

ORGANIZATIONAL FACTORS INFLUENCING STUDENTS' INTENTION TO STAY IN THE WORKPLACE: ORGANIZATIONAL CULTURE AND SUPERVISOR SUPPORT

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Abstract

The phenomenon of students working while pursuing higher education has become increasingly prevalent in the modern era, driven by financial needs, aspirations for practical experience, and the desire to prepare for future careers. However, many working students face challenges in balancing academic and professional responsibilities, which can affect their performance and intention to stay in their workplaces. This study aims to analyze the influence of organizational factors, particularly organizational culture and supervisor support, on students' intention to stay in the workplace. Using a quantitative research approach, a survey was conducted among 100 student workers employed in various companies across multiple sectors. The collected data were analyzed using multiple linear regression analysis with SPSS software. The results indicate that both organizational culture and supervisor support have a positive and significant influence on students' intention to stay. Furthermore, supervisor support demonstrates a more dominant effect compared to organizational culture. These findings underline the importance of building a supportive and inclusive work environment that values mentorship, feedback, and open communication between supervisors and student employees. The study contributes to the understanding of how organizational dynamics shape young employees' commitment, offering implications for management practices aimed at retaining student workers and fostering their development.

Keywords: intention to stay, organizational culture, supervisor support, student workers

Introduction

In today's era of rapid globalization and technological advancement, human resources are recognized as the most vital asset in achieving organizational success. Organizations increasingly face the challenge of not only attracting but also retaining competent employees. Employee retention has become a strategic concern, as high turnover rates can lead to increased recruitment and training costs, loss of organizational knowledge, and disruptions in productivity. Among the various employee groups, working students—those who pursue higher education while holding part-time or full-time jobs—represent a growing demographic with unique characteristics and challenges. They often engage in employment to support their

studies financially or to gain relevant experience for future careers. However, juggling between work and academic obligations can create strain and lead to uncertainty regarding their continued commitment to their jobs.

The intention to stay refers to an individual's deliberate decision to remain employed in a particular organization for the foreseeable future. It is a critical factor that reflects both job satisfaction and organizational commitment (Tett & Meyer, 1993). For working students, this intention is influenced by multiple organizational and personal factors, including workplace culture, perceived fairness, work-study balance, and the level of support they receive from their supervisors. Unlike full-time employees, student workers often face greater constraints in time management and may perceive their employment as temporary. Nonetheless, many organizations rely heavily on such part-time or temporary workers for operational efficiency, especially in service sectors. Therefore, understanding the factors that shape their intention to stay is crucial for designing effective human resource practices.

Among the various determinants of employee retention, organizational culture and supervisor support have been consistently identified as pivotal factors. Organizational culture, defined as the set of shared values, beliefs, and norms that guide behavior within an organization (Schein, 2010), provides a framework through which employees understand their roles and expectations. A positive and cohesive culture promotes belongingness, job satisfaction, and long-term engagement. On the other hand, supervisor support—referring to the extent to which employees perceive their supervisors as caring, mentoring, and supportive—plays a key role in influencing motivation and commitment (Eisenberger et al., 2002). For student workers, supportive supervisors can make a significant difference in managing work-study balance and maintaining motivation to remain employed.

Based on this background, the present study aims to investigate the impact of organizational culture and supervisor support on working students' intention to stay in their workplaces. The study emphasizes how these organizational factors shape employees' psychological attachment and sense of belonging, ultimately influencing their decision to remain with an organization.

Theoretical Framework

This study builds upon established theoretical foundations in organizational behavior, particularly those related to organizational culture, supervisor support, and employee retention. Organizational culture represents the invisible yet powerful force that shapes behaviors and interactions in the workplace. According to Schein (2010), culture operates at three levels: artifacts (visible structures and processes), espoused values (strategies, goals, and philosophies), and basic underlying assumptions (unconscious beliefs and perceptions). A strong organizational culture aligns employees' personal goals with organizational objectives, thereby fostering a sense of identification and loyalty. When employees, including student workers, perceive that their values align with the organization's culture, they are more likely to stay and contribute positively.

