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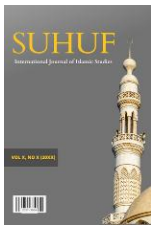

The Interplay of Organizational Support, Performance Management, and Work-life Management on Employee Retention in Islamic Retail

Megi Saputra[a,1,*], Penny Rahmawaty[a,2]

[a] Universitas Negeri Yogyakarta, Yogyakarta, Indonesia

[1] megisaputra.2024@student.uny.ac.id; [2] penny_rahmawaty@uny.ac.id
* Corresponding Author

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ABSTRACT

Background: The Indonesian retail sector exhibits robust macroeconomic growth, yet organizations face severe internal destabilization driven by high turnover and "quiet quitting" among Generation Z and Millennial frontline workers. **Objective**: This study aims to systematically investigate the structural and psychological mechanisms driving retention by analyzing the effects of Perceived Organizational Support (POS), Performance Management, and Work-Life Balance (WLB), while evaluating the mediating role of Organizational Commitment and the moderating boundary condition of Supervisor Support. **Methodology**: A quantitative, cross-sectional explanatory survey was conducted using saturated census sampling on 175 operational employees at Pamella Supermarket Yogyakarta. Data were analyzed utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 3. **Results**: The structural model demonstrates that WLB is the sole independent variable directly and significantly driving both retention and organizational commitment. POS and Performance Management failed to influence retention directly. However, Supervisor Support significantly moderated and activated the effect of POS on retention. Organizational Commitment strongly mediated the WLB-retention pathway. **Conclusion**: Work-life balance is the paramount determinant of retention for modern retail workers. Systemic organizational support remains inert unless translated through the empathetic, interpersonal engagement of immediate supervisors.

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1. Introduction

In crafting the introduction for this academic journal article, it is essential to establish a robust background that delineates the broader macroeconomic and practical landscapes of the human

resource management challenges currently facing the retail sector. The retail landscape in Indonesia spanning the 2024 to 2025 period presents a highly compelling, yet deeply concerning paradox for organizational leadership and human resource practitioners. On a macroeconomic scale, the industry demonstrates formidable recovery and robust expansion. Recent economic indicators reveal that retail sales in Indonesia experienced a significant acceleration, growing by 4.3% year-on-year by late 2025, which marked a consistent upward trajectory driven by aggressive domestic market expansion and the resurgence of post-pandemic consumer purchasing power [1]. Furthermore, long-term projections estimate that the Indonesian retail market will swell from USD 56.87 billion to an impressive USD 74.69 billion by the year 2030, operating at a compound annual growth rate of 5.6% [2]. However, this impressive external economic growth does not inherently correlate with internal organizational stability. Beneath the veneer of escalating sales volumes lies a severe structural crisis characterized by acute workforce instability, pervasive turnover, and shifting psychological contracts among frontline employees [3].

Transitioning from this broader context, the precise problem statement centers on the dual disruptions currently destabilizing retail human capital architectures. The retail industry is currently navigating what industry analysts term a "double disruption" [4]. The primary disruption originates from digital transformation; the relentless consumer demand for seamless, personalized omnichannel experiences has fundamentally altered frontline job descriptions, imposing immense pressure on operational efficiency, and requiring adaptive skills that the existing workforce often lacks. The secondary, and arguably more insidious disruption is demographic in nature. Generation Z and younger Millennials now dominate the retail labor force [5]. These newer cohorts bring workplace preferences and psychological expectations that drastically diverge from those of previous generations. Traditional transactional relationships exchanging labor solely for financial compensation are no longer sufficient. The modern retail workforce actively demands psychological well-being, clear developmental trajectories, meaningful engagement, and above all, a sustainable work-life balance. When these foundational psychological needs are unmet, the organizational fallout extends beyond immediate physical turnover. The industry is witnessing a surge in "quiet quitting," a phenomenon where employees psychologically withdraw from their roles, performing only the bare minimum required to maintain employment without any emotional investment or proactive initiative, which ultimately paralyzes organizational innovation and degrades customer service quality [6].

