

Relationship Between Employee Value Proposition and Resignation with The Moderating Effect of Employee Satisfaction

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ABSTRAK

Pandemi COVID-19 menimbulkan kekhawatiran bagi perusahaan dengan terjadinya fenomena pengunduran diri yang besar di seluruh dunia, terutama di negara-negara maju. Para pekerja kini memiliki pandangan berbeda pasca pandemi, di mana mereka memandang kesejahteraan sebagai aspek penting dalam pekerjaan dan proposisi nilai karyawan. Oleh karena itu penting untuk mengetahui bagaimana masyarakat Indonesia memandang masalah ini. Metode penelitian yang digunakan adalah survei elektronik dengan responden yang merupakan pekerja di sekitar wilayah metropolitan Jabodetabek, dengan rentang usia tersebar antara 26-35 tahun. Survei didasarkan pada tiga variabel, yaitu proposisi nilai karyawan (Idv), niat mengundurkan diri (Dv), dan kepuasan karyawan (M). Hasil kemudian dianalisis dengan analisis regresi termoderasi dan analisis regresi linier, untuk melihat keabsahan hipotesis. Penelitian ini menemukan: (1) proposisi nilai karyawan berpengaruh negatif secara signifikan terhadap niat mengundurkan diri, dan (2) hubungan antara proposisi nilai karyawan dan niat mengundurkan diri secara signifikan tidak dimoderasi oleh kepuasan karyawan. Perusahaan-perusahaan di Indonesia perlu mencari cara lain untuk mempertahankan komitmen karyawannya, karena kepuasan karyawan hanya dapat dicapai melalui pengaruh perilaku terhadap karyawannya. Pendekatan berbeda seperti memberikan revisi proposisi nilai karyawan perusahaan berdasarkan valensi yang tepat perlu dilakukan untuk memuaskan pekerja Indonesia sehingga komitmen pekerja dapat dikendalikan.

Kata kunci:

Proposisi Nilai Karyawan; Niat Mengundurkan Diri; Kepuasan Karyawan; Sumber Daya Manusia

ABSTRACT

COVID-19 pandemic brought concerns to the corporation with the great resignation phenomenon that happens around the world, especially in developed nations. Workers now have different views after the pandemic, where they view well-being as an important aspect of work and employee value proposition. Therefore it is important to know how Indonesians view this issue. The method of this study is an electronic survey with respondents which are workers around Jabodetabek metropolitan areas, with a range of age between 26-35 years. Surveys are based on three variables, employee value proposition (Idv), intention to resign (Dv), and employee satisfaction (M). Results then analyzed with moderated regression analysis and linear regression analysis, to view the validity of the hypotheses. This research found: (1) employee value proposition significantly has a negative influence on intention to resign, and (2) the relationship between employee value proposition and intention to resign

significantly are not moderated by employee satisfaction. Corporations in Indonesia need to search for other means to maintain their employee commitment, as employee satisfaction only approaches by behaviorally influencing its employees. Different approaches like revising company EVP that is based on the right valence need to be done to satisfy and maintain commitment of Indonesian workers.

Keywords:

Employee Value Proposition; Resignation; Employee Satisfaction; Human Resources

INTRODUCTION

The COVID-19 pandemic brought inflation in post-pandemic or endemic times that risked disrupting the country's recovery. Data from the Job Openings and Labor Turnover Survey (2021), identify that monthly resignation rates in the United States during 2021 were the highest in 20-year history. And that the number of job openings far exceeds the number of hires (Jiskrova, 2022). In July 2020 pandemic times forced corporations in Indonesia to fire their employees, done forcefully due to force majeure. There are 15,6% workers in Indonesia that have been fired, and 13,6% of them do not even get any compensation or severance pay. It contradicted what was written on Indonesia's UU No.13/2003 regarding employment. Jakarta, as the second most large population of Indonesia, has a rate of employee turnover on 11,8%, where 6,8% of responder got 50% decrease on income and 30,8% got decrease of income below 50% (Ngadi, Meilianna, & Purba, 2020). Based on the survey that collected preference of Indonesian workers after pandemic times, there are 77% on the intention of resignation where 45% of the rest are not willing to do so. The survey reveals several cause that hold their resignation, it includes (1) the workers haven't found any job replacement that satisfy them (56%), (2) lack of job opportunities that include their field of work (23%) and (3) worries of job security on their new jobs (21%). Evolving employee preferences that also revealed from the survey are that 85% of talent in Indonesia have relooked their work-life priorities over the past year, chief of which is the desire to spend more time with their family and friends. This emphasis in relationships brought over to their assessments of employers, where talent in Indonesia highly value colleagues and cultures that inspire them to do their best (Robert Walters Group Company, 2022). Several negative and positive impact on Indonesia's corporation are emerging, such as (1) emptiness on corporation's human resource, (2) need for recruitment and selection, (3) disturbance on work process, (4) leak on company's confidential data, (5) decrease moral on abandoned employees, (6) potential worker lost, (7) decrease on unproductive worker, and (8) unnecessary cost. It is concluded that the needs of corporations and employees as an individual, to get creative in innovating on self development and recovery are essentials (Muslim, 2020).

These concerns multiply with the emergence of the global great attrition/great resignation phenomenon. A journal by Human Resource Management International Digest (2020), raised concerns about organizational leaders and human resources teams who felt they had no control over the retention of valuable employees in the organization at that time. It was said that the influence of external forces on skilled employees had threatened the smooth running of the recruitment budget, so there was a research to re-examine the employee value proposition (EVP) in that year which had entered the pandemic period. The journal concludes that companies need to improve their EVP development strategy in line with improving employee satisfaction in order to gain employee's loyalty and desired behaviors. The current trend regarding EVP is told in an article by Bangalore (2021), where pandemics have changed the way people view work. With the occurrence of great attrition, many employees resign

from their jobs due to mental fatigue, this happens when employees adapt to the new normal. Therefore it is necessary to make the aspect of well-being the main key to the formation of EVP. Similar but contradictory matters were discussed again in the article by Moalusi (2022), which raised the topic of how the impact of the Covid-19 pandemic on well-being needs to be reconsidered when the world enters recovery stage. Apart from great resignation/attrition caused by a change of how a person or in this context employees, have looked back and gained a new perspective on life that caused them to leave their jobs. These articles highlight the importance of strengthening the well-being aspect of company EVP as the key to facing change during the pandemic. Yet the article has not discussed the effect of EVP on intention to resign with employee satisfaction moderation in developing countries. More precisely discusses Indonesia's situation in the post pandemic time for future references.

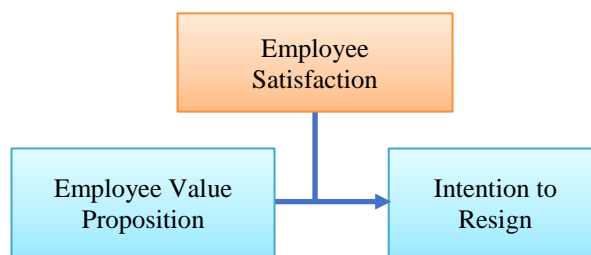


Figure 1. Theoretical framework

The illustration above illustrates how the EVP variable acts as an independent variable to the intention to resign variable. It also illustrates how the employee satisfaction variable acts as a moderating effect on the relationship. Looking at the model that has been described, two questions were obtained as follows:

1. How significant is the effect of employee value proposition on intention to resign in Jabodetabek Area?
2. How significant is the moderating effect of employee satisfaction on the relationship between employee value proposition and intention to resign?

The hypotheses identified:

H₁ : Employee value proposition significantly affects intention to resign negatively.

H₂ : The relationship between employee value proposition and intention to resign significantly moderated by employee satisfaction.

The research is expected to be useful for academics who conduct further research, as an illustration of how EVP affects the level of intention to resign in Jakarta, during the great resignation with a moderating effect given the employee satisfaction. It is hoped that the research can also be useful for practitioners/managers in companies who need references in the decision-making process related to the issues raised by this research.

