

THE EFFECTIVENESS HUMAN RESOURCE MANAGEMENT IN RETAINING EMPLOYEE

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Abstract: This study aims to determine how employee compensation, employee empowerment and training affect employees in employee retention with job satisfaction as a mediating variable at BPR (Bank Perkreditan Rakyat) in East Java. By using SEM and PLS analysis tools, the results of questionnaires distributed to BPR employees in the marketing and administrative divisions totaling 130 people resulted in that in managing human resources, especially how BPR employee retention is maintained through employee satisfaction by always paying attention to several things such as compensation, employee empowerment and employee training.

Keywords: effectiveness, human resource management, retaining employee.

1. Introduction

Employees have become an important resource for any organization. Based on their critical character, they can be referred to as one of the life elements of an organization. Technological advancements have caused most organizations to become more and more technology-driven. However, this situation has not reduced the value of employees in an organization as technology requires human resources to operate. With issues such as globalization, competition has become sharper in most industries. This situation also affects the job market in the sense that organizations' demands for human resources to remain competitive in their respective industries are getting higher. To remain more competitive, organizations need to not only recruit the best talent but also retain them in the workplace for a long time and long term. The toughest challenge facing organizations today is not only how to manage their people, but also how to keep them on the job for as long as possible and how to retain them. This study focuses on employee retention.

BPRs in East Java are led by directors with good competence, from both formal academic and non-formal aspects (having a certificate of competence as a BPR director). However, BPRs are faced with a problem that has received considerable attention, namely that some employees, especially in the marketing division, often do not stay long. Some BPRs stated that employees resigned before the end of the contract period. This is the background for writing this article and making BPR the object of research.

In explaining the factors that contribute to employee retention, it is important to consider motivation theory as motivated employees tend to stay longer in the organization. To further illustrate, an employee will be motivated to perform his/her job if given sufficient guidance through training & development, assessed through effective performance standards and compensated equally according to performance standards. Through understanding various well-known motivation theories such as Maslow's Hierarchy of Needs and McClelland's Theory of Needs, we can pinpoint critical factors that have implications for retention practices that focus on physical and emotional needs, work environment, supervision, responsibility, oversight, fairness & equity, employee development and feedback on performance (Ramlall, 2004).

Effective human resource management practices can be a major factor in the success of a company (Stavrou-Costea, 2005). As supported by Lee and Lee (2007), HRM practices on business performance, namely training and development, teamwork, compensation/incentives, HR planning, performance appraisal, and employee security

help improve the company's business performance including employee productivity, product quality, and company flexibility. The main purpose of this study is to determine how employee compensation, employee empowerment and training affect employees in employee retention with job satisfaction as a mediating variable at BPR.

There are many applications of retention practices around the world that are routinely carried out by both small and large companies, even in the banking sector. Companies/Institutions tend to satisfy employees' job satisfaction by providing support to their motivational aspects, such as self-esteem, self-fulfillment and basic needs. The issue remains on how much influence each aspect has on overall employee retention. Empowerment is the process by which employees are involved in decision-making, valued and provided with appropriate training and support. Today, many organizations are trying to delegate the decision-making process to lower-level employees.

Laschinger, Finegan and Sharmian (2002) point out that empowerment leads to higher job satisfaction among employees. At the same time, there are many ways to implement this process either by providing adequate training, market competitive compensation or effective performance management. Management sometimes neglects to clarify the objectives of training & development and performance management programs. Employees are often confused by management's decision to implement any organizational development activity as they may fear the backlash of these programs on their job security or even career prospects. In addition, untrained supervisors may misunderstand employee engagement as providing direction rather than coaching and support in managing subordinates' performance (Gruman & Saks, 2011), thus weakening employee participation in making important decisions. Weak organizational commitment thus does not support employee loyalty. Putra & Mudiarta (2018) organizational commitment is a factor that affects employee retention. According to Lamba and Choudary (2013) organizational commitment is a loyal attitude that makes employees to keep working in an organization.