This study grounds its empirical investigation within the specific context of Pamella Supermarket, a prominent local retail chain in the Special Region of Yogyakarta, Indonesia. The retail market in Yogyakarta is unique; large-scale local enterprises fiercely and successfully compete against national and international retail conglomerates by leveraging strong brand loyalty rooted in local identity and cultural values. Pamella Supermarket, which evolved from a diminutive 5x5 meter stall in 1975 into a massive network of nine branches employing over 581 individuals, represents a highly successful business model that integrates modern retail professionalism with deep-seated Islamic business ethics [7].

However, despite its success and its highly generous, paternalistic welfare policies which include granting five grams of gold for a decade of service, providing exceptional worship facilities, and awarding Hajj pilgrimages to dedicated employees Pamella Supermarket faces persistent retention challenges. Internal data from 2023 to 2025 reveals a fluctuating turnover rate that peaked at 5.19% in 2024, primarily driven by the exit of junior staff members with less than two years of tenure. While the organization retains a highly loyal core of senior employees (constituting 75% of the workforce) who are deeply integrated into the Islamic corporate culture, the remaining 25% of junior, Generation Z employees exhibit high volatility, viewing paternalistic rewards as standard benefits rather than drivers of long-term loyalty. This phenomenon highlights a critical research gap: highly generous Perceived Organizational Support (POS) grounded in religious values does not uniformly generate Organizational Commitment or ensure Employee Retention in the face of modern demographic shifts and intensive retail workloads [8], [9].

Following the problem statement, the specific research objectives of this study are designed to systematically untangle the complex, multidimensional variables driving retail retention. This study

seeks to investigate the direct impacts of Perceived Organizational Support, Performance Management, and Work-Life Balance on Employee Retention and Organizational Commitment. Furthermore, it aims to test the mediating role of Organizational Commitment as the psychological bridge between organizational policies and retention, while rigorously evaluating the moderating role of Supervisor Support as a boundary condition that either amplifies or neutralizes organizational initiatives [10].

The necessity for this study is underscored by prominent gaps in the existing literature. Previous empirical investigations into POS and WLB have yielded highly inconsistent results. While general management theories assert that organizational support universally enhances loyalty, specific studies, such as those [11], found that POS had an insignificant direct impact on adaptive performance, contradicting findings [12]. Furthermore, literature specific to the retail sector frequently analyzes talent management or job satisfaction in isolation, lacking a comprehensive structural model that integrates systemic performance management with the psychological dimensions of WLB and supervisor moderation.

There is also a profound theoretical gap regarding the application of Western-centric management theories, such as Social Exchange Theory (SET), within Javanese-Islamic cultural contexts. SET typically frames the employee-organization relationship as a rational, socio-economic exchange governed by the norm of reciprocity [13]. However, in Indonesian paternalistic cultures ("Bapakisme"), loyalty is often driven by an emotional, irrational respect for the owner as a parental figure, transcending standard transactional reciprocity. Additionally, excessive organizational support may trigger the "Too-Much-of-a-Good-Thing" (TMGT) phenomenon, where younger employees feel an overwhelming sense of indebtedness that paradoxically drives them to resign to escape the psychological burden [14].

In establishing the theoretical framework, this research synthesizes the Social Exchange Theory (SET) and the Resource-Based View (RBV). SET, pioneered by Homans, Blau, and Emerson, posits that social exchanges, unlike strict economic contracts, generate long-term moral obligations based on trust [15], [16], [17]. When an organization provides support, the employee feels a "felt obligation" to reciprocate with loyalty. Conversely, the Resource-Based View (RBV), developed by Barney [18], argues that competitive advantage is derived from internal resources that are Valuable, Rare, Inimitable, and Non-substitutable (VRIN). In retail, frontline employees possessing tacit knowledge and service acumen represent a strategic asset; thus, retention is not merely a cost-reduction exercise regarding recruitment expenses, but a vital imperative to preserve human capital.

Based on these frameworks, twelve specific hypotheses were formulated. It is hypothesized that POS (H1, H4), Performance Management (H2, H5), and WLB (H3, H6) exert direct positive effects on both Employee Retention and Organizational Commitment. It is further hypothesized that Organizational Commitment mediates the relationships between these three independent variables and Retention (H7, H8, H9). Finally, Supervisor Support is hypothesized to moderate and strengthen the impacts of POS, Performance Management, and WLB on Employee Retention (H10, H11, H12), acting as the critical interpersonal translation of corporate policy.

