

## THE MODERATING EFFECT OF FAMILY VALUE ON THE INFLUENCE OF PURPOSE DRIVEN, FINANCIAL DRIVEN, AND FEELING VALUE ON EMPLOYEE RETENTION IN THE JAKARTA DIGITAL INDUSTRY

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### Abstract

The demographic bonus can be a big advantage in Indonesia but it can also be a disaster if not managed properly. As is known, in this global era which is increasingly integrated with the internet, the use of human resources will be increasingly streamlined with the use of the internet or other technology. Therefore, it will be a challenge for the millennial generation to compete for jobs. Meanwhile, the challenge for the company itself is managing millennials, who are often considered the most disloyal generation. Employee retention is critical in achieving and maintaining organizational success. Employees with rich experience are believed to make significant contributions to the organization (Tian et al., 2020). As a result, organizations must pay attention to human resource policies to retain employees and reduce turnover. An employee leaving may require coworkers to take care of tasks for the missing person and additional work, which can lead to higher rates of absenteeism, stress, and lower performance. The industrial revolution 4.0 has had a huge impact on companies. Competition in the industrial world is increasingly competitive, providing its own challenges for companies to manage employees, so they can compete with other companies. Because it cannot be denied that employees have a very important role in the sustainability and future development of the company. In a company, competitive advantage is determined and driven by Human Resources (HR).

**Keywords :** *Demographic, Human Resources, industrial*

### 1. INTRODUCTION

The industrial revolution 4.0 has had a huge impact on companies. Competition in the industrial world is increasingly competitive, providing its own challenges for companies to manage employees, so they can compete with other companies. Because it cannot be denied that employees have a very important role in the sustainability and future development of the company. In a company, competitive advantage is determined and driven by Human Resources (HR). Based on the 2023 Central Statistics Agency (BPS) population census, Indonesia's population has reached 278.69 million people. Based on age, census results show that the majority of Indonesia's population is generation Z or born in 1997–2012 and the millennial generation born in 1981–1996. The proportion of generation Z was recorded at 27.94% of the total population, while the millennial generation was 25.87%. Thus, Indonesia's productive population is 53.81%, but overall the percentage of the population of productive age or aged 15 - 64 years reaches 70.72% of the total population. The demographic bonus can be a big advantage in Indonesia but it can also be a disaster if not managed properly. As is known, in this global era which is increasingly integrated with the internet, the use of human resources will be increasingly streamlined with the use of the internet or other technology. Therefore, it will be a challenge for the millennial generation to compete for jobs. Meanwhile, the challenge for the company itself is managing millennials, who are often considered the most disloyal generation. Gibson (2009) found that the baby boomer generation, generation X and generation Y or millennials have similarities in the values of honesty and responsibility as the highest instrumental values. Generation Y or millennials have the highest values of independence, freedom and ambition. Apart from that, this generation is also the most disloyal, and quickly gets bored if their career opportunities are not clear.

Employee retention is a process where employees are encouraged to remain working at a company for the maximum possible period. Employee retention is designed to optimize work

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productivity levels with a strategy of attracting, developing, retaining & utilizing people with the skills and talents (competencies) needed to meet current and future business needs. So it can be concluded that employee retention is a company strategy and effort to retain potential employees so that organizational or company goals can be achieved optimally. Implementing an appropriate employee retention strategy is a vital and crucial aspect for an organization or company. If the employee retention policy is poor, it has the potential to increase employee turnover intention which can then result in employee turnover.

**2. IMPLEMENTATION METHOD**

**A. Analysis Method**

This research is quantitative research. This research uses a quantitative research approach. According to this type of research, quantitative methods are used with survey research.

**1. Population and Sample**

Based on the title of the research, the author determines the population. According to Sugiyono (2018:115) that:

"Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics which are applied by researchers to study and then draw conclusions."The population in this study was: 300 employees of PT Innovean

**2. Sample**

The sample is part of the selected population elements (Sanusi, 2016: 87). Sampling technique is a way for researchers to take representative samples or samples from the available population. The sample characteristics that have been determined are:

- Samples are willing to have their data taken
- Samples are taken from various positions or parts

According to Suharsimi Arikunto (2010: 95), if researchers have several hundred subjects in the population, they can determine approximately 25-30% of those subjects. According to this theory, researchers used 30%. So the sample size was determined to be 100 out of a population of 300 because a number of 100 was considered to represent the population size and the data could be processed. So a total of 100 samples is considered ideal for analysis.

**3. RESULTS AND DISCUSSION**

**A. Research result**

**1. Reliability Test**

Reliability test is a term used to indicate the extent to which measurement results are relatively consistent if the measurement is repeated two or more times. Reliability is tested by looking at the Cronbach's Alpha value on research instruments that have previously been declared valid.

