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Shaping Gen Z Careers: The Influence of Supervisor and Co-Worker Relationships, and Person-Organization Fit on Conversion Intentions in Tangerang

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A R T I C L E I N F O

A B S T R A C T

This study examines the crucial role of internship programs for college students in alignment with the 2045 Golden Indonesia Vision to enhance human resource competitiveness. Focusing on Generation Z in Tangerang Regency, we investigate how intern-supervisor relationships, intern-coworker interactions, and person-organization fit influence conversion intentions to permanent positions. Using a quantitative approach, we surveyed 270 respondents, revealing significant positive correlations between these factors and conversion intentions through multiple regression analysis (SPSS26). Our findings highlight the need for companies to cultivate strong relationships within internship programs, as this can encourage interns to transition into permanent roles. This research offers valuable insights into enhancing workplace dynamics and supporting Generation Z's career aspirations.

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INTRODUCTION

Generation is the basic criterion used by the Central Bureau of Statistics in classifying the population based on the time span of birth and socio-cultural characteristics. According to Central Bureau of Statistics (2020) the composition of Indonesia's population consists mostly of Generation Z (born between 1997-2012) with a total population of 71,509,082 people or 27.94%. This generation is followed by the Millennial Generation (born between 1981-1996) which amounts to 69,699,972 people or 25.87%. From these data, it can be seen that Indonesia will experience a demographic advantage where Indonesia will be dominated by productive age groups and become the foundation in facing the Golden Indonesia 2045. The Indonesian government, through the Ministry of National Development Planning/National Development Planning Agency (PPN/Bappenas), has formulated the National Long-Term Development Plan (RPJPN) 2025-2045. This plan aims to support the implementation of the Golden Indonesia Vision 2045, so that Indonesia can become a "Sovereign, Advanced, and Sustainable Archipelago," based on the five main goals of the vision Ministry of National Development Planning/Bappenas (2023). One of the main targets in preparing for the Golden Indonesia 2045 vision is human resources where there is an increase in the quality of human resources evenly through education, training, development, and mastery of innovation technology.

Even though superior human resources are the key and foundation in the progress of a region, there are still many regions that are still said to not have superior human resources which can trigger high unemployment rates. According to the report Ahdiat (2024), there are 10 provinces in Indonesia that have an open unemployment rate higher than the national average, which reached 5.32% in August 2023. Banten province has the highest unemployment rate with 7.52%, followed by West Java with 7.44%, Riau Islands at 6.8%, DKI Jakarta with 6.53%, and Maluku at 6.31%. These figures show that three of the five provinces with the highest open unemployment rates are on Java Island, which is the center of Indonesia's national economy. Benson (2020) reported, based on data from various National Labor Force Surveys (Sakernas) from August 2018 to August 2020, that Tangerang Regency had the highest open unemployment rate in Banten Province with 13.06%. Cilegon City is in second place with 12.69%, followed by Serang Regency (12.22%), Lebak Regency (9.63%), Serang City (9.26%), Pandeglang Regency (9.15%), Tangerang City (8.63%), and South Tangerang City (8.48%). The Head of BPS Banten Province revealed that since the Covid-19 pandemic and the implementation of Large-Scale Social Restrictions (PSBB), economic activity has declined, which has an impact on the dynamics of employment in Indonesia. In Banten Province, 90% of the population is between 15-44 years old, with 46.7% of them being workers aged 25-44 years old. Research by Hardjanto et al. (2022) shows that, based on the Pearson correlation test, the labor force is a macroeconomic variable that has a significant effect on the unemployment rate in Tangerang Regency.