In contrast, a weak or misaligned culture can lead to dissatisfaction, disengagement, and turnover. Robbins and Judge (2017) suggest that a positive organizational culture enhances communication, trust, and cooperation among employees, all of which are essential for retaining talent. For working students, who often face uncertainty and role ambiguity, clear and inclusive cultural norms can provide a sense of direction and stability.

Supervisor support is another critical organizational factor influencing employee retention. Eisenberger et al. (2002) define perceived supervisor support as the degree to which employees believe that their supervisors value their contributions and care about their well-being. Supervisors serve as the primary link between employees and the organization, often acting as mentors and role models. Supportive supervisors not only provide guidance and feedback but also create a psychologically safe environment that encourages open communication and learning. For student workers, such support can mitigate stress arising from academic demands and help them manage work-related challenges more effectively.

Previous studies have established that supervisor support positively affects employees' organizational commitment, job satisfaction, and intention to stay (Kim & Park, 2019). When supervisors demonstrate empathy, fairness, and recognition, employees feel valued, which enhances their emotional attachment to the organization. Furthermore, supportive supervisors can inspire confidence and foster intrinsic motivation, leading to better performance and reduced turnover intentions. The relationship between organizational culture, supervisor support, and intention to stay can also be explained through the social exchange theory, which posits that employees reciprocate favorable treatment from their organization with positive attitudes and behaviors. When employees perceive that the organization invests in their well-being and development, they feel obligated to reciprocate through loyalty and commitment. In the case of student workers, a nurturing culture and supportive leadership can strengthen their sense of belonging and willingness to remain employed, even amid academic pressures.

Method

This research applied a quantitative approach using survey methods. The population consisted of active students working part-time in various sectors. A total of 100 respondents were selected using purposive sampling. The research instrument was a closed-ended questionnaire with a five-point Likert scale. Data were analyzed using multiple linear regression with SPSS, following validity, reliability, and classical assumption tests.

Results

Table 1. T-Test (Partial Test) Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	.050	.049		1.016	.312
	X1_BudayaOrganisasi	.666	.047	.677	14.038	.000
	X2_DukunganSupervisor	.170	.051	.180	3.368	.001
	X3_KepuasanKerja	.064	.046	.072	1.412	.161
	X4_KomitmenOrganisasi	.086	.029	.108	2.955	.004

The t-test results show that the Organizational Culture variable (X1) has a calculated t-value of 14.038 with a significance level of 0.000, which means the Sig. value <0.05. Thus, it can be concluded that organizational culture has a positive and significant effect on employee retention intentions.

The Supervisor Support variable (X2) shows a t-value of 3.368 with a significance level of 0.001, which is also smaller than 0.05. This indicates that supervisor support has a positive and significant effect on the intention to stay.

The partial test results for the Job Satisfaction variable (X3) show a t-value of 1.412 with a significance level of 0.161, which is greater than 0.05. Thus, the job satisfaction variable does not have a significant effect on employee retention intentions.

The Organizational Commitment variable (X4) has a t-value of 2.955 with a significance level of 0.004, which is less than 0.05. These results indicate that organizational commitment has a positive and significant effect on employee retention intentions.

Conclusion of T-Test (Partial Test) results

Overall, the t-test results show that of the four independent variables tested, three variables, namely Organizational Culture (X1), Supervisor Support (X2), and Organizational Commitment (X4), were proven to have a positive and significant effect on Intention to Survive (Y). Meanwhile, the Job Satisfaction variable (X3) did not have a significant effect.

Table 2. F-Test (ANOVA) Results for the Regression Model

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.693	4	15.923	507.101	.000 ^b
	Residual	3.014	96	.031		
	Total	66.707	100			

a. Dependent Variable: Y_NiatBertahan

b. Predictors: (Constant), X4_KomitmenOrganisasi, X1_BudayaOrganisasi, X3_KepuasanKerja, X2_DukunganSupervisor

The calculated F-value of 507.101 with a significance level of 0.000, which is much lower than 0.05, indicates that the regression model used is simultaneously significant. This means that the variables Organizational Culture (X1), Supervisor Support (X2), Job Satisfaction (X3), and Organizational Commitment (X4) collectively have a significant effect on Intention to Survive (Y).

