan dan hubungan antara faktor retensi dengan kompetensi organisasi	Penghargaan (X1) Pengemb Karir (X2) Dukungan Supervisor (X3) Lingkungan Kerja (X4) pengaruhnya terhadap Pengembangan Kompetensi (Y) yang dimediasi oleh Retensi Karyawan (Z)
8.	(Armstrong-Stassen & Ursel, 2009). "Perceived organizational support, career satisfaction, and the retention of older workers".	Hubungan signifikan antara faktor organisasi, karir dengan retensi karyawan baik secara langsung maupun melalui mediasi faktor organisasi	Menguji model konseptual dari hubungan antara faktor organisasi dan karir terhadap niat pekerja yang lebih tua untuk tetap bersama organisasi.	Faktor Organisasi (X1) Karir (X2) pengaruhnya terhadap Retensi Karyawan (Y)
9.	(Sikawa, 2020). "Influence of Strategic Talent Management Practices on Teacher Retention in Rural Public Secondary Schools in Mkuranga District, Tanzania".	Terdapat pengaruh yang signifikan positif strategi pengembangan karir terhadap retensi pegawai	Model ini menghubungkan Strategi Pengembangan Karir pada Retensi Karyawan di Sekolah Menengah Umum Pedesaan di Tanzania	Strategi Pengembangan Karir (X) pengaruhnya terhadap Retensi Pegawai (Y)
10.	(Kwenin, 2013). "Relationship Between Work Enviroment, Career Development Opportunities and Employee Retention in Vodafone Ghana Liemited".	Lingkungan kerja dan peluang pengembangan karir memiliki hubungan positif dengan retensi karyawan	Model ini menghubungkan antara lingkungan kerja, peluang pengembangan karir dan retensi karyawan	Lingkungan Kerja (X1) Pengemb Karir (X2) pengaruhnya terhadap Retensi Karyawan (Y)

METHODOLOGY

Research Object

The implementation of this research is planned to last for 10 (ten) months, starting from November 2020 to October 2021. The research location is at the Head Office of the Financial and Development Supervisory Agency and BPKP Representative.

Research Design

This research takes a quantitative approach by utilizing survey methods. with causal techniques. Data analysis used SEM (Structural Equation Modeling) analysis approach with Smart PLS 3.0 analysis software. The mechanism for collecting research data is carried out through questionnaires and tests prepared beforehand. The association between these two variables will be investigated in this study. research factors and the impact of one of them. on another variable. In this study, the pattern of causal relationships that became the focus of the research was exogenous variables, namely Career Development (X1), Organizational Justice (X2), and Trust in Organizations (X3). Perceived Organizational Support (Z) acts as a mediating variable. At the same time, the endogenous variable is Employee Retention (Y).

Data Analysis Technique

After obtaining the test results, the distribution of the questionnaire is valid and reliable for 30 samples. It is feasible or acceptable for further distribution to all respondents according to the criteria and the number of samples that have been determined. It can proceed to data analysis techniques using Structural Equation Model-Partial Least Square (SEM-PLS). Structural Equation Model (SEM) is a statistical analysis method used, including in the study of behavioral science. SEM is expressed as a statistical analysis method formed from factor analysis, regression analysis, and path analysis (Joe F. Hair et al., 2014).

The SEM approach uses two approaches, namely a covariance-based approach (Covariance-Based-Structural Equation Model or CB-SEM) and a variance-based approach. Variance Based-Structural Equation Model/Partial Least Square-Structural Equation Model/SEM-PLS. To perform statistical analysis using the CB-SEM approach, there are several software/programs, including EQS, COSAN, SEPATH, LISREL, and the AMOS program developed by (Joreskog & Goldberger, 1975). Meanwhile, for analysis using the SEM-PLS approach, some programs can be used, such as SmartPLS, WarpPLS, GraphPLS, and VisualPLS (Wong, 2013)