People in the labor force are those aged 15 years and above who are employed, have a job but are temporarily unemployed, or are unemployed. The labor force can have a positive impact by driving economic growth, but it can

also be a burden on the economy. (Hardjanto et al., 2022).. Kabupaten Tangerang has a high labor force each year, which can have a negative impact if more people of working age are unemployed than employed. One of the causes of the high unemployment rate is the low quality of education, because the labor market currently prefers workers who are educated and have skills. The labor force in Kabupaten Tangerang has not fully met the needs of the market, so the unemployment rate remains high. (Hardjanto et al., 2022). To address this problem, the government through the Ministry of Education and Culture launched the Certified Internship Program from Merdeka Campus. This program provides opportunities for students to learn and develop themselves through industrial work experience for 1 to 2 semesters, which aims to improve soft and hard skills, and apply the theories learned in class.

With the program prepared by the government to create excellent human resources, it is important to launch an internship program to support their skill development and career development. Currently, internship programs are used by students to develop their competencies even before graduating and entering the workforce. Rose et al. (2021). In the process, interns seek feedback from supervisors to assess and improve their competencies and performance according to workplace expectations. Understanding and seeking feedback is critical for interns as it helps them understand the demands of the job, clarify their roles, and make a positive impression on supervisors. Zhang et al. (2012). The proactive relationships that interns build are critical as the internship experience is similar to the socialization process that new workers go through, where co-workers become a source of information and support to help them adapt to the new workplace.

In adapting to a new workplace, particularly in mentoring interns, supervisors are in an ideal position to provide guidance on job expectations and help newcomers and interns understand what is expected of them. In addition to supervisors, colleagues also help newcomers and interns learn about social norms, organizational culture, and expected positive behaviors. (Li et al., 2011). Developmental feedback from supervisors and co-workers aims to help interns and newcomers learn, develop, and be future-oriented, signaling that the organization supports and cares about their future. However, the roles of supervisors and coworkers are different; for interns and newcomers, the relationship with supervisors is vertical and formal, while the relationship with coworkers is horizontal and informal, so information from supervisors and coworkers can be different. (Li et al., 2011). Research shows that newcomers and interns get technical and job role information from supervisors, but social and normative information from coworkers.

Interns and newcomers rely on their relationships with supervisors and co-workers to assess the fit between their personal values and the values of the organization through social interactions. According to the ASA (Attraction-Selection-Attrition) framework, supervisors and co-workers provide information that helps interns understand job requirements and future career opportunities in their current organization. However, a fundamental value similarity between the employee and the organization is required, known as Person-Organization

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(P-O) Fit. P-O Fit is generally defined as the congruence of values between the employee and the organization. (Hartini, 2021). This commonality of values improves communication between employees, employee identification with the organization, creates a trusting environment, and encourages positive work-related attitudes and behaviors. (Boon & Biron, 2016). Literacy shows that the application of P-O Fit and the ASA framework can explain interns' intention to change jobs. In the Attraction stage, individuals are attracted to organizations that match their values and characteristics; the Selection stage involves companies selecting individuals who are best suited to the organization; and the Attrition stage occurs if employees feel unsuitable and decide to leave. (Rose et al., 2021).

A good relationship between the intern and the company, as well as value congruence between the intern and the company, can increase the attractiveness of the company and create a sense of belonging and attraction, which ultimately drives the intern's intention to convert to a full-time employee. Conversion from intern to full-time employee occurs because interns with successful experiences want to commit, have a sense of ownership, and loyalty to the company, so they are more likely to accept a full-time job offer at the internship site after graduation. (Hurst et al., 2012). Although internships do not guarantee future employment, it is important to develop commitment during internships as companies have high expectations of their interns. Internship programs in Indonesia should be utilized by interns to hone skills and by companies to attract and recruit the most competent workforce.

According to a survey conducted by All about Careers (2023), internships have proven to be a pathway for graduates to find employment, with 81% of interns successfully finding jobs, and 74% of them successfully securing permanent employment. A total of 68% of respondents believe that the internship experience has helped them in securing a permanent job, and 33% are still working at the organization where they previously interned. The survey also noted that many organizations use internships as a trial period and have plans to hire interns permanently. However, the survey also showed that only a small percentage of interns manage to become permanent employees at their internship site. (All about Careers, 2023).