Table Purpose Driven Reliability Results

Items	Cronbach's Alpha	Cronbach's Alpha if Item Deleted	Information
WW1	0.967	0.956	Reliable
WW2		0.961	Reliable
PD3		0.960	Reliable
PD4		0.963	Reliable
PD5		0.963	Reliable
PD6		0.962	Reliable

Based on the Reliability Statistics table above, the Cronbach's Alpha value for variable X1 is  $0.967 > 0.6$ , so variable X1 or Purpose Driven is said to be reliable. To see in more detail the reliability of each item, it can be seen from the Cronbach's Alpha value if item deleted, where of the 6 items that have previously been declared valid, all of them have a Cronbach's Alpha value if item deleted  $> 0.6$  with values ranging from 0.956 to 0.963, so the 6 items in the variable X1 or Purpose Driven can be said to be reliable and it can be concluded that the respondents' answers to the statements are consistent and trustworthy.

Table Reliability Test Results for Financially Driven Variables

Items	Cronbach's Alpha	Cronbach's Alpha if Item Deleted	Information
FD1	0.985	0.983	Reliable
FD2		0.984	Reliable
FD3		0.984	Reliable
FD4		0.984	Reliable
FD5		0.984	Reliable
FD6		0.984	Reliable
FD7		0.984	Reliable
FD8		0.984	Reliable
FD9		0.984	Reliable
FD10		0.984	Reliable
FD11		0.984	Reliable
FD12		0.984	Reliable

Based on the Reliability Statistics table above, the Cronbach's Alpha value for variable X2 is  $0.985 > 0.6$ , so variable X2 or Financially Driven is said to be reliable. To see in more detail the reliability of each item, it can be seen from the Cronbach's Alpha value if item deleted, where of the 12 items that have previously been declared valid, all of them have a Cronbach's Alpha value if item deleted  $> 0.6$  with values ranging from 0.983 to 0.984, so the 12 items in the variable X2 or Financially Driven can be said to be reliable and it can be concluded that the respondents' answers to the statements are consistent and trustworthy.

Table Reliability Test Results for the Feeling Valued Variable

Items	Cronbach's Alpha	Cronbach's Alpha if Item Deleted	Information
FV1	0.988	0.987	Reliable
FV2		0.988	Reliable
FV3		0.988	Reliable
FV4		0.988	Reliable
FV5		0.988	Reliable
FV6		0.988	Reliable
FV7		0.988	Reliable
FV8		0.988	Reliable
FV9		0.988	Reliable
FV10		0.988	Reliable
FV11		0.988	Reliable
FV12		0.988	Reliable
FV13		0.988	Reliable
FV14		0.988	Reliable
FV15		0.987	Reliable
FV16		0.988	Reliable

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Based on the Reliability Statistics table above, the Cronbach's Alpha value for variable X3 is  $0.988 > 0.6$ , so variable X3 or Feeling Valued is said to be reliable. To see in more detail the reliability of each item, it can be seen from the Cronbach's Alpha value if item deleted, where of the 16 items that have previously been declared valid, all of them have a Cronbach's Alpha value if item deleted  $> 0.6$  with values ranging from 0.987 to 0.988, so the 16 items in the variable X3 or Feeling Valued can be said to be reliable and it can be concluded that the respondents' answers to the statements are consistent and trustworthy.

Table Reliability Test Results for Traditionally Family Values Variables

Items	Cronbach's Alpha	Cronbach's Alpha if Item Deleted	Information
TFV1	0.974	0.967	Reliable
TFV2		0.970	Reliable
TFV3		0.971	Reliable
TFV4		0.971	Reliable
TFV5		0.970	Reliable
TFV6		0.970	Reliable
TFV7		0.970	Reliable
TFV8		0.970	Reliable

Based on the Reliability Statistics table above, the Cronbach's Alpha value for variable X4 is  $0.974 > 0.6$ , so variable Z or Traditionally Family Values is said to be reliable. To see in more detail the reliability of each item, it can be seen from the Cronbach's Alpha value if item deleted, where of the 8 items that have previously been declared valid, all of them have a Cronbach's Alpha value if item deleted  $> 0.6$  with values ranging from 0.967 to 0.971, so 8 items are in the variable Z or Traditionally Family Values can be said to be reliable and it can be concluded that the respondents' answers to the statements are consistent and trustworthy.

