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Examining the Moderating Effect of Tenure on the Relationship between Perceived Organizational Support, Perceived Organizational Culture and Turnover Intention

Afif Alkanz Widiaputra, Drs. Gugup Kismono, M.B.A., Ph.D.

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Afif Alkanz Widiaputra

19/438338/EK/22170

Management Department, Universitas Gadjah Mada

afifalkanz@mail.ugm.ac.id

Bachelor Thesis Supervisor: Drs. Gugup Kismono, M.B.A., Ph.D.

ABSTRACT

This study examines the moderating effect of Tenure on the relationship between Perceived Organizational Support, Perceived Organizational Culture, and Turnover Intention. Previous research has indicated that there are relationships between these variables individually, but none have examined their relationship together, especially moderated by Tenure. The findings of this study will have important implications in filling the gap in research and also for organizations seeking to reduce employee turnover by finding out the topic of the moderating role of organizational Tenure in the relationship between POS and POC on Turnover Intention. The study will provide knowledge and insight into the factors affecting employee Turnover Intention, as well as assist organizations in developing retention strategies. By understanding how Tenure moderates the relationships between Perceived Organizational Support, Perceived Organizational Culture, and Turnover Intention, organizations can develop more targeted interventions to retain employees. Furthermore, this research has found that for both POS and POC, the direct effect towards Turnover Intention is negative, hence increasing the level of both POS and POC should be effective in combating the rate of Turnover in a company. However, when looking at the relationship between POS and Turnover Intention when moderated by Tenure, new employees might be more sensitive to changes in Perceived Organizational Support and employees with longer tenure are less sensitive to changes in Perceived Organizational Support, hence less likely to leave. Hence, companies should focus more on giving support to their junior employees. Moreover, it has been found that the effect of POC on Turnover Intention when moderated by Tenure, decreases in longer tenured employees. Hence, employees with shorter Tenure are more



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sensitive to changes in culture. It can then be concluded that having a positive company culture can help companies in retaining employees with shorter tenure whilst there are other aspects that affect the intent to leave of a longer tenured employee.

Keywords: Perceived Organizational Support, Perceived Organizational Culture, Tenure, Turnover Intention



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INTISARI

Penelitian ini menguji pengaruh moderasi *Tenure* terhadap hubungan antara *Perceived Organizational Support*, *Perceived Organizational Culture*, dan *Turnover Intention*. Penelitian sebelumnya telah menunjukkan bahwa terdapat hubungan antara variabel-variabel tersebut dalam penelitian individual, namun belum ada yang meneliti hubungan keduanya secara bersama-sama, terutama yang dimoderatori oleh *Tenure*. Temuan penelitian ini akan memiliki implikasi penting dalam mengisi kesenjangan dalam penelitian dan juga bagi organisasi yang ingin mengurangi turnover karyawan dengan mencari topik tentang peran moderasi masa kerja organisasi dalam hubungan antara POS dan POC terhadap niat berpindah. Studi ini akan memberikan pengetahuan dan wawasan tentang faktor-faktor yang mempengaruhi niat berpindah karyawan, serta membantu organisasi dalam mengembangkan strategi retensi. Dengan memahami bagaimana masa kerja memoderasi hubungan antara persepsi dukungan organisasi, persepsi budaya organisasi, dan niat berpindah, organisasi dapat mengembangkan intervensi yang lebih bertarget untuk mempertahankan karyawan. Lebih lanjut, penelitian ini menemukan bahwa baik POS maupun POC memiliki efek langsung terhadap *Turnover Intention* yang bersifat negatif, oleh karena itu peningkatan level POS dan POC seharusnya efektif dalam memerangi tingkat Turnover di suatu perusahaan. Namun, ketika melihat hubungan antara POS dan *Turnover Intention* ketika dimoderatori oleh *Tenure*, karyawan baru mungkin lebih sensitif terhadap perubahan persepsi dukungan dan karyawan dengan masa kerja yang tinggi kurang sensitif terhadap perubahan persepsi dukungan, sehingga kecil kemungkinannya untuk keluar. Oleh karena itu, perusahaan harus lebih fokus dalam memberikan dukungan kepada karyawan baru. Selain itu, ditemukan



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bahwa pengaruh POC terhadap *Turnover Intention* ketika dimoderasi oleh *Tenure*, menurun pada karyawan dengan masa kerja yang lebih lama. Oleh karena itu, karyawan dengan masa kerja yang lebih pendek lebih sensitif terhadap perubahan budaya. Maka, dapat disimpulkan bahwa memiliki budaya perusahaan yang positif dapat membantu dalam mempertahankan karyawan dengan masa kerja yang lebih pendek, sementara ada aspek lain yang mempengaruhi niat untuk berhenti dari karyawan dengan masa kerja yang lebih lama.

Kata Kunci: Dukungan Organisasi yang Dirasakan, Budaya Organisasi yang Dirasakan, Intensi *Turnover*, Masa Kerja