RESEARCH METHODS

Population and Sample

The participants in this study are workers/employees around Jakarta, Bogor, Depok, Tangerang, Bekasi (Jabodetabek) as one of Indonesia's metropolitan areas. With the range of age spread between 26-35 years (mostly), employees in the early adult phase of age. A total of 169 responses have been recorded and used to generate analysis results. In selecting the participants, a purposive sampling method was used. This method chooses a specific element to acquire specific purpose, where minimum 30 participants of specified sources are required in order to view the variables correlation (Hair, Page, & Brunsveld, 2020).

Data Analysis Method

The data are processed with JASP to view variable correlation using linear regression and moderated regression analysis. Results then displayed on tables to be analyzed. The main regression model is defined in the following equation:

$$ES = \alpha + \beta_1 IR + \varepsilon$$

$$ES = \alpha + \beta_1 IR + \beta_2 EVP + \varepsilon$$

$$ES = \alpha + \beta_1 IR + \beta_2 EVP + \beta_3 IR * EVP + \varepsilon$$

Where:

ES = Employee Satisfaction

IR = Intention to Resign

EVP = Employee Value Proposition

Research Variables and Variables Measurements

Dependent Variable

Intention to Resign is the dependent variable of this study. It is chosen because of its nature of being the base activity of resignation & attrition rates. Intention to resign is the strength of an individual's view that he/she does not want to stay with their current employer (Brown, 1996). It is conceived of as a conscious and deliberate desire to leave the organization within the near future, and considered as the last part of a sequence in the withdrawal cognition process (Mobey *et al.*, 1978), which also includes thoughts of leaving and intentions to seek out alternatives (Tett and Meyer, 1993, p. 262), in either a passive or an active job search (Kirschenbaum & Weisberg, 1994).

Where resignation/employee turnover is defined as something that happens when an employee leaves the organization. There are two kinds of turnover, which are involuntary turnover and voluntary turnover. (1) Involuntary turnover happens when an organization initiates the turnover and makes an employee who would rather stay resigned from their jobs. On the other hand, (2) voluntary turnover

happens when the employees initiate the turnover (Noe, Hollenbeck, Gerhart, & Wright, 2021). Resignation is usually affected by an employee's satisfaction rate, if it's high it will decrease resignation/turnover rate. Intention to Resign is measured with Boselie (2014), scope of employees measurement. Based on its last scope of employee satisfaction survey; turnover scale. And in other references are the phenomenon that are gathered from the recent mentioned above journals.

Independent Variable

Employee value proposition (EVP) is the independent variable of this study. Employee value propositions (EVP) are defined as a frame of attributes that are perceived by the employee and labor market as values and benefits. Those values and benefits are obtained by working in a certain corporation (CLC, 2006). Mosley (2014), defines EVP as any quality that is associated with the company as the employer. EVP also projects anything that is expected by employees from a firm/company, which also reflects what the company expects of the employees in return. In measuring EVP this research uses 38 attributes of EVP by CLC. Which divide the EVP scopes in five areas, organization, people, work, rewards and opportunity. The questionnaire then developed in those five scope, in a 5-point likert's scale. And to identify well-being scope in EVP the questionnaire will use Universum scopes of EVP that are explained by Mosley (2014).

Moderating Variable

Employee satisfaction is the moderating variable of this study. Noe (2021), defines employee satisfaction as everything that influences employees daily life both inside and outside of the workplace. Lawler (2008), defines employee satisfaction/engagement as a concept where it specifically implies an emotional and intellectual involvement with an organization. This also represents a variety of factors such as motivation, job satisfaction, commitment, congruence and trust. Employee satisfaction affects not only motivation, citizenship behavior, but also turnover rate or resignation. Employees who are not satisfied, usually tend to resign from their job. Using Boselie (2014), scope of measurement which measures the scope of motivation scale, organizational citizenship behavior, employee trust, perceived justice in distributive and procedural, and employee turnover. But the last scope "employee turnover" is excluded from this variable, to be included in the resignation variable questionnaire on scope.