To overcome this problem, this study will investigate how compensation, employee empowerment and training affect employees in their retention with job satisfaction as a mediating variable at BPR

Literature Review And Hypothesis Development

Compensation is something that employees receive in lieu of their service contributions to the company (Rivai, 2009 in Supatmi et al., 2013). Compensation is one of the implementations of HRM functions related to all types of individual awards in exchange for performing organizational tasks. Mathis and Jackson (2009) define "Compensation is an important factor influencing how and why people work for one organization and not another". So the compensation given to employees in return for the work and responsibilities they give to the company. Hasibuan (2016) The size of compensation reflects the status, recognition, and level of fulfillment of needs enjoyed by employees and their families. If the compensation he receives is higher, his status is getting better, and the fulfillment of his needs is getting more and more. Thus, his job satisfaction is getting better (Rozzaid, Herlambang, & Devi, 2015). The purpose of compensation is carried out by the company, among others, to reward employee achievement, ensure fairness among employees, retain employees, obtain better quality employees, and the compensation system must motivate employees. (Soeriawibawa e al., 2017).

Employee Empowerment

Employee empowerment is the transfer of power and responsibility to employees, so that within specified limits employees are able to provide the best service to customers at the discretion of employees themselves (Gill, et al., 2010). This statement is supported by research conducted by Saleem and Rasheed (2014) that companies can seek to empower employees as part of quality expectations, such as satisfaction levels will increase, absenteeism, and turnover will decrease. Empowered employees tend to be more confident and try to give their best to their superiors because they are given more authority in the decision-making process (Naeem & Saif, 2010). Employee empowerment can create a feeling of obligation among employees to stay in the organization. Therefore, employees will tend to stay in the organization even when facing pressure from others who intend to leave the

organization because they feel that they are part of the organization (Choong et al., 2011 in Hong et al., 2012). In essence, the intention to stay or leave the organization among employees is based on employee job satisfaction. Individuals with higher job satisfaction tend to be more committed to the organization. They will be more likely to stay in the organization.

Employee Training

According to Landsman (2004) in Hong et al., (2012), he suggests that training is a valuable activity to enhance skills and improve staff performance, and that training can address some of the factors that contribute to staff retention, such as perceived support from supervisors, agents, and the community. Michael R. Carrel et al (1995) in Supatmi et al. (2013), there are seven main purposes of training and development programs, namely improving performance, improving employee skills, avoiding managerial obsolescence, solving problems, orienting new employees, preparing for promotion and managerial success, and providing satisfaction for personal development needs. improve conceptual abilities in decision making, and expand human relations. However, training alone cannot address all the factors that contribute to staff retention, such as excessive caseloads and promotional opportunities within the agency. Therefore, it is reasonable to say that training can play a role in improving retention, but may not be sufficient to improve retention if other systematic barriers are not addressed (Hong et al., 2012).