Lastly, concluding the introduction, the significance of this study lies in its capacity to offer a nuanced, empirically grounded synthesis of modern human resource practices and local socio-religious contexts. The findings have the potential to shift current theoretical paradigms regarding how retention mechanisms operate in non-Western, labor-intensive industries. Practically, this research provides actionable intelligence for retail management to redesign performance evaluations, prioritize workload balancing, and optimize mid-level supervisory roles to stem the tide of frontline turnover. The subsequent sections of this article are structured to sequentially present the research methodology, detail the rigorous statistical evaluations of the measurement and structural models, provide an exhaustive discussion of the empirical findings, and synthesize actionable conclusions.

2. Method

2.1 Participants or Subjects

For the Methods section of this academic journal article, the research utilized a quantitative, explanatory cross-sectional survey design. This approach is fundamentally rooted in the positivist epistemological paradigm, which views the social reality of the retail work environment as an objective, measurable entity governed by causality [19]. A cross-sectional design, wherein data is collected at a single point in time, was deemed highly appropriate for the volatile retail industry; it efficiently captures the immediate psychological contracts, stress levels, and turnover intentions of the workforce without the attrition risks associated with longitudinal studies.

The population for this study encompassed the entire active operational workforce of Pamella 1 and Pamella 2 Supermarkets in Yogyakarta, which represent the two largest branches within the Pamella Group. Based on internal corporate data from early 2026, the total population stood at 196 employees (144 stationed at Pamella 1, and 52 at Pamella 2). Given the relatively constrained size of the population and the rigorous data demands of advanced structural equation modeling, a saturated sampling (census) technique was deployed. Consequently, all 196 employees were designated as target respondents to eliminate sampling error and ensure absolute geographic and demographic representation.

Following the distribution of the physical questionnaires, 21 instruments were deemed invalid or were unreturned due to conflicting operational shifts, employee leave, or incomplete responses. The final valid sample subjected to statistical analysis comprised 175 respondents, achieving an exceptionally high valid response rate of 89.28%.

The demographic breakdown of the 175 respondents illuminated significant structural characteristics of the Islamic retail workforce. The sample was predominantly female (73.1%, n=128) compared to male (26.9%, n=47). Age distribution confirmed the "double disruption" theory, with Generation Y/Millennials (30-45 years) constituting the majority at 54.3% (n=95), followed by Generation Z (14-29 years) at 27.4% (n=48), and Generation X (46-61 years) at 18.3% (n=32). Educationally, the workforce was heavily concentrated at the senior high school (SMA/SMK) level (86.9%, n=152), indicating a reliance on technical operational skills rather than advanced academic qualifications. Crucially for retention analysis, 64.6% (n=113) of the respondents held temporary contract status, while only 35.4% (n=62) were permanent employees. Tenure varied widely, with 37.1% having worked 4-10 years, and 34.3% possessing over a decade of high-loyalty service, contrasting sharply with the 28.6% representing the vulnerable junior cohort with under three years of tenure.

2.2 Materials and Instruments

Primary data were gathered using a highly structured, closed-ended questionnaire distributed physically to the frontline personnel. All items were measured utilizing a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The instrumentation was meticulously adapted from established global management literature, operationalized to fit the specific nuances of the Indonesian retail sector.

Perceived Organizational Support (POS) measured via 6 items capturing the employees' global belief regarding the organization's appreciation of their contributions, equitable treatment, and genuine concern for their physical and psychological well-being [20].

Performance Management assessed through 8 items. This construct evaluated the clarity of operational targets (KPIs), the frequency and constructive nature of feedback, the fairness of evaluations, and the system's orientation toward career development rather than mere punitive administration [21].

Work-Life Balance (WLB) measured using an 8-item, four-dimensional model developed. The scale captured both interference (Work Interference with Personal Life, Personal Life Interference with Work) and enhancement (Work Enhancement of Personal Life, Personal Life Enhancement of Work), capturing the severe temporal demands of retail shift work [22].