LITERATURE REVIEW
Intern-Supervisor Relationship

According to An & Szto (2019), an intern cannot successfully work without the support of their supervisors and coworkers. Interns must go through a process of organizational socialization, where they acquire the knowledge, behaviors, and relationships necessary to engage in initial tasks at the organization. This process occurs through social interactions between interns and experienced staff. Supervisors are considered a professional relationship that supports individuals in guiding their work and life. Supervisors and coworkers can assist new interns in gaining information, learning tasks, and adjusting to the workplace to understand job expectations and social networks. (Ali et al., 2022).

Supervisors play an important role in providing support to interns, by acting as role models and coaches who provide guidance, direction and feedback

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regarding interns' career plans and professional development. This will create a good learning environment. Supervisors should also maintain effective communication with interns to avoid problems. (Hoover et al., 1988). Employees view the supervisor as a representation of the organization's norms and values, and when they feel a fit with the supervisor, they will feel a fit with the organization as a whole (P-O Fit). (Astakhova, 2016). Supervisors need to provide clear and meaningful tasks, and give interns sufficient autonomy in completing tasks, so as not to negatively impact intern satisfaction and stress. In addition, supervisors should also provide interns with important resources, such as knowledge, professional, expertise, and identity development (Hora et al., 2020). (Hora et al., 2020).

Intern-Coworker Relationship

Support and cooperation from coworkers are important for an intern or new employee in understanding the mechanics of the job and completing their tasks. Support from coworkers can provide social resources that help overcome work-related problems and social stress, and influence turnover intentions (Azila-Gbettor et al., 2022). (Azila-Gbettor et al., 2022).. Sharing expert knowledge by coworkers can address knowledge gaps and increase new workers' confidence in achieving success. When employees feel supported and valued by coworkers, they tend to be more energized, feel valued, and experience higher job satisfaction and lower stress. Conversely, if employees feel neglected by coworkers, this will inhibit them from meeting work expectations and cause concern (De Clercq et al., 2015). (De Clercq et al., 2020)..

Managers and coworkers within the department in which the intern is placed are important sources of information to help interns reduce uncertainty regarding their new work environment. However, interns can also obtain information related to their workplace from coworkers outside of their assigned department, as long as they consider those coworkers to have information relevant to their work. The following conceptual overview will facilitate the understanding of the learning that interns can gain from supervisors and coworkers (Beenen & Mrousseau, 2010).

Person-Organization Fit

According to Hartini (2021), Person-Organization Fit or P-O Fit is defined as the fit between organizational values and individual values. This is based on the assumption that individuals want to maintain alignment between their values and the values espoused by the organization where they work. A high level of P-O Fit indicates that there are common standards between the employee and the organization about things that are considered important. An aligned frame of mind enables better communication, reduces misunderstandings, and increases trust (Boon & Biron, 2016). (Boon & Biron, 2016). In addition, employees with high P-O Fit feel that the organization can meet their expectations and needs, such as compensation, development, and autonomy. Attraction-Selection-Attrition (ASA) theory states that individuals will be attracted, selected, and stay in the organization if there is a match between the values of the individual and

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the organization. When there is a mismatch, employees tend to choose to leave (Morley, 2007). (Morley, 2007).

Conversion Intentions

The term "conversion" in the context of this research refers to the process by which interns are converted to permanent employees at their place of employment upon graduation. In this conversion process, the relationship between the employee and the immediate supervisor is considered one of the strongest relationships that can be built in the organization. From the intern's perspective, supervisors who have high-quality relationships with interns are likely to support their conversion to permanent employees. Interns' performance is also consistently linked to organizational outcomes, making it a potential indicator of employee contribution. When supervisors are able to help interns develop job-related knowledge and skills, it signals the supervisor's commitment to attracting and retaining interns as permanent employees in the future. (Rose et al., 2014).