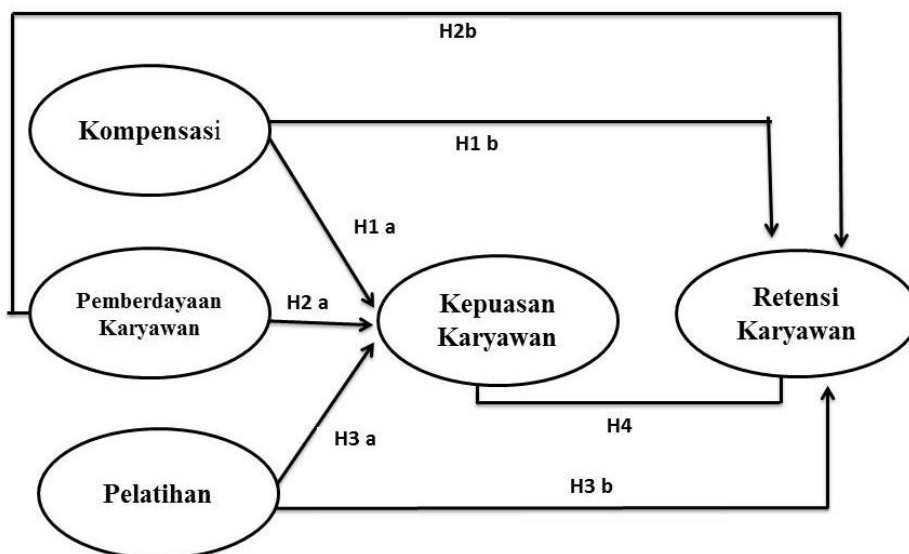
Retention of Employees

Employee retention refers to the policies and practices that companies use to prevent valuable employees from leaving their jobs. It involves taking steps to encourage employees to remain in the organization for the maximum period of time. Employee retention has various meanings, in the research of Neog & Barua (2015) it is said that employee retention is the policies and practices that organizations use to prevent valuable employees from leaving their jobs. Different things are found in the research of Oyoo et al., (2016) saying employee retention is a process by which employees are encouraged to stay in the organization for the maximum period or until the completion of the project. When traced again about the definition of employee retention, the redaction will vary. In essence, employee retention is a company or organization strategy used to retain employees to then provide both financial and non-financial benefits to the company.

In summary, the literature defines retention as an ongoing relationship between employees and their organization and turnover as "any permanent departure beyond organizational boundaries" (Cascio, 1995). The benefits of retention are saving costs for further recruitment, less training to be done for new candidates, increasing productivity, improving employee performance and thus increasing profits and meeting their organizational goals and objectives. Retaining employees is an important goal of every organization and the key to the long-term health and success of an organization depends on employee retention (Das & Baruah, 2013 in Darmika & Sriathi, 2019). Putra & Agoes (2016) maintain that high employee retention will increase the effectiveness and performance of the company because with high retention, of course turnover will be low.

Employee satisfaction is used to describe whether employees are happy and meet their wants and needs, employee satisfaction can help build employee commitment to the organization (Arif and Farooqi, 2014). Employees who do not get job satisfaction will never achieve psychological satisfaction and ultimately show negative attitudes or behaviors at work which can ultimately lead to frustration (Silaban and Margaretha, 2021). Identified that job satisfaction is an important predictor of overall well-being and employee intention to quit. As a result, there is a relationship between job satisfaction and employee retention

Research Model



Methods

The data collection technique was carried out using a questionnaire technique and distributed by giving directly to respondents, namely 130 BPR employees in the marketing and administration division using the google form application. Questionnaire Measurement of the questions in this study using a measurement scale with a Likert scale, namely: Strongly Disagree = Weighted 1 Disagree = Weighted 2 Neutral = Weighted 3 Agree = Weighted 4 Strongly Agree = Weighted 5

The results of the respondents' responses were then processed and further analyzed using the SEM-PLS program.

RESULTS AND DISCUSSION

Measurement Model (Outer Model)

The measurement model (outer model) aims to test the construct validity and reliability of each instrument. Garson (2016) explains that to test the validity of a variable has a cutoff value that applies, which is > 0.800 for a good scale, > 0.700 for an acceptable scale, and > 0.600 is categorized as a scale for exploratory purposes. Based on the results of the validity test using the outer loading value, it can be seen that there are several indicators used that have an outer loading value above 0.700 which can be said to be valid. The following are the results of Convergent Validity research:

Table 1. Convergent Validity Testing Results

Variable	Indicator	Loading Factor	Description
COMPENSATION	X1-1	0,745	Valid
	X1-2	0,890	Valid
	X1-3	0,760	Valid
	X1-4	0,740	Valid
	X1-5	0,730	Valid
Employee Empowerment	X1-1	0,880	Valid
	X1-2	0,840	Valid
	X1-3	0,760	Valid
	X1-4	0,765	Valid
	X1-5	0,777	Valid

Training	X1-1	0,743	Valid
	X1-2	0,732	Valid
	X1-3	0,798	Valid
Job Stisfaction	X1-1	0,758	Valid
	X1-2	0,739	Valid
	X1-3	0,749	Valid
	X1-4	0,731	Valid
	X1-5	0,748	Valid
Employee Retention	X1-1	0,752	Valid
	X1-2	0,759	Valid
	X1-3	0,735	Valid
	X1-4	0,769	Valid
	X1-5	0,721	Valid

Source: Primary data processed (2022)

After retesting, it can be seen that all loading factors are above the value of 0.700, which means that the convergent validity test is valid and can proceed to the next analysis, namely convergent validity based on the Average Variance Extracted (AVE) value. Garson (2016) explains that there is a rule of thumb, namely > 0.500 for confirmatory and exploratory research, meaning that if > 0.500 then the factor at least explains more than half of the variance of each indicator. The AVE values in this study are all above the required value, so they have met convergent validity.