Organizational Commitment evaluated using 6 items foundational three-component model, isolating affective commitment (emotional attachment), continuance commitment (cost-based

retention), and normative commitment (moral obligation to stay) [23]. Supervisor Support assessed via 10 items measuring the immediate store head's capacity for empathy, instrumental assistance, equitable treatment, and willingness to listen to employee grievances without judgment [24].

Employee Retention the ultimate dependent variable was measured using 12 items Instead of measuring passive tenure, the instrument captured active retention psychology, including the conscious intention to stay, long-term career orientation, emotional attachment, and the willingness to act as an organizational ambassador by recommending the workplace to others [25].

The accumulated data were systematically analyzed utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM) executed via SmartPLS 3 software. PLS-SEM was deliberately chosen over Covariance-Based SEM (CB-SEM) because of its superior capability to process complex structural models involving numerous latent constructs, layered mediation, and moderation pathways without enforcing strict data normality assumptions, making it ideal for prediction-oriented organizational behavior research.

The analytical workflow was strictly bipartite. First, the Measurement Model (Outer Model) was evaluated to guarantee construct validity and reliability. This involved assessing Convergent Validity through Outer Loadings (>0.70) and Average Variance Extracted (AVE >0.50). Discriminant Validity was rigorously tested using Cross-Loadings and the Heterotrait-Monotrait (HTMT) Ratio (<0.90). Internal Consistency was verified via Cronbach's Alpha and Composite Reliability thresholds (>0.70). Following outer model confirmation, the Structural Model (Inner Model) was analyzed. The explanatory power was determined by the Coefficient of Determination (R-squared) and Effect Size (f-squared), culminating in hypothesis testing via a 5,000-subsample bootstrapping procedure to generate highly stable t-statistics and p-values.

3. Results and Discussion

3.1 Cohesive Narrative

For an effective presentation in the Results and Discussion sections of this academic journal article, the findings are systematically structured, transitioning from measurement validation to structural pathway analysis.

The primary objective of the outer model evaluation is to confirm that the empirical indicators precisely and consistently measure their intended latent constructs. During the first iteration of the PLS algorithm, an assessment of convergent validity revealed that while the vast majority of the 50 indicators performed optimally, six specific items demonstrated outer loadings below the stringent 0.70 threshold or exhibited high cross-loading interference. These items included WLB1, WLB2, WLB3, WLB4, MK4, and RK7.

To preserve the robustness of the model and prevent the depression of the Average Variance Extracted (AVE), these six indicators were permanently eliminated (model trimming). This statistical decision was heavily supported by substantive contextual justification. For instance, indicator RK7 ("I rarely consider seeking employment elsewhere") failed validation because 64.6% of the workforce are on temporary contracts; for these individuals, scanning the job market is a rational, continuous survival mechanism rather than an indicator of low organizational commitment. Similarly, the elimination of the first four WLB indicators (which focus heavily on strain-based conflict) suggested that operational retail workers, exhausted by the physical demands of standing and lifting during shifts, struggled to differentiate between pure physical fatigue and actual time-based conflict between work and home. Finally, the rejection of indicator MK4 indicated that frontline cashiers do not perceive daily operational directives from supervisors as formal "performance management feedback," reflecting a disconnect between corporate HR terminology and floor-level realities.

Following this trimming, the second PLS iteration confirmed a highly robust and flawless measurement model. As detailed in Table 1, all surviving constructs achieved Convergent Validity, with AVE values comfortably exceeding the 0.50 minimum. This guarantees that each latent variable

explains more than 50% of the variance in its respective indicators, overshadowing any measurement error.

Table 1. Final Convergent Validity and Internal Consistency Reliability

Construct	Items	AVE	Cronbach's Alpha	Composite Reliability	Conclusion
Supervisor Support (DS)	10	0.757	0.964	0.969	Highly Reliable
Organizational Commitment (KO)	6	0.541	0.832	0.876	Reliable
Performance Management (MK)	7	0.536	0.855	0.889	Reliable
Perceived Organizational Support (POS)	6	0.583	0.855	0.893	Reliable
Employee Retention (RK)	11	0.556	0.920	0.932	Highly Reliable
Work-Life Balance (WLB)	4	0.654	0.822	0.883	Reliable

Source: Empirical Data Processing via SmartPLS 3 (2026)

Internal consistency reliability was universally achieved, with all Cronbach's Alpha and Composite Reliability scores soaring past the required 0.70 and 0.80 thresholds, respectively, classifying the instruments as highly stable and reliable.

