

What Leader should Do in Keeping Staff? Simplification of Human Resources Management Theory

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ABSTRACT: This study aims to develop a model of human resource retention to address the issue of workforce retention that has emerged as the most critical Human Resource Management challenge. It is based on a critical analysis of human resource trends which shows that a shortage of skilled employees will occur. Therefore, an appropriate strategy is needed to win the war or labor market competition. The researcher uses the Research & Development approach by adapting Kalk's spiral development model to the stages: definition, design, demonstration, development, and testing. Researchers involve human resource management experts and refer to previous concepts, theories and relevant previous studies for developing models. The Google Form Online Mailed Instrument was also used to see the responses of the respondents, totaling 128 people. The results of the study formulated the "R&R" retention model by integrating procurement programs and retention programs. By using this model, employee loyalty will always be maintained and the organization will always be in the best performance so that maximum productivity can be achieved. While the response of the participants placed the level of achievement in the R & R model with a very decent decision.

Keywords: human resource management, model, recruitment, retention.

ABSTRAK: Studi ini bertujuan untuk mengembangkan model retensi pegawai. Didasarkan pada analisis kritis tren sumber daya manusia yang menunjukkan bahwa kekurangan karyawan terampil akan terjadi. Oleh karena itu, diperlukan strategi yang tepat untuk memenangkan perang atau persaingan pasar tenaga kerja. Peneliti menggunakan pendekatan Research & Development dengan mengadaptasi model pengembangan Spiral Kalk dengan tahapan: definisi, desain, demonstrasi, pengembangan, dan pengujian. Peneliti melibatkan ahli manajemen sumber daya manusia dan mengacu pada konsep, teori, dan penelitian sebelumnya yang relevan untuk mengembangkan model. Instrumen Google Form Online Mailed juga digunakan untuk melihat tanggapan responden yang berjumlah 128 orang. Hasil kajian merumuskan model retensi "R&R" dengan mengintegrasikan program pengadaan dan program retensi. Dengan menggunakan model ini loyalitas karyawan akan selalu terjaga dan organisasi akan selalu dalam performa terbaiknya sehingga dapat dicapai produktivitas yang maksimal. Sedangkan respon peserta menempatkan tingkat pencapaian pada model R&R dengan keputusan sangat layak.

Kata kunci: manajemen sumberdaya manusia, model, rekrutmen, dan retensi.

BACKGROUND

Nowadays, the success of organizations is directly related to the people they will recruit and have recruited. However, many organizations do not realize that Human Resources is the main asset that will lead them to success if they are managed properly (Dobre, 2013). Therefore, retention is considered to be a key element of human resource management strategy and tactics. Starting with choosing the right people, then looking after them by implementing various programs to keep employees motivated and involved in the organization (Konle-seidl, 2017).

A number of studies have shown that managing turnover is the biggest challenge for organizations, and organizations have their own way of retaining employees (Nasir & Mahmood, 2018). Employee retention will ultimately have a positive impact on employee performance. An organization that cannot hold its employees will not succeed in capitalizing on employee development within the organization (Shekshnia, 2014). One of the best ways to retain employees is to ensure from the start that the right people are being hired for the job (Sagwe, 2009). It means, the organization must select employees who truly have the right qualifications and personality for the job on offer will ensure that they learn faster, perform better, and most importantly, feel more at home and happier in their new roles.

HR procurement is essential not only for sustainable competitive advantage but also for organizational survival (Taylor & Collins, 2000). With the large number of competitors and the lack of availability of skilled human resources, the procurement and retention of talented employees is a top priority for the organization (Fegley, 2006). To overcome this problem, implementing a smart retention strategy will ensure that the institution is optimally organized, and that HR performance remains at a healthy level.

Research conducted by Chandrasekara & Perera (2017) concluded that there is a positive effect between procurement and employee retention at apparel clothing companies in Kandy District. Therefore, Perera recommends Apparel to pay more attention to hiring practices so that employee retention can be increased. Meanwhile Odour (2006) in his research findings indicate that there is no significant effect of the HR procurement program on HR turnover. Oduor's conclusions contradict statements made by the sales ladies' staffing and development division. therefore, Oduor recommends other investigators to carry out further investigations at different loci. Other studies were also conducted Nzuki (2011). In his research, Nzuki formulated that the success of the Misericordiae hospital management team in Nairobi Kenya in maintaining employees was due to their maximizing HR retention programs such as: preparing a conducive work environment, a balanced rewarding system ,competency development and others. While Lee, Boxu, & Li (2017) concluded that the factors that affect turnover are: age, gender, marriage, education level and long time working. however, in their testing, they also found that retention programs such

as: job security, competency development, and the work environment (physical and psychological) also contributed to whether a person would leave or stay.