Table 3. Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.977 ^a	.955	.953	.17720

a. Predictors: (Constant), X4_KomitmenOrganisasi, X1_BudayaOrganisasi, X3_KepuasanKerja, X2_DukunganSupervisor

The correlation coefficient ($R = 0.977$) indicates a **very strong relationship** between the independent variables and the dependent variable, as it is close to the value of 1.

The R Square value ($R^2 = 0.955$) means that 95.5% of the variation in Employees' Intention to Stay can be explained by the four independent variables included in the model: organizational culture, supervisor support, job satisfaction, and organizational commitment. The remaining 4.5% of the variation is influenced by other factors not included in the model, such as external work environment, individual characteristics, or personal motivation.

Table 4.1 Simple Linear Regression of Organizational Culture (X1) on Intention to Survive (Y)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	.132	.062		2.137	.035
X1_BudayaOrganisasi	.947	.027	.961	34.688	.000

a. Dependent Variable: Y_NiatBertahan

Based on the results of the simple linear regression analysis, it can be concluded that: The regression equation $Y = 0.132 + 0.947X$ indicates that improvements in organizational culture substantially increase employees' intention to remain in their workplace. The strong correlation and significance values suggest that organizational culture is a key factor in employee retention.

Organizational Culture has a positive and significant effect on Employees' Intention to Stay.

Table 4.2 Simple Linear Regression of Supervisor Support (X2) on Intention to Survive (Y)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	.316	.088		3.593	.001
X2_DukunganSupervisor	.865	.039	.913	22.248	.000

a. Dependent Variable: Y_NiatBertahan

Based on the results of the simple linear regression analysis, it can be concluded that: The regression equation $Y = 0.316 + 0.865X$ implies that an increase in supervisor support will lead to a corresponding rise in employees' intention to remain within the organization. The significance level (0.000) and high beta coefficient (0.913) confirm that supervisor support is a key determinant of employee retention.

Supervisor Support has a positive and statistically significant effect on Employees' Intention to Stay.

Table 4.3 Simple Linear Regression of Job Satisfaction (X3) on Intention to Survive (Y)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	.423	.106		4.004	.000
X3_KepuasanKerja	.781	.045	.869	17.469	.000

a. Dependent Variable: Y_NiatBertahan

Based on the results of the simple linear regression analysis, it can be concluded that: The regression equation $Y = 0.423 + 0.781X$ implies that increased job satisfaction leads to a higher likelihood of employees staying within the organization. The high coefficient ($\beta = 0.781$), low significance level (0.000), and large standardized beta (0.869) together demonstrate that job satisfaction plays an essential role in influencing employee retention.

Job Satisfaction has a positive and statistically significant effect on Employees' Intention to Stay.

Table 4.4 Simple Linear Regression of Organizational Commitment (X4) on Intention to Survive (Y)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	.959	.126		7.606	.000
X4_KomitmenOrganisasi	.575	.056	.721	10.355	.000

a. Dependent Variable: Y_NiatBertahan

Based on the results of the simple linear regression analysis, it can be concluded that: The regression equation $Y = 0.959 + 0.575X$ demonstrates that an increase in organizational commitment leads to a higher likelihood of employees remaining with the company. The strong t-value and low significance level ($p = 0.000$) indicate that commitment is one of the key factors shaping employees' decision to stay.

Organizational Commitment has a positive and statistically significant effect on Employees' Intention to Stay.

Table 5. Multiple Linear Regression Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	.050	.049		1.016	.312
	X1_BudayaOrganisasi	.666	.047	.677	14.038	.000
	X2_DukunganSupervisor	.170	.051	.180	3.368	.001
	X3_KepuasanKerja	.064	.046	.072	1.412	.161
	X4_KomitmenOrganisasi	.086	.029	.108	2.955	.004

a. Dependent Variable: Y_NiatBertahan

Based on the results above, the multiple regression equation can be formulated as follows:

$$Y = 0.050 + 0.666 X1 + 0.170 X2 + 0.064 X3 + 0.086 X4$$

This equation indicates that for every one-unit increase in the independent variables, the employee retention intention (Y) will increase by the corresponding coefficient value, assuming other variables remain constant.