In addition, job satisfaction is also considered an important predictor of an employee's intention to change jobs. However, this is different for interns, who may not necessarily have received a permanent job offer from their employer. Interns are in a unique position to evaluate their satisfaction with the workplace before deciding to accept an offer. The focus of this research is on the "intern's intention" to accept an offer of permanent employment, where interns have a great deal of freedom in deciding to make a formal employment commitment, with a considerable time lag between intention and actual conversion after graduation. (Rose et al., 2014).

Intern-Supervisor Relationship and Conversion Intentions

According to the research conducted by Rose et al. (2021), which is rooted in the Attraction-Selection-Attrition (ASA) theory, supervisors play a crucial role in guiding interns to comprehend the specific requirements of their jobs. They also facilitate access to potential career opportunities within the organization. When interns establish positive relationships with their supervisors, it fosters an environment where they feel supported and valued. This rapport allows interns to better evaluate their alignment with the organization's culture and values. As a result, they are more likely to contemplate the possibility of transitioning from their internship positions to permanent employment within the company. This dynamic not only enhances the interns' experience but also contributes to the overall success of the organization by nurturing a pipeline of talented individuals who are already familiar with its operations and culture.

Intern-Coworker Relationship and Conversion Intentions

Strong, positive relationships between employees and their coworkers significantly contribute to enhancing the overall appeal of their workplace. Such relationships create an environment where individuals feel a genuine sense of belonging and connection to their team and organization. This sense of community not only boosts morale but also strengthens employees' emotional attachment to their roles and the company itself. As a result, this supportive

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atmosphere plays a crucial role in motivating employees to consider transitioning from temporary or internship positions to permanent employment. Ultimately, the cultivation of these positive coworker relationships is essential in fostering loyalty and commitment, making employees more likely to invest in their future within the organization (Rose et al., 2021).

Person-Organization Fit and Conversion Intentions

Organizations have the opportunity to cultivate a workplace environment that promotes both Person-Organization (P-O) fit and the development of friendships among coworkers. Such a supportive atmosphere can result in employees and interns who are not only happier but also more engaged in their roles. When interns become actively involved in organizational activities and strengthen their connections with colleagues, they are more likely to experience increased levels of engagement. This deepened involvement can subsequently lead to a heightened intention to transition from their internship roles to permanent employment within the organization. This dynamic illustrates the importance of fostering strong interpersonal relationships and ensuring that individuals feel aligned with the organization's values, which ultimately contributes to greater employee retention and satisfaction (Rose et al., 2021).
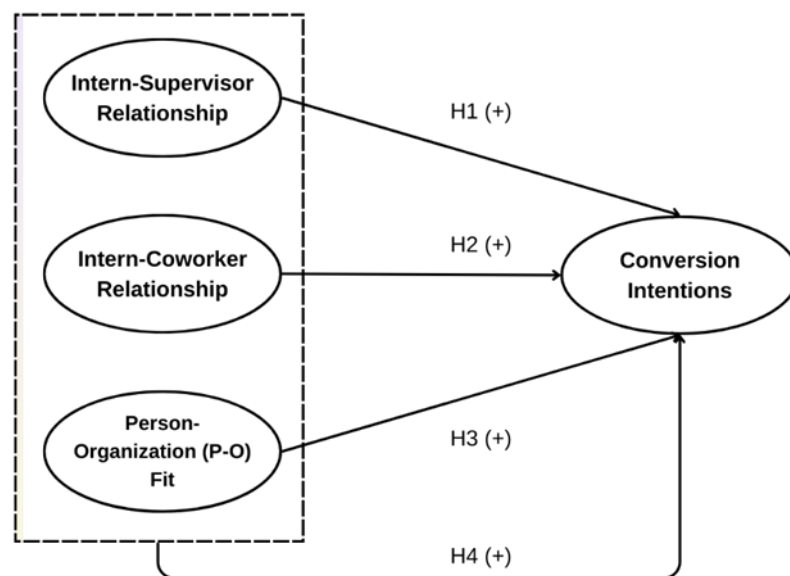
Conceptual Framework

Figure 1. Research Model
Source: Author's Data, 2024

H1: Intern-supervisor relationship has a positive effect on conversion intentions.
H2: Intern-coworker relationship has a positive effect on conversion intentions.
H3: Person-organization fit has a positive effect on conversion intentions.
H4: Intern-supervisor relationship, intern-coworker relationship, and person-organization fit positively affect conversion intentions.