Table 2. Test results Average Extracted Variance (AVE)

	<i>Average Extracted Variance (AVE)</i>
Compensation	0,620
Employee Empowerment	0,537
Training	0,554
Job Stisfaction	0,540
Employee Retention	0,532

Source: Primary data processed (2022)

Validity testing in this study also uses the value of discriminant validity testing with the Fornell-Larcker criterion. A variable can be said to be valid if it has the largest fornell-larcker value with other variables. Based on the table below, it is known that the fornell-larcker value is greater than the correlation value between variables, so that all variables can be said to be valid and able to measure the targeted variables.

Table 3 Discriminant Validity Test Results with Fornell-Larcker Criterion

	Compensation	Employee empowerment	Training	Job Stisfaction	Employee retention
Compensation	0,789				
Employee Empowerment	0,518	0,765			
Training	0,437	0,540	0,790		
Job Stisfaction	0,405	0,400	0,500	0,765	
Employee Retention	0,404	0,590	0,401	0,489	0,700

Source: Primary data processed (2022)

Reliability testing is carried out after the validity test for each variable indicator which aims to determine whether the measurement results can be trusted. Garson (2016) explains that the measurement results can be considered reliable if > 0.800 for a good scale, > 0.700 for an acceptable scale, and > 0.600 for a scale for exploratory purposes.

Likewise, Ghozali and Latan (2020) explained that reliability testing with Cronbach's Alpha and Composite Reliability is a rule of thumb >0.700 for confirmatory research and >0.600 for exploratory research. The constructs in this study are declared reliable or consistent because they have results that are above the required value.

Table 4 Composite Reliability Testing Results

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
Compensation	0,689	0,829
Employee Empowerment	0,667	0,823
Training	0,756	0,790
Job Stisfaction	0,665	0,789
Employee Retention	0,664	0,788

Source: Primary data processed (2022)

Structural Model (Inner Model)

The following is a structural chart of the inner model

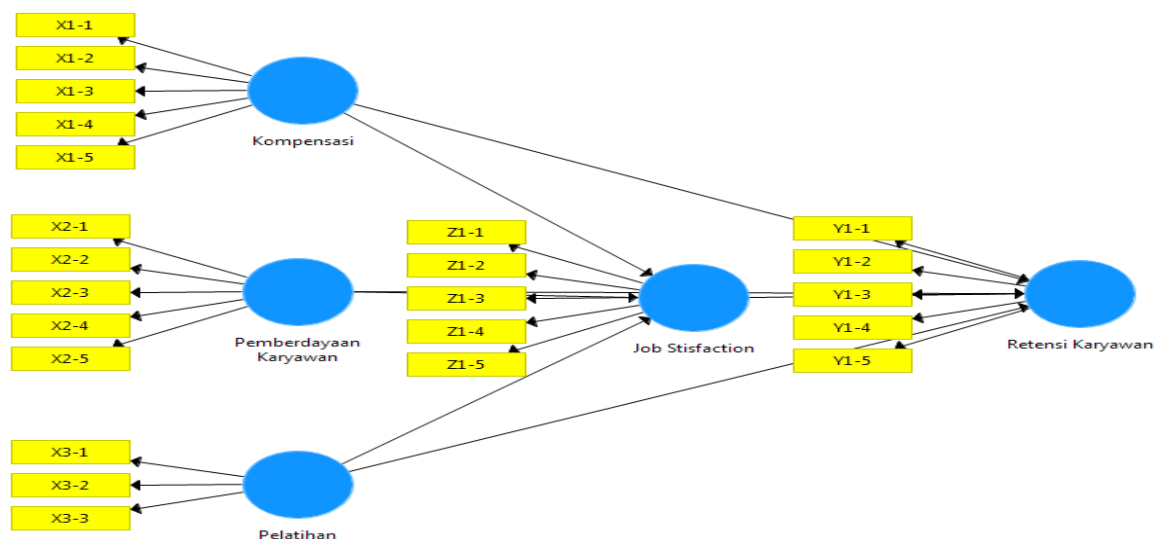


Figure 2. Structural Model

After the measurement model assessment, the next step is to evaluate the structural model. The structural model procedure is a test of the causality relationship between latent variables. The following are the results of the inner model in this study. Inner model testing begins with testing by determining the Variance Inflation Factors (VIF) value. A good regression model should not have a correlation between the independent variables. If the VIF value is <10, it means that the research model is declared free from multicollinearity (Tarjo and Herawati, 2021). The VIF test results in this study are not correlated.