Based on the regression results, the following conclusions can be drawn:

- Organizational culture, supervisor support, and organizational commitment have a positive and significant influence on employee retention intention.
- Job satisfaction does not have a significant effect on retention intention.
- Among all independent variables, organizational culture is the most dominant factor influencing employee retention intention, as indicated by the highest standardized beta coefficient (0.677).

Therefore, companies are advised to strengthen a positive organizational culture, enhance supervisor support, and foster organizational commitment in order to improve employee retention and reduce turnover rates effectively.

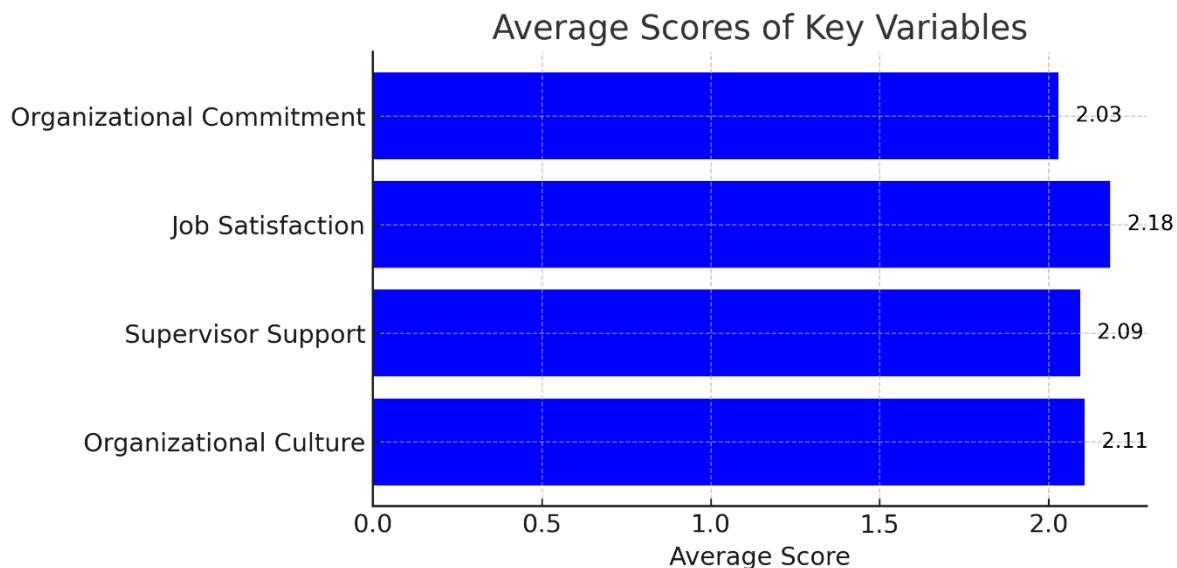


Figure 1. Average Scores of Key Variables

Overview of Average Research Variables

From the results, Job Satisfaction shows the highest average score (2.18), indicating that employees generally feel a moderate level of satisfaction with their jobs compared to the other variables measured. Supervisor Support (2.09) and Organizational Culture (2.11) follow closely, suggesting that support from supervisors and the overall cultural environment in the organization are perceived as fairly acceptable but still not high.

Lastly, Organizational Commitment has the lowest average score (2.03). This may indicate that employees currently feel a relatively weaker emotional attachment or loyalty to the organization, which could be an area that requires attention from management.

Overall, although the scores are close to each other, the results suggest that improvements in organizational commitment and supervisor support could potentially enhance job satisfaction and strengthen the organizational culture in the future.

Conclusion and Discussion

This study demonstrates that organizational culture and supervisor support have a positive and significant impact on working students' intention to stay in their workplaces. Among the two, supervisor support exerts a more dominant influence, suggesting that interpersonal relationships and managerial behavior play a crucial role in retaining young, part-time employees. A strong organizational culture complements this by providing the contextual framework for trust, collaboration, and shared purpose.

The findings imply that organizations should prioritize fostering supportive supervision practices and maintaining a cohesive, value-driven culture. For student workers, who often face the dual pressures of academia and employment, such environments can enhance engagement, loyalty, and long-term commitment. Future research could extend this study by incorporating moderating variables such as job satisfaction, work-study balance, or organizational commitment to gain deeper insights into the retention dynamics among working students.

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