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METHODOLOGY
Research Methods and Research Data

This research uses quantitative methods, where data is collected through research instruments distributed to randomly selected samples. Thus, researchers can draw conclusions that can be generalized to the population from which the sample was taken. In addition, this study also uses a descriptive method, where researchers will describe the characteristics of generation Z who have participated in the internship program.

Primary data collection was conducted through distributing questionnaires containing short questions related to internship experience to respondents from generation Z in Tangerang Regency, as well as short interviews to support the phenomena found. Furthermore, researchers also used secondary data in the form of additional references from journals, books, and media articles to fulfill the needs and support this research.

Sampling Technique

In this study, the researcher used a probability sampling technique with cluster sampling. This technique was chosen because the researcher will collect data according to the population, then divide it into clusters based on criteria, namely generation Z in Tangerang Regency who have participated in an internship program and those who have not participated in an internship program.

According to Hair et al. (2021), to determine an adequate sample size, it is necessary to have at least five times the number of indicators of the variable to be analyzed. Thus, it can be formulated:

$$N = 10 \times \text{number of research indicators}$$

If adjusted to the number of research indicators totaling 20, then:

$$N = 10 \times 20 = 200$$

Based on this formulation, the minimum number of samples that must be collected is 200 respondents. However, to anticipate the possibility of invalid data, the researcher decided to round up the sample size to 270 Generation Z respondents in Tangerang Regency who had participated in the internship program.

Data Collection Methods

The researcher will use a questionnaire instrument to collect primary data. The questionnaire will be distributed via Google Form to respondents. As a first step, researchers will conduct a pre-test by distributing questionnaires to 30 respondents. The aim is to test whether the previously compiled questionnaire can be used or needs improvement. If the data from the pre-test proves to be valid, then the researcher will continue by distributing questionnaires to 270 respondents as the main-test in this study.

RESEARCH RESULT
Respondent Profile

The following is a profile of respondents contained in this research which totals 270 respondents and is presented in the table below:

Table 1. Respondent Profile

Demographics	Category	N	%
Gender	Female	143	53%
	Male	127	47%
Age	18 – 20 years	61	23%
	21 – 23 years	114	42%
	24 – 26 years old	85	31%
	>26 years old	10	4%
Internship Duration	3 – 5 months	72	27%
	6 – 12 months	124	46%
	2 – 3 years	68	25%
	>3 years	6	2%

Source: Author's Data, 2024

Validity and Reliability Test

According to Ghozali (2021), the validity test is a procedure that can be used in evaluating and determining the level of validity and validity of the questionnaire to be used. Apart from measuring the validity test, it is also important to test the reliability of the variables to be studied. According to Ghozali (2021), the reliability test shows how consistent or reliable a measurement is made, without error so that this test ensures that the measurements taken remain consistent and stable. The following is a management table of the results of the validity and reliability tests carried out:

Table 2. Validity and Reliability Test

Latent Variable	Validity Test		Reliability Test
	KMO >0.5	Sig < 0.5	Cronbach's Alpha >0.6
Intern-supervisor relationship	0,845	0,000	0,922
Intern-coworker relationship	0,858	0,000	0,921
Person-Organization Fit	0,841	0,000	0,931
Conversion Intentions	0,841	0,000	0,961

Source: Author's Data, 2024

Based on the test results that have been carried out using the SPSS analytical application, it can be concluded that the dimensions in the research variables have valid decisions so that they can be used. In addition, when looking at the reliability results on Cronbach's alpha, it can be concluded that the variables are reliable and qualified and consistent.