RESULTS

Convergent Validity

The value of convergent Validity is the value of the loading factor on the latent variable with its indicators. Convergent Validity is assessed based on the correlation between item scores or compound scores with construct scores calculated by PLS. The reflective measure is high if it has a correlation of more than 0.70 with the construct to be measured, while less than 0.70 will be excluded from the model (Hair et al., 2014). Convergent Validity is also assessed from the Average Variance Extracted (AVE), where the AVE value is above 0.50, meaning the construct can explain 50% or more of the item variance (Wong, 2013, Sarstedt et al., 2017). The following shows the results of the Loading Factor (FL) and AVE of each construct

Table 1. Convergent Validity Results

Variabel Laten	Indikator	Model Awal			Model Modifikasi				
		FL	AVE	Hasil	FL	AVE	Hasil		
Career Development Practices	CDP1	0.830	0.594	Valid	0.837	0.621	Valid		
	CDP2	0.833		Valid					
	CDP3	0.753		Valid					
	CDP4	0.789		Valid					
	CDP5	0.762		Valid					
	CDP6	0.746		Valid					
	CDP7	0.801		Valid					
	CDP8	0.739		Valid					
	CDP9	0.657		Tidak				-	-
	CDP10	0.727		Valid				0,718	Valid
	CDP11	0.777		Valid				0,758	Valid
Career Development Practices	CDP12	0.625	0.594	Tidak	-	0.621	-		
	CDP13	0.783		Valid					
	CDP14	0.818		Valid					
	CDP15	0.819		Valid					
	CDP16	0.795		Valid					
	CDP17	0.813		Valid					
	CDP18	0.813		Valid					
Organizational Justice	OJ1	0.842	0.612	Valid	0.842	0.612	Valid		
	OJ2	0.826		Valid					
	OJ3	0.736		Valid					
	OJ4	0.740		Valid					
	OJ5	0.748		Valid					
	OJ6	0.756		Valid					
	OJ7	0.828		Valid					
	OJ8	0.774		Valid					

Trust in Organization	TIO1	0.776	0.602	Valid	0.825	0.681	Valid
	TIO2	0.795		Valid	0.833		Valid
	TIO3	0.806		Valid	0.844		Valid
	TIO4	0.831		Valid	0.871		Valid
	TIO5	0.837		Valid	0.851		Valid
	TIO6	0.688		Tidak	-		-
	TIO7	0.684		Valid	-		-
	TIO8	0.694		Tidak	-		-
	TIO9	0.653		Valid	-		-
	TIO10	0.839		Tidak	0.855		Valid
	TIO11	0.778		Valid	0.791		Valid
	TIO12	0.817		Tidak	0.815		Valid
	TIO13	0.738		Valid	0.734		Valid
Perceived Organizational Support	POS1	0.796	0.727	Valid	0.796	0.727	Valid
	POS2	0.861		Valid	0.862		Valid
	POS3	0.849		Valid	0.849		Valid
	POS4	0.882		Valid	0.883		Valid
	POS5	0.848		Valid	0.849		Valid
	POS6	0.872		Valid	0.872		Valid
	POS7	0.856		Valid	0.856		Valid
Employee Retention	ER1	0.774	0.529	Valid	0.776	0.574	Valid
	ER2	0.714		Valid	0.730		Valid
	ER3	0.745		Valid	0.769		Valid
	ER4	0.727		Valid	0.743		Valid
	ER5	0.677		Tidak	-		-
	ER6	0.734		Valid	0.757		Valid
	ER7	0.756		Valid	0.776		Valid
	ER8	0.697		Valid	-		-
	ER9	0.694		Tidak	-		-
	ER10	0.787		Valid	0.802		Valid
	ER11	0.724		TidakValid	0.702		Valid
	ER12	0.693		Valid	-		-
			Valid				
			Tidak				
			Valid				

The results of the evaluation of convergent Validity are based on an assessment of factor loading; there are several invalid indicators based on the assumptions used. They must be removed from the model to produce a model at the level of good test criteria. After the invalid indicators were removed and the results of the loading factor assessment (>0.70) and AVE (>0.50) were valid from all the constructs built. Thus, the model can be declared to have met the convergent validity evaluation. That is, all constructs can reflect all the items and have diversity or variation in building the research model.