Table Reliability Test Results for Employee Retention Variables

Items	Cronbach's Alpha	Cronbach's Alpha if Item Deleted	Information
RK1	0.980	0.976	Reliable
RK2		0.978	Reliable
RK3		0.979	Reliable
RK4		0.979	Reliable
RK5		0.978	Reliable
RK6		0.979	Reliable
RK7		0.978	Reliable
RK8		0.978	Reliable
RK9		0.979	Reliable
RK10		0.978	Reliable

Based on the Reliability Statistics table above, the Cronbach's Alpha value for variable Y is  $0.980 > 0.6$ , so variable Y or Employee Retention is said to be reliable. To see in more detail the reliability of each item, it can be seen from the Cronbach's Alpha value if item deleted, where of the 10 items that have previously been declared valid, all of them have a Cronbach's Alpha value if item deleted  $> 0.6$  with values ranging from 0.976 to 0.979, so the 10 items in the variable Y or Employee Retention can be said to be reliable and it can be concluded that the respondents' answers to the statements are consistent and trustworthy.



## 2. Descriptive statistics

Table Descriptive Statistics Results

	N	Descriptive Statistics			
		Minimum	Maximum	Mean	Std. Deviation
Purpose Driven	100	7	30	17.89	7,760
Financially Driven	100	15	59	39.85	15,405
Feeling Valued	100	20	76	52.37	20,498
Traditional Family Values	100	10	39	25.00	9,874
Employee Retention	100	11	49	32.73	12,213
Valid N (listwise)	100				

From the table above, it is known that from a total of 100 samples (N) in this study, the average perception value for the Purpose Driven variable is 17.89 with a standard deviation of 7.760 and a minimum perception value of 7 and a maximum perception value of 30, the average value the perception of the Financially Driven variable is 39.85 with a standard deviation of 15.405 and a minimum perception value of 15 and a maximum perception value of 59, the average perception value of the Feeling Valued variable is 52.37 with a standard deviation of 20.498 and a minimum perception value of 20 and the perception value the maximum value is 76, the average perception value for the Traditional Family Values variable is 25 with a standard deviation of 9.874 and the minimum perception value is 10 and the maximum perception value is 39, and the average perception value for the Employee Retention variable is 32.73 with a standard deviation of 12.213 and The minimum perception value is 11 and the maximum perception value is 49.

## 3. Classic assumption test

### a) Normality test

The normality test results can be seen from the Normal PP Plot image below. It should be remembered that the normality assumption in question is that the residual (data) formed by the linear regression model is normally distributed where the data is distributed close to the diagonal line of the x and y axes.

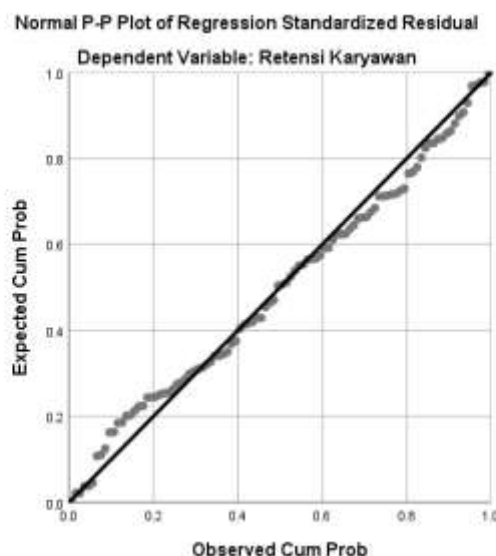


Figure Normality Test Results

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**b) Multicollinearity Test**

Table Multicollinearity Test Results  
Coefficientsa

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Purpose Driven	,230	4,356
Financially Driven	,277	3,605
Feeling Valued	,285	3,511

a. Dependent Variable: Employee Retention

Judging from the table above, the VIF value of all independent variables is smaller than 10, namely ranging from 3.511 to 4.356 and the tolerance value of all variables is greater than 0.1, namely ranging from 0.230 to 0.285. So it can be said that there is no multicollinearity in all independent variables.

**c) Heteroscedasticity Test**

Table Heteroscedasticity Results  
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,092	,792		6,432	,000
Purpose Driven	-.142	,073	-.344	-1,933	,056
Financially Driven	,050	,034	,266	1,494	,138
Feeling Valued	,011	,025	,074	,422	,674

a. Dependent Variable: RES\_ABS

From the output above it is known that the Sig value. all independent variables are more than 0.05, namely 0.056 and 0.674. Because the Sig value. greater than 0.05, it can be concluded that there is no heteroscedasticity.

**d) Autocorrelation Test**

Table Autocorrelation Test Results

**Model Summary b**

Model	Change Statistics					Durbin-Watson
	R Square Change	F Change	df1	df2	Sig. F Change	
1	,869	211,456	3	96	,000	1,952

a. Predictors: (Constant), Feeling Valued, Financially Driven, Purpose Driven

b. Dependent Variable: Employee Retention

The Durbin-Watson (DW) value shown in the SPSS output will be compared with the dL and dU values which are determined based on the number of independent variables in the regression model (k) and the number of samples (n). The dL and dU values can be seen in Table DW with a significance level (error) of 5% ( $\alpha = 0.05$ ).