Furthermore, Discriminant Validity was exhaustively verified to ensure no two variables were inadvertently measuring the exact same phenomenon. This was tested using the stringent Heterotrait-Monotrait (HTMT) Ratio. As shown in Table 2, all HTMT values remained significantly below the maximum acceptable threshold of 0.90. The highest recorded correlation was between Performance Management and POS (0.866), which is theoretically sound given that performance systems are a facet of organizational support, yet statistically distinct enough to warrant separate constructs.

Table 2. Discriminant Validity: Heterotrait-Monotrait Ratio (HTMT)

	DS	KO	MK	POS	RK	WLB
DS	-	-	-	-	-	-
KO	0.445	-	-	-	-	-
MK	0.601	0.688	-	-	-	-
POS	0.613	0.635	0.866	-	-	-
RK	0.546	0.842	0.730	0.678	-	-
WLB	0.625	0.799	0.782	0.709	0.857	-

Source: Empirical Data Processing via SmartPLS 3 (2026)

Transitioning to the inner model, the predictive accuracy of the proposed framework was evaluated via the Coefficient of Determination (R-squared). The structural model demonstrated an

exceptionally powerful capacity to predict the ultimate dependent variable. The R-squared value for Employee Retention reached 0.715. This signifies that a massive 71.5% of the variance in an employee's decision and psychological intent to remain at Pamella Supermarket is comprehensively explained by the interacting matrix of POS, Performance Management, Work-Life Balance, Organizational Commitment, and Supervisor Support.

Simultaneously, the model yielded an R-squared of 0.513 for Organizational Commitment. This indicates that 51.3% of the emotional and normative attachment felt by the workforce is dictated by the independent variables, representing a moderate but highly significant explanatory power. The remaining uncaptured variance in both constructs is attributable to external macroeconomic variables, competitive market compensation rates, and generalized industry volatility not modeled in this study.

Analysis of the Effect Size (f-squared) further illuminated the structural dynamics. The f-squared matrix identified Work-Life Balance and Organizational Commitment as the dominant functional engines driving the model, both registering "Moderate" effect sizes (0.257 and 0.271, respectively). Strikingly, both POS and Performance Management registered "Small" to "Very Small" direct effect sizes on commitment and retention. This preliminary statistical signal paved the way for the profound discoveries unearthed during the subsequent path analysis.

Table 3. Comprehensive Path Analysis and Hypothesis Results

Hypothesis	Structural Path	Original Sample	T-Statistic	P-Value	Conclusion
H1	POS -> Employee Retention	0.027	0.261	0.794	Rejected
H2	Performance Mgmt -> Employee Retention	0.150	1.118	0.264	Rejected
H3	Work-Life Balance -> Employee Retention	0.312	3.256	0.001	Accepted
H4	POS -> Organizational Commitment	0.115	1.171	0.242	Rejected
H5	Performance Mgmt -> Org. Commitment	0.203	1.404	0.161	Rejected
H6	Work-Life Balance -> Org. Commitment	0.480	4.224	0.000	Accepted
H7	POS -> Commitment -> Retention (Mediation)	0.082	1.269	0.205	Rejected
H8	Perf. Mgmt -> Commitment -	0.046	1.268	0.205	Rejected

	> Retention (Mediation)				
H9	WLB -> Commitment -> Retention (Mediation)	0.914	2.135	0.021	Accepted
H10	POS * Supervisor Support -> Retention (Moderation)	0.149	2.037	0.042	Accepted
H11	Perf. Mgmt * Supervisor Support -> Retention (Moderation)	-0.037	0.607	0.544	Rejected

Source: Empirical Data Processing via SmartPLS 3 (2026)

Finally, conclude these sections by summarizing the key points, reinforcing how your research addresses the initial hypotheses or questions, and outlining the contributions your study makes to the broader academic community. By structuring the Results and Discussion in this integrated and detailed manner, you enhance both the readability and the scholarly impact of your research.