Discriminant Validity.

Evaluation of Discriminant Validity, using assessments from Cross Loadings, Fornell-Larcker Criterion, and Heterotrait-Monotrait (HTMT). The value of the Cross Loadings of each correlated construct must be higher than the value of the other constructs (Hair et al., 2014). The Fornell-Larcker evaluation was assessed based on the square root value of the AVE of each construct that was correlated with other constructs. If each construct has a higher AVE square root value than the correlation value, it indicates that the model has a high level of discriminant validity. (Fornell & Larcker, 1981). Furthermore, the HTMT assessment was carried out to ensure discriminant validity between the two correlated reflective constructs, with the HTMT value having to be less than 0.9 (Henseler et al., 2015). Evaluation of discriminant validity testing is presented in the following tables.

Table of Discriminant Validity Results (Cross Loadings)

Indikator	Career Development Practices	Organizational Justice	Trust in Organization	Perceived Organizational Support	Employee Retention
CDP1	0.837	0.645	0.684	0.715	0.758
CDP2	0.840	0.663	0.613	0.703	0.747
CDP3	0.762	0.602	0.604	0.609	0.689
CDP4	0.793	0.652	0.603	0.638	0.695
CDP5	0.765	0.608	0.558	0.618	0.613
CDP6	0.749	0.625	0.563	0.645	0.628
CDP7	0.800	0.614	0.572	0.661	0.646
CDP8	0.738	0.647	0.615	0.684	0.641
CDP10	0.718	0.621	0.592	0.616	0.598
CDP11	0.758	0.641	0.560	0.611	0.619
CDP13	0.787	0.661	0.640	0.651	0.692
CDP14	0.822	0.691	0.684	0.682	0.717
CDP15	0.827	0.688	0.704	0.730	0.726
CDP16	0.801	0.680	0.681	0.731	0.710
CDP17	0.814	0.694	0.684	0.689	0.692
Indikator	Career Development Practices	Organizational Justice	Trust in Organization	Perceived Organizational Support	Employee Retention
OJ1	0.738	0.842	0.674	0.722	0.699
OJ2	0.722	0.826	0.650	0.685	0.680
OJ3	0.513	0.736	0.539	0.561	0.546
OJ4	0.527	0.740	0.571	0.562	0.548
OJ5	0.563	0.748	0.588	0.578	0.562
OJ6	0.656	0.756	0.633	0.678	0.693
OJ7	0.696	0.828	0.708	0.698	0.695
OJ8	0.687	0.774	0.663	0.692	0.675
TIO1	0.648	0.727	0.825	0.754	0.683
TIO2	0.672	0.695	0.833	0.743	0.674
TIO3	0.676	0.703	0.844	0.706	0.672

TIO4	0.705	0.699	0.871	0.709	0.701
TIO5	0.683	0.671	0.851	0.714	0.690
TIO10	0.647	0.660	0.855	0.670	0.676
TIO11	0.573	0.573	0.791	0.599	0.588
TIO12	0.620	0.608	0.815	0.630	0.651
TIO13	0.653	0.633	0.734	0.727	0.677
POS1	0.633	0.664	0.660	0.796	0.686
POS2	0.707	0.713	0.746	0.862	0.731
POS3	0.692	0.714	0.701	0.849	0.714
POS4	0.797	0.721	0.754	0.883	0.736
POS5	0.702	0.682	0.707	0.849	0.687
POS6	0.772	0.739	0.748	0.872	0.723
POS7	0.739	0.736	0.724	0.856	0.719
ER1	0.648	0.640	0.631	0.672	0.776
ER2	0.612	0.592	0.631	0,623	0.730
ER3	0.684	0.607	0.589	0,621	0.769
ER4	0.700	0.561	0.552	0,585	0.743
ER6	0.651	0.691	0.634	0,636	0.757
ER7	0.658	0.656	0.663	0,641	0.776
ER10	0.713	0.662	0.646	0,701	0.802
ER11	0.550	0.555	0.568	0,590	0.702

The results of the Cross Loadings assessment show that all constructs have a higher correlation than other construct correlations, so it can be stated that this evaluation has met discriminant validity. Furthermore, the Fornell-Larcker test is presented in the table below.