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Normality Test

According to Ghozali (2021), the normality test is an assumption that states that each research variable and linear combination of these variables must be normally distributed. If this normality assumption is met, the residuals or errors will be normally distributed and independent, so that the difference between the predicted value and the actual value will be symmetrically distributed around an average value equal to zero. In this study, researchers detected normality with non-parametric statistics with the Kolmogorov-Smirnov (K-S) test. The following is a management table of the normality test results using the non-parametric Kolmogorov-Smirnov (K-S) test statistics:

Table 3. Normality Test

		Unstandardized Residual
N		270
Normal Parameters	Mean	.0000000
	Std. Deviation	1.74181283
Most Extreme Differences	Absolute	.073
	Positive	.052
	Negative	-.073
Test Statistic		.073
Asymp. Sig. (2-tailed)		.075c

Source: Author's Data, 2024

According to Wolfgang & Simar (2019), if the probability value (p value) obtained from the normality test is smaller than the predetermined significance limit, namely 0.05, then we will reject the null hypothesis (H0) and conclude that the data does not come from a normal distribution. Based on the results of the data processing above, if you look at Asymp. Sig. (2-tailed) where the results show that the value is above 0.05, it can be concluded that the variable is normally distributed.

Multicollinearity Test

According to Ghozali (2021, the multicollinearity test aims to detect whether or not there is a correlation between the independent variables in the regression model. A good regression model should not have a correlation between the independent variables. When the independent variables are correlated, the variables are no longer orthogonal. The following are the results of the multicollinearity test that has been carried out:

Table 4. Multicollinearity Test

	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Total_ISR	.805	1.242
Total_ICR	.814	1.229
Total_POF	.669	1.495

Source: Author's Data, 2024

The variables in the regression model can be correlated with each other, but should not have a high correlation. If the VIF value is less than 10 and the Tolerance value is greater than 0.10, it can be concluded that there is no multicollinearity. The results showed that the VIF value for the intern-supervisor relationship variable was 1.242, the VIF value for the intern-coworker relationship variable was 1.229, and the VIF value for the person-organization fit variable was 1.495. Of the three variables, it can be seen that the VIF value is below 10, so it can be concluded that there is no multicollinearity among the three independent variables in this study.

Heteroscedasticity Test

According to Ghozali (2021), heteroscedasticity test is a test that aims to see if in the regression model there is an inequality of variance (variance) from the residuals of one observation to another. A good regression model is one that is homoscedasticity, that is, there is no heteroscedasticity or inequality of residual variances. The following are the results of heteroscedasticity testing using the Spearman test:

Table 5. Heteroscedasticity Test

		ABS_RES
Total_ISR	Correlation Coefficient	.092
	Sig. (2-tailed)	.132
	N	270
Total_ICR	Correlation Coefficient	-.060
	Sig. (2-tailed)	.330
	N	270
Total_POF	Correlation Coefficient	.093
	Sig. (2-tailed)	.128
	N	270

Source: Author's Data, 2024

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Based on the results of the spearman test in the table above, there are conditions that must be met, namely the significance value must be greater than 0.05. In the results of data processing carried out, it was found that the significance value for the three variables had met these conditions, which were greater than 0.05. Therefore, it can be concluded that there are no symptoms of heteroscedasticity.

Test of Correlation Coefficient (R) and Coefficient of Determination (R²)

The purpose of the R test is to measure the ability of the linear regression model to explain the dependent variable. The R square value is used as a reference, where the value is in the range of 0 to 1. If the R square value is close to 1 or even greater than 1, it means that the independent variables have a good ability to explain the dependent variable.