Number of independent variables: k = 3 with number of samples: n = 100

Condition:

$dw < dL$  or  $dw > (4 - dL)$  : Autocorrelation occurs

$dU < dw < (4 - dU)$  : There is no autocorrelation  
 $dL < dw < dU$  or  $(4 - dU) < d < (4dL)$  : No conclusion

It can be seen from the Durbin-Watson table that the  $dL$  value = 1.6336 and the  $dU$  value = 1.7151

The calculated DW value in the model is 1.952, which is greater than  $dU = 1.7151$  and smaller than the  $4-dU$  value = 2.2849, which means that the output results are in the area that does not show autocorrelation.

#### 4. Model Feasibility Test

##### a) Coefficient of Determination

Table Results of Determination Coefficient  
**Model Summary b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.932a	.869	.864	4,496	.869	211,456	3	96	.000

a. Predictors: (Constant), Feeling Valued, Financially Driven, Purpose Driven

b. Dependent Variable: Employee Retention

Based on the table above, it can be seen that the correlation value (R) is 0.932. This shows that there is a high correlation or relationship between the independent variables, namely Feeling Valued, Financially Driven, Purpose Driven and the dependent variable Employee Retention. Apart from that, we obtained an Adjusted R-Square value of 0.869 which shows that the proportion of influence of all independent variables (Feeling Valued, Financially Driven, Purpose Driven) simultaneously on the dependent variable (Employee Retention) is 86.9% while the remainder ( $100\% - 86.9\% = 17.1\%$ ) influenced by other variables that are not in this research or multiple linear regression model.

##### b) Simultaneous Significance Test (F Test)

Table F Test Results  
**ANOVAa**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12824.894	3	4274.965	211,456	.000b
	Residual	1940,816	96	20,217		
	Total	14765.710	99			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Feeling Valued, Financially Driven, Purpose Driven

From the table above, it is known that the calculated F value of the model (211.456) is greater than the F table ( $F(0.05.3/96) = 2.699$ ) and the Sig. in the table the value is  $0.000 < 0.05$  so it can be concluded that the linear regression model in the estimated model is suitable for use. This explains the significant influence of the independent variables (Feeling Valued, Financially Driven, Purpose Driven) simultaneously on the dependent variable Employee Retention.

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**c) Individual Parameter Significance Test (t Test)**

Table t test results

**Coefficientsa**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,177	1,311		1,660	,100
Purpose Driven	,280	,122	,178	2,305	,023
Financially Driven	,249	,056	,314	4,471	,000
Feeling Valued	,298	,041	,501	7,219	,000
2 (Constant)	5,714	2,494		2,291	,024
Purpose Driven	-.243	,464	-.155	-.525	,601
Financially Driven	,334	,156	,421	2,145	,035
Feeling Valued	,241	,113	,404	2,125	,036
TFVxPD	,013	,016	,385	,795	,428
TFVxFD	-.005	,007	-.296	-.724	,471
TFVxFV	,003	,006	,234	,540	,591

a. Dependent Variable: Employee Retention

From the table above it can be seen that in the model:

Before adding the moderating variable. Sig value. Purpose Driven or Driven by Goals (0.023) < 0.05 and the calculated t value (2.305) > t table (1.984) with a regression coefficient of 0.280, then H0 is rejected and H1 is accepted. This means that there is a positive (unidirectional) influence between Purpose Driven and Employee Retention. This explains that the higher the Purpose Driven value, the higher or increased the Employee Retention value will be. Likewise, if the Purpose Driven value is lower, the Employee Retention value will also be lower or decrease. Sig value. Financially Driven or Financially Driven (0.000) < 0.05 and the calculated t value (4.471) > t table (1.984) with a regression coefficient of 0.249, then H0 is rejected and H1 is accepted. This means that there is a positive (unidirectional) influence between Financially Driven and Employee Retention. This explains that the higher the Financially Driven value, the higher or increased the Employee Retention value will be. Likewise, if the Financially Driven value is lower, the Employee Retention value will also be lower or decrease. Sig value. Feeling Valued or Feeling Appreciated (0.000) < 0.05 and the calculated t value (7.219) > t table (1.984) with a regression coefficient of 0.298, then H0 is rejected and H1 is accepted. This means that there is a positive (unidirectional) influence between Feeling Valued and Employee Retention. This explains that the higher the Feeling Valued value, the higher or increased the Employee Retention value will be. Likewise, if the Feeling Valued value is lower, the Employee Retention value will also be lower or decrease. After adding the moderating variable