Table of Discriminant Validity Results (Fornell-Larcker)

Variable Laten	Career Development Practices	Organizational Justice	Trust in Organization	Perceived Organizational Support	Employee Retention
Career Development Practices	0.788				
Organizational Justice	0.824	0.782			
Trust in Organization	0.794	0.813	0.825		
Perceived Organizational Support	0.846	0.833	0.853	0.853	
Employee Retention	0.863	0.821	0.812	0.837	0.757

Source: (Appendix_6 p. 267)

The Fornel-Larcker results show that all the values of the square root of the AVE constructs that are correlated with other constructs do not meet discriminant validity, because the value of the square root of the AVE constructs that are correlated is smaller than the values of other constructs, except that Perceived Organizational Support has a higher correlation than other constructs. . Furthermore, HTMT testing is presented in the table below.

Table of Discriminant Validity (HTMT) Results

Variabel Laten	Career Development Practices	Organizational Justice	Trust in Organization	Perceived Organizational Support
Career Development Practices				
Organizational Justice	0.875			
Trust in Organization	0.833	0.865		
Perceived Organizational Support	0.892	0.896	0.896	
Employee Retention	0.930	0.903	0.833	0.915

Source: (Appendix_6 p. 268)

HTMT test results have met discriminant validity, because some correlations between constructs have HTMT values less than 0.9, namely (Organizational Justice - Career Development Practices), (Trust in Organization - Career Development Practices), (Trust in Organization -Organizational Justice) , (Perceived Organizational Support-Career Development Practices, (Perceived Organizational Support-Organizational Justice) and (Perceived Organizational Support - Trust in Organization), and (Employee Retention-Trust in Organization). However, there is still a correlation between constructs that do not meet discriminant validity (Employee Retention - Perceived Organizational Support), (Career Development Practices - Employee Retention), and (Organizational Justice - Employee Retention).

Internal Consistency Reliability

The reliability of the indicators in building the model is said to be reliable or not, 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). The reliability testing results of each indicator are presented in the following table.

Reliability Results Table

Variable Laten	Composite Reliability	Cronbach's Alpha
Career Development Practices	0.961	0.956
Organizational Justice	0.926	0.909
Trust in Organization	0.950	0.941
Perceived Organizational Support	0.949	0.937
Employee Retention	0.915	0.894

Source: (Appendix_6 p. 268)

The test results of composite reliability and Cronbach's alpha are at the level of good test criteria. Thus, the items used were reliable and consistent in building the research model, because they were above 0.70.

Evaluation of the Structural Model (Inner Model)

Evaluation of the structural model is carried out to determine whether the model built is at the level of good test criteria. After the evaluation of the measurement model has fulfilled its assumptions, the structural model evaluation is then carried out. The structural model uses the evaluation of the R-Square (R²) test, Q-Square Test (Predictive Relevance), Goodness of Fit (GoF) Test, and Path Coefficients (Sarstedt et al., 2017).

R-Square (R²)

Evaluation of the R-Square test aims to determine the ability of exogenous variables to explain endogenous variables. The assumption is if the value of R² (0.75 = strong), (0.50 = moderate), and (0.25 = weak) (Sarstedt et al., 2017). Following are the results of the evaluation of the R² test as shown in the table below.