Table 6. Test of Correlation Coefficient and Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.762a	.581	.577	2.75723	2.079

Source: Author's Data, 2024

Looking at the table above, the value of R on the independent variable is 0.762, which means that the effect of the independent variable simultaneously on the dependent variable is 76.2%, or strongly correlated, while the coefficient of determination or R^2 serves to see how many percent of the simultaneous influence of the independent variable on the dependent variable to see the comparison of the magnitude of the variables not examined. If you look at the value of R^2, namely 0.581, which means that the effect of the independent variables simultaneously on the dependent variable is 58.1%, where there are other influences that are not included in the study, namely 41.9%.

Multiple Linear Regression Analysis

According to Ghozali (2021, regression analysis is the study of the dependency relationship between one or more independent variables and the dependent variable. The purpose of regression analysis is to estimate and/or predict the population mean or average value of the dependent variable based on the known values of the independent variables. The results of regression analysis are in the form of coefficients for each independent variable.

Anova Significance Test (F Statistical Test)

Basically, the F test is carried out to determine whether all independent variables together or at least one of the independent variables affects the dependent variable. The following are the results of data processing for the Fcount test results:

Table 7. F Statistical Test

	Sum of Squares	df	Mean Square	F	Sig
Regression	2806.779	3	935.593	123.067	.000b
Residuals	2022.218	266	7.602		
Total	4828.996	269			

Source: Author's Data, 2024

In the simultaneous test results (F test) above, it can be found that the significant value is below 0.05, namely 0.000 which indicates a simultaneous influence and the hypothesis can be accepted and will provide results that have a significant influence between all independent and dependent variables. In addition, it was found that the result of Fcount was 123.067 which fulfills the requirements of f count, namely 123.067> 2.6384.

Individual Parameter Significance Test (t Statistical Test)

Basically, the t statistical test aims to show how far the influence of one independent or explanatory variable individually in explaining variations or changes in the dependent variable. The following are the results of data processing for the t test results:

Table 8. Statistical Test of t

	Unstandardized Residual		Standardized Residual		
	B	Std.Error	Beta	t	Sig.
(Constant)	-.095	1.073		-.089	.929
Total_ISR	.260	.045	.255	5.773	.000
Total_ICR	.360	.043	.371	8.437	.000
Total_POF	.378	.047	.393	8.104	.000

Source: Author's Data, 2024

In the t statistical test results above, it can be found that the significance of the three variables is 0.000 where the significance value is below 0.05 so it can be concluded that there is a partial influence of the three variables. If you look at the tcount, namely 5.773 on the internal-supervisor relationship variable, then 8.437 on the internal-coworker relationship variable, and 8.104 on the person-organization fit variable where the tcount value is greater than the t valuetabel which is 1.971896 so that there is a partial influence of the three variables.

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DISCUSSION

Positive and Significant Influence of Intern-Supervisor Relationship on Conversion Intentions

The research conducted proves that there is a positive and significant influence between the intern-supervisor relationship on conversion intentions. The results of this study indicate that a positive relationship between interns and supervisors can foster interns' intention to convert to permanent employees in the company. In maintaining this positive relationship, supervisors can provide encouragement, guidance, and trust to interns. This makes the intern feel valued and trusted in doing the tasks given by the supervisor, so that the intern is motivated to show positive performance. When interns feel trustworthy and have high trust from supervisors, this can foster interns' intention to convert to permanent employees. Supervisors have an important psychological role in supporting and building trust with interns, so that interns have a strong motivation to stay with the company.

Positive and Significant Influence between Internal-Coworker Relationship on Conversion Intentions

In addition to the relationship between interns and supervisors, the relationship between interns and coworkers has a positive and significant influence on conversion intentions, so it is important for interns to also maintain positive relationships with supervisors and coworkers. From this research, it can be assumed that a positive relationship between interns and coworkers can have a positive impact on the intern's intention to continue working and become a permanent employee at the company. This is because good relationships with coworkers can increase interns' sense of belonging and job satisfaction, so they are more motivated to stay with the company. Conversely, poor relationships will also demotivate everyone, regardless of their level in the organization. Poor quality interpersonal relationships can create a non-conducive work environment, thus lowering employee morale and productivity. Good relationships with coworkers are an important factor in retaining potential talent in the company.