- 1) Sig value. Purpose Driven or Driven by Goals (0.601) > 0.05 and the calculated t value (-0.525 = |0.525|) < t table (1.984) with a regression coefficient of -0.243, then H0 is accepted. This means that there is no influence between Purpose Driven and Employee Retention.
- 2) Sig value. Financially Driven or Financially Driven (0.035) < 0.05 and the calculated t value (2.145) > t table (1.984) with a regression coefficient of 0.334, then H0 is rejected and H1 is accepted. This means that there is a positive (unidirectional) influence between Financially Driven and Employee Retention. This explains that the higher the Financially Driven value, the higher or increased the Employee Retention value will be. Likewise, if the Financially Driven value is lower, the Employee Retention value will also be lower or decrease.
- 3) Sig value. Feeling Valued or Feeling Appreciated (0.036) < 0.05 and the calculated t value (2.125) > t table (1.984) with a regression coefficient of 0.241, then H0 is rejected and H1 is accepted. This means that there is a positive (unidirectional) influence between Feeling



Valued and Employee Retention. This explains that the higher the Feeling Valued value, the higher or increased the Employee Retention value will be. Likewise, if the Feeling Valued value is lower, the Employee Retention value will also be lower or decrease.

- 4) Sig value. Purpose Driven is moderated by Traditionally Family Values (0.428) > 0.05 and the calculated t value (0.795) < t table (1.984) with a regression coefficient of 0.013, so H<sub>0</sub> is accepted. This means that there is no influence between Purpose Driven moderated and Traditionally Family Values on Employee Retention.
- 5) Sig value. Financially Driven is moderated by Traditionally Family Values (0.471) > 0.05 and the calculated t value (-0.724 = |0.724|) < t table (1.984) with a regression coefficient of -0.005, so H<sub>0</sub> is accepted. This means that there is no influence between Financially Driven moderated and Traditionally Family Values on Employee Retention.
- 6) Sig value. Feeling Valued is moderated by Traditionally Family Values (0.591) > 0.05 and the calculated t value (0.540) < t table (1.984) with a regression coefficient of 0.003, so H<sub>0</sub> is accepted. This means that there is no influence between Feeling Valued moderated and Traditionally Family Values on Employee Retention. The multiple linear regression equation in this research is:

$$\text{Employee Retention} = 5,715 - 0,243 (\text{Purpose Driven}) + 0,334 (\text{Financially Driven}) + 0,241 (\text{Feeling Valued}) + 0,013 (\text{TFV} \times \text{PD}) - 0,005 (\text{TFV} \times \text{FD}) + 0,003 (\text{TFV} \times \text{FV})$$

## 1. The Influence of Purpose (Purpose Driven) on employee retention in the Jakarta digital industry.

The challenge facing human resource management today is developing sustainability strategies and employee participation as key elements that enable them to develop capacity so that no one is left behind. The challenge of managing labor relations to attract and retain talent is based on fostering and increasing participation in employee relations as well as ongoing management of organizations and teams. Facing this problem, many human resource (HR) managers are evolving from traditional human resource management structures based on knowledge, skills and experience in the short term towards better knowledge management supported by long-term relationship systems (Hite & McDonald, 2020). Employee retention is characterized as an organizational approach that retains employees significantly to achieve company goals. It emphasizes policies that retain or encourage employees to stay with the organization as long as possible. A solid match between employee development in achieving their goals and organizational requirements is important for employee retention. Therefore, organizations that are interested in taking steps to help employees achieve their work goals are more likely to retain them in the organization (Presbitero et al., 2016).

Employee retention is critical in achieving and maintaining organizational success. Employees with rich experience are believed to make significant contributions to the organization (Tian et al., 2020). As a result, organizations must pay attention to human resource policies to retain employees and reduce turnover. An employee leaving may require coworkers to take care of tasks for the missing person and additional work, which can lead to higher rates of absenteeism, stress, and lower performance (Ma et al., 2018). Despite the fact that employees are relevant stakeholders to business success, social employee sustainability approaches receive less attention (Staniškienė & Stankevičiūtė, 2018). This approach to Social Sustainability in Human Resources (SHRM) is an element that enables organizations to face challenges in the labor market such as attracting and retaining talent, supporting employee work-life balance, building trust in employees, encouraging human resource development, lifelong learning, management of an active aging population, fostering a better quality of life for employees and society (Ehnert et al., 2016). As a result, the relationship between social sustainability and HR management is indicated as an innovative and emerging approach and a relevant gap that must be evaluated and filled. The millennial generation born in 1982-2000 is a generation that has an entitlement mentality, the most ethnically diverse, creative generation, and they are also the most multitasking generation among the previous ones. They are also a generation that has received a lot of education, they are also

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narcissistic and selfish, apart from that, they are also a tech-savy generation because they are the first generation whose entire life has been in the digital era.

The millennial generation is also known as the Look at Me generation because they are considered too self-confident and care about their own interests. They also found that the younger generation was considered impatient, lacking work ethic, self-centered and disloyal. Millennials may strive to land important positions on large projects soon after being hired. Management in employee selection helps organizations find employees who meet the requirements and suit the positions needed. Through a careful selection process and providing effective training and development, organizations can find human resources who have the potential and skills in accordance with the positions offered. So organizations can increase their long-term retention by hiring the right human resources.