Table of R-Square (R²) Evaluation Results

Latent Endogen	R-Square (R²)
Perceived Organizational Support	0.813
Employee Retention	0.807

Source: (Appendix_6 p. 269)

Based on the evaluation results of the R² Perceived Organizational Support test described by Career Development Practices, Organizational Justice, and Trust in Organizations, it 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). The ability of exogenous variables built in explaining endogenous variables has met the level of good test criteria or good models.

Predictive Relevance (Q2) Test

Evaluation of the Q-Square (Q2) test aims to assess whether the model has relevant predictions. The criteria used to assess the model as having a relevant prediction is if the Q2 value is above 0. The Q2 value is obtained using the Blindfolding procedure (Sarstedt et al., 2017). The results of the evaluation of the Q2 test are shown in the following table.

Q2 . Evaluation Results Table

Variabel Laten	Q²
Career Development Practices	0.569
Organizational Justice	0.495
Trust in Organization	0.593
Perceived Organizational Support	0.632
Employee Retention	0.448

Source: (Appendix_6 p. 269)

The results of Q2 all latent variables are above 0. This means that the model has predictive relevance or the model built is acceptable and feasible to be adapted and developed in further research models.

Goodness of Fit Index (GoF) Test

Evaluation of the Goodness of Fit Index (GoF) test aims to validate the combined performance of the measurement model with the structural model. The GoF assessment uses a criterion level of 0.1 (small GoF), 0.25 (medium GoF), and 0.36 (large GoF) (Hair et al., 2013). GoF calculation is obtained through the following calculations:

$$\begin{aligned}
 GoF &= \sqrt{AVE \times R^2} \\
 &= \sqrt{0.643 \times 0.328} \\
 &= \sqrt{0.2079} \\
 &= 0.459
 \end{aligned}$$

Description

$$\begin{aligned}
 AVE &= (0.621 + 0.612 + 0.681 + 0.727 + 0.574)/5 \\
 &= 3.153/5 \\
 &= 0.643 \\
 R^2 &= (0.813 \times 0.807)/2 \\
 &= 0.328
 \end{aligned}$$

The results of the calculation of the Goodness of Fit Index (GoF) Test obtained 0.459. That is, the combined performance of the measurement model

with the structural model can be said that the model has met good performance at the level of good test criteria, because the GoF value is above 0.36 (large GoF).

Path Coefficients

Path coefficient evaluation aims to determine the structural model that is built has the effect of the path coefficient according to its assumptions. The path coefficient value is from -1 to +1, the closer to +1 the relationship will be stronger and vice versa (Sarstedt et al., 2017). If using the significance level ($\alpha = 5\%$), then the value ($p\text{-value} < 0.05$) (Hair et al., 2014), and $t\text{-value} > 1.96$ (Ghozali & Latan, 2016) can be stated the influence between exogenous variables and other variables. endogenous is significant, and vice versa. The results of the structural model are presented in the following Figure and Table.