Positive and Significant Influence between Person-Organization Fit on Conversion Intentions

Based on existing research, Person Organization Fit has a positive and significant influence on conversion intentions. Of course, this is not only relevant for employees who are already working at the company, but also relevant for interns who have the intention to continue working at their previous internship and even become permanent employees at the company. When employees or interns have a values congruence with the company, and feel that they fit into the culture and environment of the organization, it will foster a high commitment to the organization as a whole. It can be said that person-organization fit can increase the commitment and intention of employees or interns to stay with the company in the long term. The greater the fit between individual values and the organization, the greater their desire to continue to contribute and be part of the company.

Positive and Significant Influence between Internal-Supervisor Relationship, Internal-Coworker Relationship and Person-Organization Fit on Conversion Intentions

Based on the results of the above research, it can be concluded that the intern-supervisor relationship, intern-coworker relationship and person-organization fit have a positive and significant influence on conversion intentions. When supervisors and coworkers can maintain positive relationships and there is a value match between interns and the company, it can foster the intention to convert from interns to permanent employees. The value match between the intern and the organization can be part of the candidate screening process so that of course when there is a value match between the intern and the organization, it makes it easier for the intern to adapt to where he works, and also makes it easier for the adaptation process with supervisors and other coworkers so as to maintain positive and constructive relationships between supervisors, coworkers, and interns.

CONCLUSIONS AND RECOMMENDATIONS

The research shows that positive relationships between interns and supervisors, interns and co-workers, as well as value congruence between interns and the organization, can significantly increase interns' intention to stay and become permanent employees in the company. Supervisors who provide support, guidance, and trust to interns can foster interns' motivation to work well and join the company. Likewise, good relationships between interns and coworkers can increase interns' sense of belonging and job satisfaction. In addition, the match between the intern's individual values and the organization's values also plays an important role in increasing the intern's commitment and intention to continue contributing to the company in the long term.

Supervisors play an important role in supporting and guiding interns, both in work and life aspects. Interns who have open communication and good relationships with supervisors tend to stay longer in the company. Supervisors can also be a place for interns to share their concerns and career aspirations, and create a comfortable working environment. Therefore, companies need to carefully select and train supervisors to be effective mentors for interns. Supervisors who are pleasant and able to work well together will increase interns' organizational commitment and help them become permanent employees.

Companies need to build a work culture that supports interns' involvement in their work. In addition, support from coworkers is also very important so that interns feel confident and able to complete the responsibilities given to them. Coworkers should be willing to assist interns in completing work, so as to reduce the social stress faced by interns and help form positive relationships between interns and coworkers. Coworkers have an important role in providing constructive practical advice and guidance to interns regarding the work they need to improve.

Employees view their supervisors as important representations of the norms and values that make up the organizational culture. The values of the organization should be in line with those of the supervisor, so there needs to be

a match between supervisors and their subordinates. In the recruitment and selection process, companies need to involve supervisors to ensure that the values espoused by prospective interns are in line with the values of the organization. When there is value congruence between the intern, supervisor, co-workers, and the organization, the intern will more easily adapt to the organizational culture and have the intention to become a permanent employee.

ADVANCED RESEARCH

Some notes that can be considered by future researchers in this research model are: First, the geographical scope of the study is limited to Tangerang Regency. Future research can be extended to the Greater Jakarta area or other areas with a high number of interns to provide a more comprehensive picture of the conversion of interns to permanent employees in various regions. Second, this study only reached the intention to convert. Future researchers can analyze up to the final decision whether the intern wants to become a permanent employee in the company where they are interning. This will provide more accurate and detailed information about the factors that influence the conversion decision. Third, this study only looks at the value match between employees and organizations (Person-Organization Fit).

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