Employee retention involves retaining employees who have good skills and perform well in the organization in the long term to maintain competitive advantage (Book et al., 2019). Human resource planning implies that the company must establish methods of how to develop human resources, how to measure them, how to increase their productivity and how to retain them, that is, retain them. The retention methods used rely heavily on four key interrelated processes that can be used for an effective human resource planning system: the motivation process; interaction process; vision process; and the learning process. Employee retention helps in their engagement, secondly, providing direction that substantially increases the value of those employees to the company (Kennedy & Daim, 2010). The results of the analysis in this study show the results before adding the moderating variable, namely the Sig value.

Purpose Driven or Driven by Goals (0.023) < 0.05 and the calculated t value (2.305) > t table (1.984) with a regression coefficient of 0.280, then H0 is rejected and H1 is accepted. This means that there is a positive (unidirectional) influence between Purpose Driven and Employee Retention. This explains that the higher the Purpose Driven value, the higher or increased the Employee Retention value will be. Likewise, if the Purpose Driven value is lower, the Employee Retention value will also be lower or decrease. Sig value. Purpose Driven or Driven by Goals (0.601) > 0.05 and the calculated t value (-0.525 = |0.525|) < t table (1.984) with a regression coefficient of -0.243, then H0 is accepted. This means that there is no influence between Purpose Driven and Employee Retention. Meanwhile, the result after adding the moderating variable is the Sig value. Purpose Driven or Driven by Goals (0.601) > 0.05 and the calculated t value (-0.525 = |0.525|) < t table (1.984) with a regression coefficient of -0.243, then H0 is accepted. This means that there is no influence between Purpose Driven and Employee Retention.

**B. Financial Influence (Financially Driven) on employee retention in the Jakarta digital industry sector**

Continuous changes in the global economy have increased uncertainty regarding jobs and careers, leading to high levels of labor mobility, restructuring and workplace transformation (D. LaGree, et al, 2021). Therefore, companies are facing unprecedented challenges in the engagement and retention of young employees. Therefore, organizations must pay attention to young employees because they are considered productive in the digital era and can multitask. However, research shows that young employees are more easily overwhelmed, resulting in reduced long-term commitment to the company and a greater tendency to quit when conditions are not ideal (F. Magni, 2020). High retention intent among employees indicates a greater likelihood of remaining employed at their current company, thereby increasing their contribution to the growth and success of the organization. Conversely, low retention intent increases the risk of employee turnover, with potential negative consequences for the organization such as loss of experienced staff, reduced productivity, lower morale, and increased recruitment and training costs (CM Porter, 2021). Getting a competent and qualified workforce is the first step in managing human resources, then the company must train, develop and maintain its employees (Robbins & Coulter, 2016).

Employee retention is related to keeping or encouraging employees to remain in an organization for the maximum time (Kossivi et al., 2016). Companies incur capital costs (cost of capital) to obtain sources of funds. For companies, the cost of capital is the cost of funds obtained by the company. The difference in capital costs from internal and external funding sources, where external capital costs are more expensive, makes it difficult for companies to access funds from external funding sources or financial constraints (Zaky, 2013). In the theoretical literature, financial fragility and instability have been linked to the (sometimes violent) mode of interaction between financial markets and goods markets. This literature was pioneered by Minsky (see Minsky, 1982) and has recently been revived in a new view of the relationship between imperfect financial markets and macroeconomics. With asymmetric information, funding constraints actually become important in making investment and production decisions. However, recent literature is principally concerned with the emergence of financial fragility under conditions of perfect competition. They assume that each firm faces a highly elastic demand function and is subject to specific random shocks. Companies cannot raise external funding in the stock market due to equity rationing. Therefore, they mainly rely on internal funds to finance production and use bank credit if internal funds are insufficient. As a result, the company faces the risk of bankruptcy. Assuming the probability of bankruptcy is a decreasing function of net worth (or equity base), which is a measure of financial resilience: the higher the net worth (the lower the financial fragility), the lower the probability of bankruptcy.