Based on the above narratives and previous studies, the author states that: to maintain employee turnover, a good HR retention strategy is needed. Meanwhile, the HR retention strategy must be initiated at the stage or phase in which the institution / company / institution provides candidates for proper and highly committed workforce through the recruitment and selection process.

Human Resource Management

Human Resource Management (HRM) is defined as a series of activities to manage people, starting from the recruiting stage to evaluating so that HR can provide benefits for achieving organizational success (Cobanoglu, Sertel, & Sarkaya, 2018). However, applying the HRM concept to each organization will get different results in levels of success (Moghtadaie & Taji, 2016). Allui & Sahni (2016) in their research on the strengths and weaknesses of the human resource management function, as well as the main factors that hinder its function, revealed that the high barrier faced by HRM is the very complex size of the organization. subordinates do not have the power to make decisions because of the large and stratified bureaucratic channels (B, Rufai, & Azeez, 2016). Of course, if the bureaucracy is cut / trimmed, it will be an appropriate solution (Karim & Rahman, 2018). In addition to a layered bureaucratic system, organizational nets can also be hampered by various unfair processes and complex metrics (activity measurement)(AL-Hawari & Shdefat, 2016).

Challenges in implementing the concept of Human Resource Management include changes in organizational structure that can lead to population explosion, complex cultural and social systems and will affect career and work ethic (Al Dakeel, 2015). Conversely, in organizations with a limited number of human resources, because they want to do several goals at once, the use of resources becomes fragmented. As a result, none of the divisions were able to succeed optimally. This can also result in various priorities that do not support each other, and even appear to be conflicting.

Procurement and Retention

The procurement program is defined as a process of searching for talent that includes aspects of HR planning and the proportion of employee values. Meanwhile, retention is a program to keep the best employees loyal. To realize this retention program, two main factors need to be considered, namely: employer branding (the selling power of leaders or managers) and organizational policies such as: policies regarding rewarding systems, career development, provision of supporting infrastructure, organizational culture and others. (Hinkin & Tracey, 2000).

RESEARCH METHODOLOGY

This research is a research & development research. The model development takes place stage by stage in a causal manner. Referring to Kalk's spiral model, model development goes through stages: definition, design, demonstration, development, and testing (Rosana, 2008). Model development involves human resource management experts and refers to relevant concepts, theories and previous studies.

To see the level of "acceptance" of the model, researchers used a survey with the online google form mailed instrument. When responding to questions on a Likert scale, respondents determine their level of agreement with a statement by choosing one of the options, namely: strongly agree, agree, just don't agree, disagree and strongly disagree. mailed instruments were sent to respondents consisting of office employees, freelancers and honorary staff in private and state institutions in Indonesia. The mailed instrument was sent to 200 participants via WhatsApp, but only 128 people responded and filled out the online questionnaire. Mailed instrument survey results, then tabulated and managed with the help of google form data processing. To measure the feasibility of the model, the percentage feasibility indicator refers to the conversion of the level of achievement and qualification based on Sugiono (2013) as shown in the Table 1.

Table 1 Conversion of Achievement and Qualification Levels

| Achievement Level | Qualification | Decision |
|--------------------------|----------------------|-----------------|
| 81 – 100% | Very good | Very Worthy |
| 61 – 80% | Good | Worthy |
| 41 – 60% | Enough | Worthy enough |
| 21 – 40% | Bad | Unworthy |
| < – 20% | Very bad | Very unworthy |