Table 5. Result test Inner VIF Value

	Employee retention	Job Satisfaction
Compensation	1,399	1,489
Employee Empowerment	1,435	1,398
Equipment	1,570	1,340
Job Satisfaction	1,560	-

Sumber: data Primer diolah (2022)

Hypothesis testing is done by comparing the t-statistic value with the t-table calculation, with the significant level used in this study which is <0.05 so that the t-table value is 1.7546. Based on the results of hypothesis testing in the table below, it shows that all hypotheses are accepted by having a t-statistic calculation greater than 1.7546, which means it shows significance.

Table 6 Hypothesis Testing Results

Hypothesis	T Statistics	Decision
Compensation -> Job Stisfaction	5,940	Signifikan
Employee Empowerment -> Job Stisfaction	37,760	Signifikan
Training -> Job Stisfaction	17,400	Signifikan
Compensation -> Employee Retention	3,350	Signifikan
Employee Empowerment -> Employee Retention	4,765	Signifikan
Training -> Employee Retention	56,980	Signifikan
Job Stisfaction -> Employee Retention	45,340	Signifikan
Compensation -> Job Stisfaction -> Employee Retention	15,524	Signifikan
Employee Empowerment -> Job Stisfaction -> Employee Retention	8,070	Signifikan
Training -> Job Stisfaction -> Employee Retention	79,879	Signifikan

Sumber: data Primer diolah (2022)

Discussion

The first hypothesis (H1a) can be accepted, namely that compensation has an effect on job satisfaction, because the test results show positive and significant results. This result is also in accordance with the research results of Supatmi et al. (2013) and Santika (2019). Hypothesis H1b is also accepted, namely compensation has a positive and significant effect on employee retention. In accordance with research conducted by Hong et al., (2012). The second hypothesis (H2a) states that employee empowerment has a positive effect on job satisfaction. When employee empowerment is carried out on permanent employees at BPR it will have a positive and significant effect on job satisfaction. The results of this research support research conducted by Sinaga and Sianggaran (2022) and Al Ababneh et al., (2017) which stated that there is a significant relationship between employee empowerment and job satisfaction. Hypothesis H2b also confirms research conducted by Pradipta and Suwandana (2019), namely that employee empowerment has a positive and significant effect on employee retention. This means that permanent employees at BPR believe that when given the opportunity to explore their potential and be involved in problem solving, they can mobilize all their competencies and skills and become more confident by showing commitment to work. However, these results contradict the results of research conducted by Hong et al., (2012) that employee empowerment has no effect on retention. Hypothesis H3a is accepted, namely that there is a positive and significant influence between training and job satisfaction. This result supports research conducted by Salim et al., (2022) and also research by Santika (2019). The results of testing Hypothesis 3 (H3b) were accepted, namely that training has a positive and significant effect on employee retention, this is in accordance with the results of research conducted by Yonatan (2019) and Adzka and Perdana (2017). The final hypothesis, namely number 4, states that job satisfaction has a positive and significant effect on retention, the results are accepted. These results also support the research of Pradipta and Suwandana (2019); Sinaga and Sianggaran (2022). The results of the latest test, namely the influence of the job satisfaction variable, are able to mediate compensation, employee empowerment and employee training which have a positive and significant influence on employee retention. These results are in accordance with or support the results of research conducted by Austyn et al., (2017); Sinaga and Sijaga (2022); Sukmadewi and Kartikadewa (2020)

Conclusion

From the results of hypothesis testing carried out, the variables compensation, empowerment and employee training are variables that must be considered to achieve employee satisfaction/job satisfaction. When employees are satisfied with the company, employees tend to be reluctant to leave the company or it is better to stay in the company.

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