Therefore, if bankruptcy is costly, the scale of production increases as net worth increases (Bischi, et al, 2004). As is known, in this global era which is increasingly integrated with the internet, the use of human resources will be increasingly streamlined with the use of the internet or other technology. Therefore, it will be a challenge for the millennial generation to compete for jobs. Meanwhile, the challenge for the company itself is managing millennials, who are often considered the most disloyal and arrogant generation. With this Millennial nature tendency, leaders have a responsibility to motivate and maintain or retain their Millennial employees. Retention itself is how companies retain potential employees to work for the company for a long time. The results of the research before adding the moderating variable showed that the Sig. Financially Driven or Financially Driven ( $0.035 < 0.05$ ) and the calculated t value ( $2.145 > t$  table ( $1.984$ )) with a regression coefficient of 0.334, then  $H_0$  is rejected and  $H_1$  is accepted. This means that there is a positive (unidirectional) influence between Financially Driven and Employee Retention. This explains that the higher the Financially Driven value, the higher or increased the Employee Retention value will be. Likewise, if the Financially Driven value is lower, the Employee Retention value will also be lower or decrease. Meanwhile, the result after adding the moderating variable is the Sig value. Financially Driven or Financially Driven ( $0.000 < 0.05$ ) and the calculated t value ( $4.471 > t$  table ( $1.984$ )) with a regression coefficient of 0.249, then  $H_0$  is rejected and  $H_1$  is accepted. This means that there is a positive (unidirectional) influence between Financially Driven and Employee Retention. This explains that the higher the Financially Driven value, the higher or increased the Employee Retention value will be. Likewise, if the Financially Driven value is lower, the Employee Retention value will also be lower or decrease.

### C. The Effect of Feeling Valued on employee retention in the Jakarta digital industry.

The large number of employees leaving companies is a contemporary issue in Human Resource Management (HRM) throughout the world, because employee retention is a crucial component for organizational effectiveness (Agyeman & Ponniah, 2014). The progress of a company is determined by the quality of its human resources, so it is very important for a company to pay attention to the quality of its human resources, in this case its employees. Companies that have skilled employees are companies that will win the competition (Masharyono & Senen, 2015). Young workers have several unique characteristics. Previous research shows that young workers have an identity that is independent of their organization and are less loyal to their organization than older workers (Ramlah, et al, 2021). They pay great attention to their personal feelings at work

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and uphold employee welfare (Sawang, 2018). In fact, developing employee well-being can be a positive intervention in reducing workers' intentions to leave their jobs.

It is reasonable to assume that when young employees believe that aspects related to their organization's work design are unsatisfactory, their well-being is likely to decrease, which will consequently lower their retention intentions compared to older employees. Workers perceive reciprocal exchange relationships that go beyond formal contracts and reflect relative interdependence in their work. Workers must assess whether and how much the company will recognize and value their contributions, meet their socio-emotional needs, and offer assistance when needed. Perceptions of organizational support are strongly correlated with rewards, an engaging work environment, fair treatment, and supervisory support. According to this definition, perceived organizational support refers to how much employees feel that the organization values their contributions and cares about their well-being. This feeling of support will influence the level of support that employees have for the organization. Empathy triggers social value by allowing individuals to imagine the potential impact of their actions in the future. Individuals with high levels of perspective taking may feel more valued by the beneficiaries of SE-related tasks. Because these individuals are able to understand the viewpoints and needs of potential targets of assistance, they tend to have a better understanding of what actions are needed and appreciated. Likewise, individuals with high levels of empathic concern may feel more valued by the beneficiaries of SE-related tasks. Because these individuals are able to connect with the suffering of others, they tend to feel that their intentions to alleviate the suffering of others are appreciated (Miller, et al, 2012).

Losing potential employees due to poor management can cause disruption to the existing organizational community and can reduce morale for those who stay (Elison and Purba, 2021). If a company cannot retain its staff, then all its human resource investments will be wasted. If a company loses its best workers, things will get even worse. Therefore, preventing the best workers from leaving the organization is the main goal of employee retention (Suta and Ardana, 2019). Increasing workers' happiness will have a positive impact on the quality of their work, which will help achieve the research objectives. The ability of a company organization to see what its employees want and the type of work environment they desire is highly dependent on their ability to increase employee satisfaction, which ultimately increases employee dedication. This research shows the results of the analysis before the moderating variable was added, namely the Sig value. Feeling Valued or Feeling Appreciated (0.000) < 0.05 and the calculated t value (7.219) > t table (1.984) with a regression coefficient of 0.298, then H0 is rejected and H1 is accepted. This means that there is a positive (unidirectional) influence between Feeling Valued and Employee Retention. This explains that the higher the Feeling Valued value, the higher or increased the Employee Retention value will be. Likewise, if the Feeling Valued value is lower, the Employee Retention value will also be lower or decrease. Meanwhile, the result after adding the moderating variable is the Sig value. Feeling Valued or Feeling Appreciated (0.036) < 0.05 and the calculated t value (2.125) > t table (1.984) with a regression coefficient of 0.241, then H0 is rejected and H1 is accepted. This means that there is a positive (unidirectional) influence between Feeling Valued and Employee Retention. This explains that the higher the Feeling Valued value, the higher or increased the Employee Retention value will be. Likewise, if the Feeling Valued value is lower, the Employee Retention value will also be lower or decrease.