3.2 Discussion and Theoretical Implications

The empirical results of this study demand a profound and critical re-evaluation of mainstream human resource management paradigms when applied to non-Western, labor-intensive retail environments characterized by shifting generational demographics. The path analysis reveals that of the twelve proposed hypotheses, only four (H3, H6, H9, and H10) achieved statistical significance. This selective confirmation unveils the precise, highly nuanced mechanisms that actually dictate employee loyalty in the modern Islamic retail landscape.

The data categorically establishes Work-Life Balance as the supreme determinant of human capital stability. WLB is the only independent variable to successfully exert a direct, positive, and highly significant impact on both Employee Retention (H3: t=3.256, p=0.001) and Organizational Commitment (H6: t=4.224, p=0.000). Furthermore, Organizational Commitment proved to be a highly effective mediator specifically for the WLB-Retention pathway (H9: t=2.135, p=0.021), boasting a massive original sample path coefficient of 0.914.

These findings align seamlessly with the Conservation of Resources Theory. In the retail sector—notorious for its punishing physical demands, unpredictable rotating shifts, and mandatory holiday hours—an employee's personal time and energy are highly contested resources. When an organization like Pamella Supermarket successfully implements policies that prevent work from cannibalizing personal life (and vice versa), employees experience profound psychological relief. This relief generates deep-seated affective commitment (love for the organization) and normative commitment (a moral obligation to remain loyal), which ultimately solidifies the intent to stay.

Descriptive statistics reinforce this reality: the WLB variable registered the highest levels of disagreement among respondents (15% Disagree, 3% Strongly Disagree), indicating that achieving this balance remains a severe struggle on the shop floor. For the Millennial and Generation Z cohorts, who together comprise 81.7% of the sample, temporal sovereignty and mental health preservation have officially superseded traditional financial incentives or corporate prestige as the ultimate drivers

of workplace loyalty. This confirms recent studies by Sismawati & Lataruva and Putri & Frianto, which noted that for modern cohorts, WLB is a non-negotiable prerequisite for engagement, rendering it the most critical focal point for retention strategy [26], [27].

In a stark departure from conventional management wisdom, the analysis unequivocally rejected the direct impacts of Perceived Organizational Support (H1: p=0.794) and Performance Management (H2: p=0.264) on Employee Retention. Additionally, neither of these macro-level systemic variables succeeded in forming Organizational Commitment (H4 and H5 rejected), which subsequently caused their mediational pathways to collapse completely (H7 and H8 rejected).

This represents a fascinating theoretical anomaly regarding Social Exchange Theory (SET). Pamella Supermarket operates on a foundation of Islamic business ethics, providing extraordinarily generous, paternalistic welfare programs, including 5-gram gold rings for a decade of service, comprehensive worship facilities, and even fully funded Hajj pilgrimages for select veterans. Why do these massive investments in organizational support fail to generate broad-based retention?

The explanation lies deeply rooted in the demographic and structural realities of the workforce. Nearly 65% of the respondents are temporary contract workers. For a junior contract employee, a reward designated for ten years of service (the gold ring) or a highly selective, distant reward (the Hajj pilgrimage) appears entirely abstract and structurally unattainable. Consequently, these macro-level welfare policies fail to trigger the immediate "norm of reciprocity" required by SET. Employees perceive these programs as standard corporate branding or eventualities for a select few, rather than immediate, personal investments in their daily well-being. Because the support feels distant, it fails to forge the emotional commitment necessary to prevent turnover. This corroborates recent findings who discovered that in contract-heavy frontline environments, high-level POS often evaporates before reaching the operational floor, failing to translate into direct retention [28], [29].

Similarly, the failure of the Performance Management construct to inspire loyalty highlights a severe operational disconnect. In highly pressurized, customer-facing retail environments, standard Key Performance Indicators (KPIs) are frequently perceived by employees as rigid, punitive fault-finding mechanisms (administrative burdens) rather than empathetic, developmental coaching tools. If performance appraisals do not result in immediate, tangible escalations in career certainty or distributive justice especially for contract workers seeking permanent status the appraisal system is viewed merely as a mechanism of surveillance. This aligns with findings demonstrating that administrative performance reviews in retail often alienate staff rather than binding them to the organization [7], [30].