These three variables then developed into a 5-point likert's scale, with a response from 1 – strongly disagree up to 5 – strongly agree. Items from the above findings therefore will be assured content validity with pearson validity check. To assure the reliability of the instrument, the cronbach alpha measure of internal consistency will be used. Some items will be in positive statements while others in negative statements. During the coding process, the negative score will be adjusted to the positive score.

RESULT AND DISCUSSION

Validity and Reliability Test

Descriptions of the questionnaire that will be distributed are put on the appendix section. Below is the description of the validity & reliability test process.

Table 1. Validity & reliability test result

Variable	Item	Validity	Reliability
ES_M	ES_1	0.19	0.749
	ES_2	0.37	
	ES_3	0.57	
	ES_4	0.59	
	ES_5	0.19	
	ES_6	0.46	
	ES_7	0.44	
	ES_8	0.30	
	ES_9	0.06	
	ES_10	0.43	
IR_DV	IR_1	0.56	0.832
	IR_2	0.19	
	IR_3	0.49	
	IR_4	0.34	
	IR_5	0.52	
	IR_6	0.23	
	IR_7	0.51	
	IR_8	0.27	
	IR_9	-0.11	
	IR_10	0.25	
EVP_IDV	EVP_1	0.40	0.924
	EVP_2	0.29	
	EVP_3	0.42	
	EVP_4	0.41	
	EVP_5	0.26	
	EVP_6	0.46	
	EVP_7	-0.047	
	EVP_8	0.48	
	EVP_9	0.27	
	EVP_10	0.26	

Source: Processing data by authors (2023)

Invalid and unreliable items are excluded from the questionnaire, when responses reach the minimum 30 respondents. The items that are excluded (invalid) are items that do not meet minimum value (0.3) (Sugiyono, 2014). From the first variable employee satisfaction (M), the excluded items are ES_1, ES_5, and ES_9. From the dependent variable (Dv) intention to resign, the excluded items are IR_2, IR_6, IR_8, IR_9 and IR_10. From the independent variable (Idv) which are employee value propositions, the excluded items are EVP_2, EVP_5, EVP_7, EVP_9 and EVP_10. Finally after the excluded items are concluded, the item's reliability is tested. The results in the reliability table above, are the one that tested after the mentioned items are excluded. Resulted in all variables having good reliability values. Where moderating variables result in 0.749 reliability (high reliability), dependent variable on 0.832 (high reliability), and independent variable on 0.924 (perfect reliability).

Table 2. Murniati's (2013) range of reliability

Reliability Range Value	Identification
> 0,9	Perfect Reliability
0,7 – 0,9	High Reliability
0,5 – 0,7	Moderate Reliability
< 0,5	Low Reliability

Source: Processing data by authors (2023)

Items that are valid and reliable continue to be kept in the questionnaire. Further collecting the rest of responses and gained a total of 169 respondents.

Result of Hypothesis 1 - Employee Value Proposition and Intention to Resign

Table 3. Employee value proposition affects intention to resign negatively.

DV	Anova Sig	R ²	IV	B	Beta	Sig.
IR_DV	<.001	20.1%	Constant	5.585	- 0.449	<.001
			ES_IDV	-0.828		<.001

Source: Processing data by authors (2023)

Anova significance values are <.001, resulting in EVP variables related to resignation. Identified based on the test, EVP variables are influencing intention resign variables on 20.1% (= 0.201). The rest 79.9% are influenced by other variables. From linear regression it is found that EVP are related to resignation (p <.001), and the result of Beta value of - 0.449 identifies that the relationship between EVP and intention to resign are affecting negatively. It means according to the responder, EVP does have an effect on how it decreases the chance of resignation (hypothesis 1 accepted).

Result of Hypothesis 2 - Employee Value Proposition and Employee Satisfaction

Table 4. The relationship between employee value proposition and intention to resign significantly moderated by employee satisfaction.