**D. Traditional Family Values moderate the influence of Purpose on employee retention in the Jakarta digital industry.**

Workers of course have families, be they partners, parents or children. Workers have two obligations, namely giving full attention, thoughts and energy to the employer, and having obligations to their families. Due to differences in interests, there is an opportunity for conflict, which can occur in two ways: Work gets in the way of family ties or the employee's ability to do his or her job well is hampered by family obligations. Job engagement is defined as an employee's

psychological identification with the current job. Managers' work ability and work involvement are associated with their personal goals in retirement focusing on health and well-being (work ability and work involvement on self-development and ideological views of work ability (Feldt et al., 2012). High work involvement is predicted to influence employee work and influence family conflict. Work-life balance is becoming an increasing challenge nowadays, where this challenge stems from the fact that it is very difficult to balance life and work directly and other things in life (Khateeb Károly, 2021). Work-life balance relates to how a person tries to achieve balance or equality in their personal and work lives. The results in this study show that the Sig. Purpose Driven is moderated by Traditionally Family Values ( $0.428 > 0.05$ ) and the calculated t value ( $0.795 < t$  table (1.984) with a regression coefficient of 0.013, so  $H_0$  is accepted. This means that there is no influence between Purpose Driven moderated and Traditionally Family Values on Employee Retention.

#### **E. Family Values (Traditional Family Values) moderate the influence of Finance (Financially Driven) on employee retention in the Jakarta digital industry sector**

The results of the literature review support the idea that improving employee performance and satisfaction requires a balance between personal and professional obligations. Employees who manage to strike a better balance between work obligations and personal needs report higher levels of job satisfaction and contribute significantly more to their organizations, according to an analysis of multiple studies. Allen, et al (2013) an important element that influences this balance is appropriate organizational assistance. Companies that implement work-life balance policies and practices such as paid leave, family leave, and mental health support tend to have happier and more effective staff members. In addition to equal working hours, work life policies and practices also support employees in managing the demands of their personal and professional lives through a series of initiatives and programs. Various aspects are covered in several examples of successful policies and practices. Companies that value and provide opportunities to their workers will demonstrate certain attitudes and behavior. More precisely, when workers are treated well, they often return the favor, benefiting both the company and the worker. Moreover, a decent salary for workers may be enough to affect their basic needs and also ease their worries, encouraging them to work more and manage the company. The results of this research show that the Sig. Financially Driven is moderated by Traditionally Family Values ( $0.471 > 0.05$ ) and the calculated t value ( $-0.724 = |0.724| < t$  table (1.984) with a regression coefficient of -0.005, so  $H_0$  is accepted. This means that there is no influence between Financially Driven moderated and Traditionally Family Values on Employee Retention.

#### **F. To find out Traditional Family Values moderating the influence of Feeling Valued on employee retention in the digital industrial sector in Jakarta.**

According to the results of a study from Brough et al. (2014), companies that provide a good work-life balance will create excellent employee mental and physical health so that employee attitudes towards company management will be positive. Workers feel a dilemma when workers pursue and fulfill work demands as well as personal or family demands, they are often faced with failure and happiness. Apart from that, workers also feel that the quality of their life and work does not improve with failure or the balance of their personal life and work. Work-life balance is very important in controlling employee attitudes towards the organization or their personal life. The extent to which an employee's personal and professional life can be balanced is one factor that may impact their performance. Employees who are able to achieve balance between their personal and professional lives usually have much higher performance. The results in this study show that the Sig. Feeling Valued is moderated by Traditionally Family Values ( $0.591 > 0.05$ ) and the calculated t value ( $0.540 < t$  table (1.984) with a regression coefficient of 0.003, so  $H_0$  is accepted. This means that there is no influence between Feeling Valued moderated and Traditionally Family Values on Employee Retention.

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#### 4. CONCLUSION

Based on the description of the research results and discussion in the previous chapter, the conclusions in this research are as follows:

1. There is no influence between Purpose Driven on Employee Retention.
2. There is a positive (unidirectional) influence between Financially Driven and Employee Retention. This explains that the higher the Financially Driven value, the higher or increased the Employee Retention value will be. Likewise, if the Financially Driven value is lower, the Employee Retention value will also be lower or decrease.
3. There is a positive (unidirectional) influence between Feeling Valued and Employee Retention. This explains that the higher the Feeling Valued value, the higher or increased the Employee Retention value will be. Likewise, if the Feeling Valued value is lower, the Employee Retention value will also be lower or decrease.
4. There is no influence between Purpose Driven moderated and Traditionally Family Values on Employee Retention.
5. There is no influence between Financially Driven moderated and Traditionally Family Values on Employee Retention.
6. There is no effect between Feeling Valued moderated by Traditionally Family Values on Employee Retention.

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