RESULT AND DISCUSSION

Results

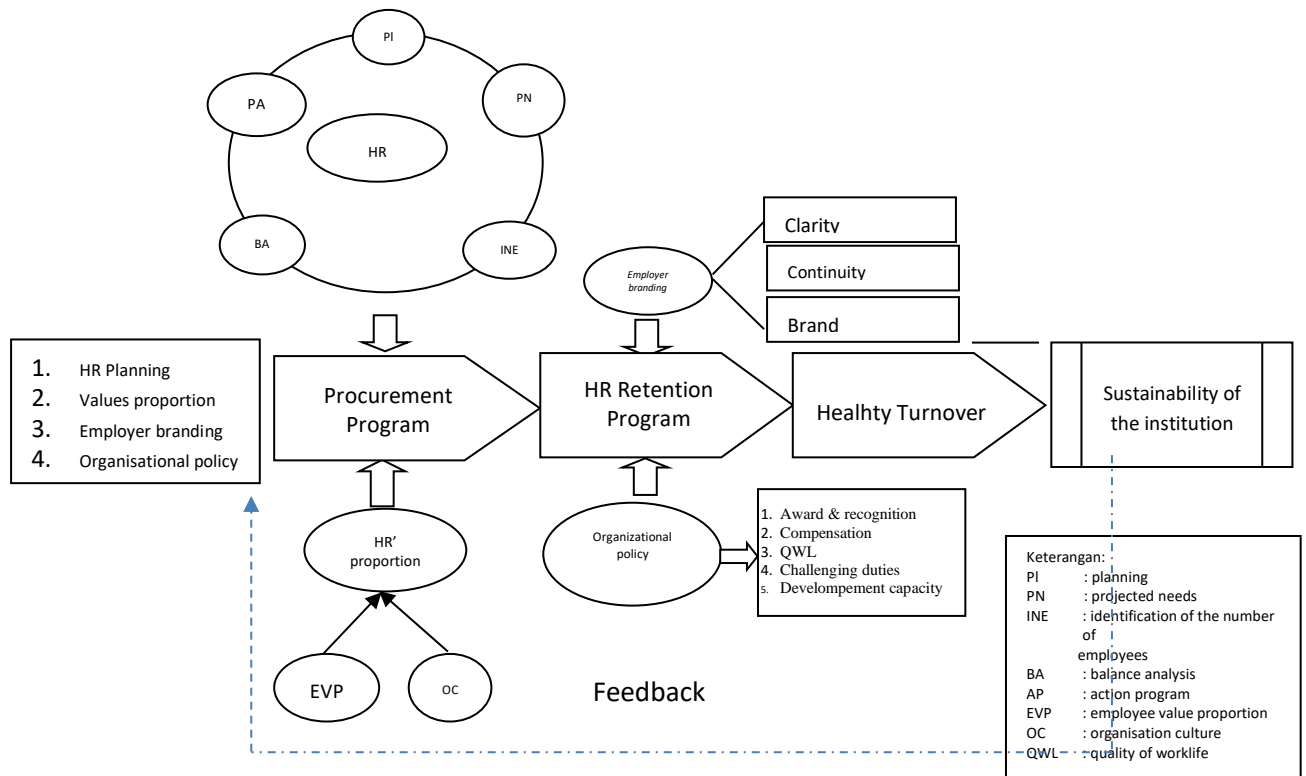


Figure 1 HR Retention "R& R"

Design of R & R Model

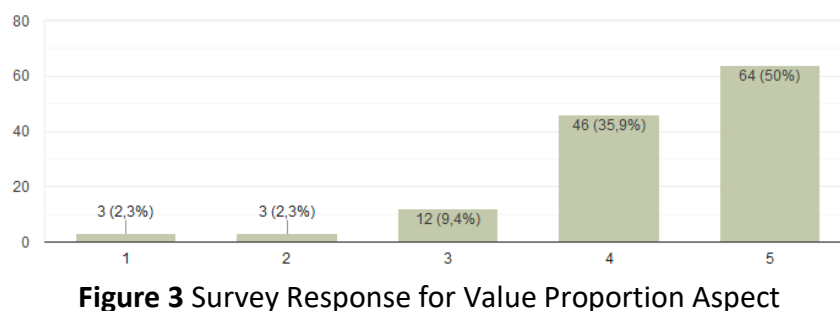
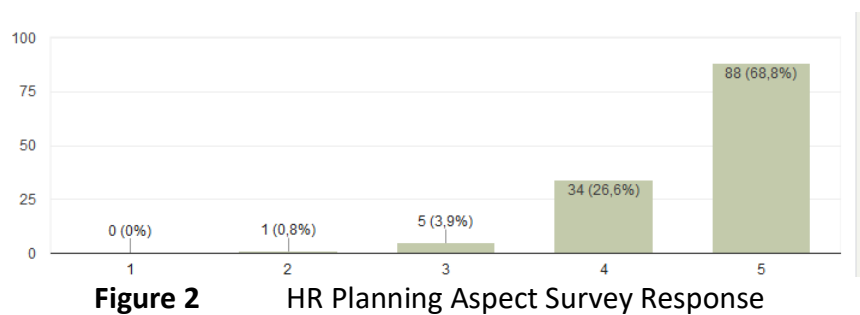
The HR Retention Model "R & R" (Recruit & Retain) is visualized in Figure 1. In the Figure 1 explains how the elements are related in the aspects of procurement and retention. In general, developing HR retention model integrates the procurement program as a first step to initiating an HR retention program. The objective is to maintain a stable/healthy employee turnover rate. The author hopes that the application of this model will be able to maintain employee turnover rates, and make the organization always in the best performance so that maximum productivity can be achieved.

Model Testing

Model testing is done to see the level of "acceptance" of the model being developed. The instrument used in this test was structured so that the participants involved could provide opinions and or input by providing an "open" answer form in the Mailed Instrument as can be seen in table 1 below. This procedure aims to obtain inputs to enrich the indicators of the aspects in the model based on its thinking, namely: "the employee retention program starts with the correct HR procurement process". Based on the online survey, the researcher made a summary of the tests (see Table 2).