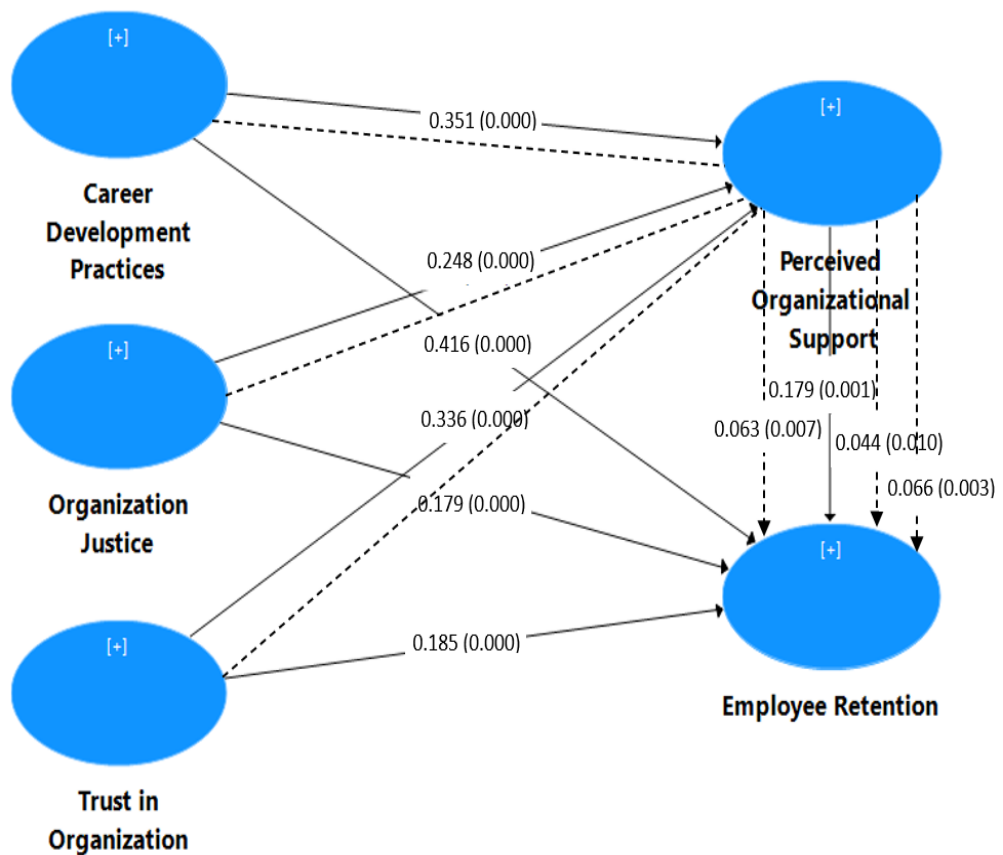


Image of Structural Model Evaluation Results

Source: (Appendix_6 p. 271)

Structural Model Path Coefficient Results Table

Relationships			B	t	p	Hasil		
Pengaruh Langsung								
Career Development Practices	→	Employee Retention	0.416	9.135	0.000	H1: Diterima		
Organizational Justice	→	Employee Retention	0.179	4.030	0.000	H2: Diterima		
Trust in Organization	→	Employee Retention	0.185	4.075	0.000	H3: Diterima		
Perceived Organizational Support	→	Employee Retention	0.179	3.252	0.001	H4: Diterima		
Career Development Practices	→	Perceived Organizational Support	0.351	5.652	0.000	H5: Diterima		
Organizational Justice	→	Perceived Organizational Support	0.248	4.516	0.000	H6: Diterima		
Trust in Organization	→	Perceived Organizational Support	0.366	5.994	0.000	H7: Diterima		
Pengaruh Tidak Langsung								
Career Development Practices	-	Perceived Organizational Support	-	Employee Retention	0.063	2.699	0.007	H8: Diterima
Organizational Justice	-	Perceived Organizational Support	-	Employee Retention	0.044	2.599	0.010	H9: Diterima
Trust in Organization	-	Perceived Organizational Support	-	Employee Retention	0.066	2.940	0.003	H10: Diterima

Source: (Appendix_6 p. 270)

The results of the evaluation of structural model testing, both direct and indirect, according to Figure 4.3 and Table 4.15 using the bootstrapping procedure can be interpreted as follows:

Direct Influence

- 1) Career Development Practices path coefficient ($\beta = 0.416$; $t = 9.135 > 1.96$; $p = 0.000 < 0.05$) has a positive and significant effect on Employee Retention, meaning that H1 is accepted.
- 2) Organizational Justice path coefficient ($\beta = 0.179$; $t = 4.030 > 1.96$; $p = 0.000 < 0.05$) has a positive and significant effect on Employee Retention, meaning that H2 is accepted.
- 3) Trust in Organization path coefficient ($\beta = 0.185$; $t = 4.075 > 1.96$; $p = 0.000 < 0.05$) has a positive and significant effect on Employee Retention, meaning that H3 is accepted.
- 4) Path coefficient of Perceived Organizational Support ($\beta = 0.179$; $t = 3.252 > 1.96$; $p = 0.001 < 0.05$) has a positive and significant effect on Employee Retention, meaning H4 is accepted.
- 5) Career Development Practices path coefficient ($\beta = 0.351$; $t = 5.652 > 1.96$; $p = 0.000 < 0.05$) has a positive and significant effect on Perceived Organizational Support, meaning H5 is accepted.
- 6) Organizational Justice path coefficient ($\beta = 0.248$; $t = 4.516 > 1.96$; $p = 0.000 < 0.05$) has a positive and significant effect on Perceived Organizational Support, meaning H6 is accepted.
- 7) Trust in Organization path coefficient ($\beta = 0.366$; $t = 5.994 > 1.96$; $p = 0.000 < 0.05$) has a positive and significant effect on Perceived Organizational Support, meaning H7 is accepted.

Indirect Influence

- 1) Career Development Practices path coefficient has a positive and significant indirect effect on Employee Retention ($\beta = 0.063$; $t = 2.699 > 1.96$; $p = 0.007 < 0.05$) through Perceived Organizational Support, meaning H8 is accepted.
- 2) Organizational Justice path coefficient has a positive and significant indirect effect on Employee Retention ($\beta = 0.044$; $t = 2.599 > 1.96$; $p = 0.010 < 0.05$) through Perceived Organizational Support, meaning H9 is accepted.

The coefficient of the Trust in Organization path has an indirect positive and significant effect on Employee Retention ($\beta = 0.066$; $t = 2.940 > 1.96$; $p = 0.003 < 0.05$) through Perceived Organizational Support, meaning that H10 is accepted.

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 research formulation and hypotheses developed, the measurement model and structural model are then carried out in accordance with the assumptions as the basis for obtaining a model at the level of good test criteria so as to produce an empirical model which is described below:

1. Career Development Practices have a positive effect on Employee Retention of Auditor Employees at the BPKP Office. The findings of this

research model provide an understanding that the proper and effective implementation of Career Development Practices by BPKP can shape positive attitudes and behavior of employees for Employee Retention to support the organization's vision and mission in achieving sustainability in the future.

2. Organizational Justice has a positive effect on Employee Retention of Auditor Employees at the BPKP Office. The findings of this research model explain that Organizational Justice received and felt by BPKP employees has met expectations which resulted in higher commitment and loyalty in carrying out their duties and responsibilities in the future for the better.

3. Trust in Organization has a positive effect on Employee Retention of Auditor Employees at the BPKP Office. The findings of this research model explain that employees who have strong trust in the organization will certainly be loyal and devote themselves to realizing the sustainability of BPKP in the future.

4. Perceived Organizational Support has a positive effect on Employee Retention of Auditor Employees at the BPKP Office. The findings of this model provide an understanding that in practice organizational support that occurs at BPKP, both support from superiors and support from colleagues has a positive effect on high loyalty for employees to keep working better and there is no intention to resign from the organization.

5. Career Development Practices have a positive effect on Perceived Organizational Support for Auditor Employees at the BPKP Office. The findings of this research model explain that the Career Development Practices implemented by BPKP actually lead to better Perceived Organizational Support.

6. Organizational Justice has a positive effect on Perceived Organizational Support for Auditor Employees at the BPKP Office. The findings of this research model explain that the higher the organizational justice received and felt by BPKP employees, the higher the support for the organization from various stakeholders, both from the leadership and support from colleagues.

7. Trust in Organization has a positive effect on Perceived Organizational Support for Auditor Employees at the BPKP Office. The findings of this research model provide an explanation that the higher the trust and confidence of BPKP employees will also increase organizational support from various parties in achieving the organization's vision and mission.

8. 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.

9. 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.

10. 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.

11. From the overall results, it can be concluded again that the profiles of the people who most register as members are aged 17 to 25 years, with undergraduate education level, who are students

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