DV	Anova Sig	R ²	IV	B	Beta	Sig.
IR_DV	< .001	23.4 %	Constant	6.783	- 0.460	0.015
			EVP_IDV	-0.848		0.165
			ES_M	- 0.379		0.619
			EVP*M	0.017		0.918

Source: Processing data by authors (2023)

Anova significance test still shows the same value and remains unchanged (<.001). With the adding of moderation test from the dummy EVP*M variable, there are increasing in the value of R² from 20.1 percent to 23.4%. Means that there is an increase in employee satisfaction influencing intention resign variable (by 3.3%), with the adding of employee satisfaction variable. And that the other 76.6% are influenced by other unknown variables. From the significance of the T-test (sig.) all variable show an unrelated relationship, we can see that from all the result that are above 0.05 (EVP_IDV 0.165, ES_M 0.619, EVP*M 0.918). This means that there is no moderation of all the variables, resulting in no moderation (homologizer moderator). It shows that the relationship between EVP and resignation are not moderated by employee satisfaction (hypothesis 2 rejected). Meanwhile the Beta value (EVP β = - 0.460 increased from - 0.449 before the adding of moderating variable, ES

$\beta = -0.229$ and $EVP * M \beta = 0.061$) shows that all variables have a negative relationship, while the moderating variable shows a positive relationship

Discussion

Human resource concerns are always to provide a better environment and benefits to the workers. The result of this research reflects on differences that are happening now in Jakarta and the area around it, that differs from journals and the theories that have been mentioned before. The concern about great attrition/resignation and employee satisfaction, can be maintained by re-evaluating a company EVP to enhance employee satisfaction. As mentioned by Moalusi (2022), that organizations need to revise their EVP in order to enhance employee engagement and employee satisfaction as a part of EVP development strategy in order to improve loyalty and gain desired behavior, are not relevant to the respondent. That is shown by the result of hypothesis two that shows the relationship between EVP and intention to resign are not moderated by employee satisfaction.

There is still correlation that shows in the first linear regression analysis, which involves inspecting EVP and intention resign relationship. The results are that EVP are negatively influencing resignation rate (EVP_IDV β : -0.449). It is in line with what has been said by Kumari, Dutta & Bhagat (2020), that organization value proposition correlates positively with how a corporation maintains its employee retention or employee intention to resign. Employee value propositions act as a back bone on employer branding, as it develops a clear vision about the organization and significantly helps in employee attraction and retention. Bangalore, R. (2021), said that pandemic has brought change to the way people view work and the importance of well-being are not yet viewed as relevant for the participant of this research. The result of moderated regression analysis shows that there are increasing in the value of R^2 from 20.1 percent to 23.4%. Means that there is an increase of EVP influencing resignation variable (by 3.3%) with the adding of employee value proposition as moderating variable. Where the other 76.7% are influenced by other unknown variables. As mentioned, EVP are a frame of attributes that are perceived by the employee and labor market as values and benefits (Corporate Leadership Council, 2006).

Human motivation is more complicated than satisfactory factors that motivate people, as described by Victor Vroom's expectancy theory. Where managers and associates consider three factors in deciding whether to exert effort. First, they consider the probability that a given amount of effort will lead to a particular performance. Second, are the perceived connection between a particular level of performance and important outcomes. And thirdly, are the importance of each anticipated outcome. Where an outcome must have an important valence to someone in order to motivate (Vroom, 1964). The right valence has to be met, in order to give the right employee value proposition so that it can motivate employees.

To counteract the incoming wave of employee turnover, it still becomes a need for organizations to review and revise their EVP. It means actively seeking guidance and input from employees to ascertain what they still regard as relevant, re-engaging talent and collaborating for meaningful solutions on how to bring about the best value and listening with the intention to act (Moalusi, 2022). When organizations do not trust employees then employees are not satisfied with their job, and when employee intentions to employee turnover are high, the greater the possibility for employees to leave organizations, reporting a shorter period of work (Jeffrey, 2007).