While Perceived Organizational Support failed entirely as a direct driver of retention, the structural equation modeling unveiled its hidden, true mechanism: Supervisor Support. The moderation analysis confirmed that Supervisor Support significantly and positively moderates the relationship between POS and Employee Retention (H10: t=2.037, p=0.042).

This finding is the theoretical linchpin of the entire study, providing empirical proof for the personification postulate within Organizational Support Theory. Employees inherently view their immediate supervisor as the physical embodiment of the organization. Grand, abstract corporate welfare policies (like CSR initiatives or long-term religious rewards) remain entirely inert until they are actively translated and delivered to the frontline through the daily, empathetic, and equitable behaviors of the store head.

In the context of the Javanese-Islamic corporate culture ("Bapakisme"), the interpersonal, paternalistic relationship with the direct supervisor is the ultimate currency of loyalty [31]. When a supervisor demonstrates genuine care, listens to personal grievances without judgment, and provides immediate instrumental help on the shop floor, it effectively "unlocks" and activates the latent potential of the organization's broader POS. The combination of a generous corporate structure and a highly empathetic local supervisor creates a synergistic effect that powerfully binds the employee

to the retail chain. As supported by descriptive statistics, Supervisor Support received the highest positive ratings (mean=3.94) from the workforce, proving its daily presence.

However, the data also established clear boundaries for supervisory influence. Supervisor Support failed to moderate the negative impacts of administrative Performance Management (H11 rejected) and could not alter the structural realities of Work-Life Balance scheduling (H12 rejected). This indicates that while a good supervisor can provide emotional support and translate corporate goodwill, they cannot independently overhaul rigid corporate KPIs or alter demanding, company-mandated shift schedules. Thus, the supervisor is a vital emotional catalyst, but not a substitute for systemic structural reform.

4. Conclusion

Crafting an effective conclusion section in an academic journal article is crucial for synthesizing findings and underscoring the implications of the research. This exhaustive investigation into the dynamics of human capital at Pamella Supermarket fundamentally clarifies the mechanics of employee retention within the Islamic retail sector. The overarching conclusion is that macro-level corporate benevolence and structured performance metrics are entirely insufficient to secure the loyalty of a modern, dynamically shifting, and contract-heavy workforce. Work-Life Balance reigns supreme; it is the most potent, irreplaceable driver of both organizational commitment and long-term retention among Generation Z and Millennial frontline workers. Furthermore, while systemic Perceived Organizational Support fails to directly motivate retention due to its perceived abstractness, it becomes highly effective when catalyzed by strong, empathetic Supervisor Support. The immediate supervisor acts as the critical conduit, transforming distant corporate policy into tangible, deeply felt support.

The significance of these outcomes is profound, offering major theoretical modifications to standard management doctrines. Theoretically, this study refines Social Exchange Theory by demonstrating that the norm of reciprocity is heavily context dependent. In environments dominated by precarious contract labor, long-term systemic rewards (like decade-based gold bonuses or Hajj sponsorships) fail to trigger reciprocal loyalty unless they are mediated by immediate, interpersonal supervisory intervention and the preservation of personal temporal boundaries.

The practical implications for Islamic retail management are immediate and actionable. First, organizations must fundamentally redesign their Performance Management systems, pivoting away from rigid, punitive administrative appraisals toward highly communicative, developmental coaching frameworks that offer clear, short-term pathways to permanent employment status. Second, management must recognize Work-Life Balance not as a luxury, but as a core operational strategy. Investing in modern, flexible shift-scheduling systems to prevent burnout during peak retail days is critical to halting the exodus of young talent. Finally, corporate leadership must empower and train their mid-level supervisors (store heads) in empathetic leadership and active listening, as these individuals are the true gatekeepers of organizational loyalty.

A limitation of this study is its cross-sectional design, which captures employee sentiment at a single temporal point, potentially missing the longitudinal evolution of psychological contracts. Future research should explore these variables through longitudinal frameworks and incorporate qualitative, ethnographic methods to further investigate why performance management systems consistently generate administrative apathy rather than commitment in retail settings, expanding the investigation to other regions within Indonesia to test the generalizability of these findings.

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