Therefore, in the upcoming wave of employee turnover it is important for organizations to deliver the right valence and revise their EVP, in order to increase employee commitment (Corporate Leadership Council, 2006). This also applies to employer branding in doing recruitment to fill the incoming need of human resources. Employer branding is focused on talent attraction, retention, and engagement initiatives targeted at enhancing an organization's brand as a place to work. The term of employer branding can be described as how firms market EVP to their prospective and current employees and maintain the loyalty promoting both inside and outside the firm, a strong view of what makes it different and desirable as an employer (Backhaus & Tikoo, 2004). New revised EVP can help the process of employer branding in employee retention and employee engagement scope. So that employees are willing to stay longer and commit, with the increased quality of value proposition that employer branding provides. By means giving employees the right valence, in the form of value propositions like compensation/reward scheme. Because every organization has its own unique needs, further approaches on identifying employees' new preference can be applied using customized corporate EVP surveys and interviews.

CONCLUSIONS AND RECOMMENDATION

This paper presented a conceptual framework that explained the moderating role of employee value proposition on the relationship between employee satisfaction and resignation In Jabodetabek area of Indonesia. Differences in the geographical area that this research took place has shown us that a little part of Jabodetabek are still taking work as a very important aspect of life and survival. As an area that pictures Indonesia's most economic face, it represents Indonesia as a developing country. This research found, there is no moderation in the relationship of employee satisfaction to the rate of resignation. And there are no moderating effects in the model.

It can be concluded that even if Indonesia gets the same effect of the pandemic as other countries, Jabodetabek as their representative metropolitan area still does not have the luxury to give up work. But in facing the incoming wave of employee turnover, it is still important for organizations to review and revise their EVP. In hope of creating a better work environment for employees, and also creating a good employer brand in the recruitment process.

Yet, this study has some limitations. The research does not acquire the required sample of the whole population of the areas, due to researcher limitation and part of learning. This research also only partly focuses on a very limited method and variables, there are other methods and variables that can be tested to the search in the future study. With an R^2 of 23.4%, the value still counts to give influence even when there is no moderation. This shows that the variable still holds a different kind of relationship. For future studies, it is recommended to take another method to the test and also give an account of other eligible variables that can be measured. The researcher found this kind of research very important, it is to give Indonesian people a perspective about how we should take account of human resources trends to be more applicable. The researcher can only hope for better future research regarding this concern

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APPENDIX

Appendix 1. Operationalization of variables

Variable	Sources	Items	Scale
Employee Satisfaction (ES_M)	Boselie (2014)	1. I try hard at doing work	
		2. I am reluctant to help colleagues around me who need help (-)	
		3. I feel emotionally attached to the company	
		4. I'm worried about my boss's motives and intentions (-)	
		5. I believe my boss has high integrity	
		6. I have a fair work schedule	
		7. I feel that my company holds a lot of wasted activities (-)	
		8. The company applies job decisions to all employees thoroughly	
		9. The company restricts employees from obtaining new skills and certifications (-)	
		10. The company distinguishes between managerial and non-managerial roles in operating (-)	
Resignation (RSN_DV)	Noe (2014)	1. The current company meets my needs well	Likert , 1-5
		2. My company can keep up with the changes brought by the pandemic	
		3. My company is a fun place to work now	
		4. I feel like I want to keep working in my current office	
		5. I feel quality of life is more important than career (-)	
		6. The company at will in respecting employees as workers (-)	
		7. The company provides an attractive career path	
		8. The company I work for loses in the Industry competition (-)	
		9. I feel like starting a business and freelance right now (-)	
		10. I got a late paycheck during the pandemic (-)	
Employee Value Proposition (EVP_IDV)	CLC (2006)	1. A good company prioritizes a healthy work environment	
		2. Good companies care about the alignment of work with interests (-)	
		3. A good company limits the development of the career path of its workers (-)	
		4. A good company supports diversity in the organization	
		5. Good companies leave their employees behind in making decisions (-)	
		6. A good company provides minimal compensation (-)	
		7. A good company ensures the health of its employees	
		8. Good companies support gender equality	
		9. Good companies have goals that inspire their employees	
		10. Good companies have rigid working hours (-)	

Appendix 2. Questionnaire sequence

Variable	Sequence
Employee Satisfaction	1-3-7-4-2-5-9-8-10-6
Resignation	1-6-2-7-3-8-4-9-5-10
Employee Value Proposition	1-3-4-8-2-7-5-9-10-6