Table 2 shows the percentage of “acceptance” of the R & R HR retention model. The summary above contains 2 (two) main pieces of information. The **first** information is the type of participant which consists of: lecturers, teachers, employees or employees, and freelancers. All participants in this survey are employees (permanent and honorarium) in private and state institutions (not civil servants). While the **second** information is the percentage of each aspect of the model. As for the aspects in the model consist of 4 (four) aspects, namely: 1) HR planning, 2) proportion of values, 3) Employer branding, and 4) organizational policies.

HR planning aspects include indicators: planning design, projection of needs, and identification of number of employees, balance analysis, and action programs. The proportion of value includes the complexity of personal values and organizational culture. Aspects of employer branding must be developed with clear and measurable efforts. More than that, these efforts must be carried out in a sustainable manner. While aspects of organizational policy include; recognition and respect, conducive work environment, prosperous compensation, time flexibility, challenging assignments, and self-development programs. It boosts the authors present a chart of the percentage of the survey responses obtained from the participants as in the Figures 2 to 4.



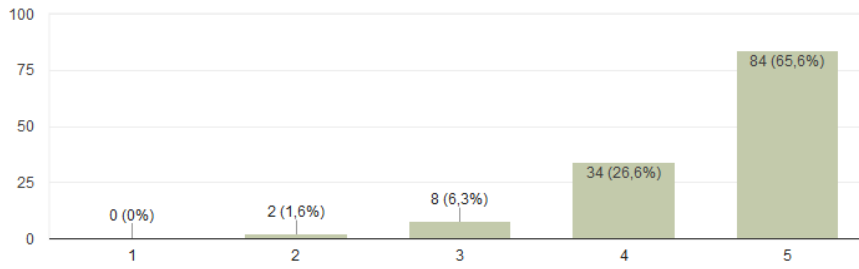


Figure 3 Survey Response for Employer Branding Aspects

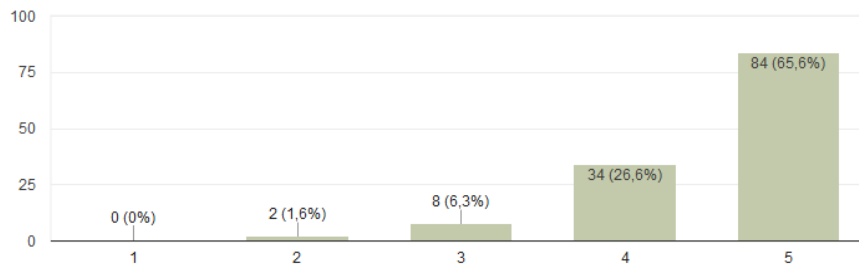


Figure 4 Survey Response on Organizational Policy Aspects

The Figures 2 to 4 show that the aspects put forward in the R & R HR Retention Model, were received very positively. This positive attitude is indicated by the percentage number of the "agree & strongly agree" option chosen by the majority of the participants. In the aspect of HR planning, 88 participants chose strongly agree, and 34 participants chose agree (68.8% + 26.6% or 95.4%). The aspect of the proportion of the option value strongly agree & agree, the percentage is 50% and 35.9%, the total is 85.9%. The third aspect, 84 (65.6%) of the 128 participants chose strongly agree, and 34 (26.6%) participants chose agree. While the aspect of organizational policy, there are 65.6% to strongly agree, and 26.6% agree. If the options strongly agree & agree (95.4%, 85.9%, 92.2% and 92.2%). If this percentage is interpreted as "accepting" behavior, then the R&R HR Retention Model in this discussion is VERY WORTHY. As the conversion table of the level of achievement and qualification based on Sugiyono (2013) in table 2 places the achievement level of 81 - 100% with a very feasible decision.

It was said earlier that the online survey model also opens up space for participants to suggest other variables that can bind someone to remain loyal and committed to a company/ institution. Generally, the participants' opinions reinforce several aspects of the model framework that researcher has compiled. Meanwhile, opinions or other input provide more specific examples. The most significant example of input stating that the quality of the work environment also includes the provision of worship facilities in the workplace environment as well as opportunities to worship such as prayer times (not inserting time between breaks).

Discussion

The main building blocks of the R&R model are HR procurement and retention. HR procurement is defined as a talent search process that includes aspects of HR planning and the proportion of employee values (Bhati & Manimala, 2011). while retention is useful for retaining the best employees to remain loyal which includes: employer branding (the selling power of leaders or managers) and organizational policies (Otoo & Mishra, 2018; Hinkin & Tracey, 2000).

Human Resources Procurement

Jackson & Schuler, (2005) define HR planning (Human Resource Planning), namely the process of the initial steps of management to determine the direction of the organization where it should move. Hence, HR planning should be a linear process; using past data and processes (short-term) as a guide for planning in the future (long-term). Manager must wise to find the right people at the right place at the right time. Manager should also strive to do things that result in maximum long-term satisfaction for both the organization and the individual.

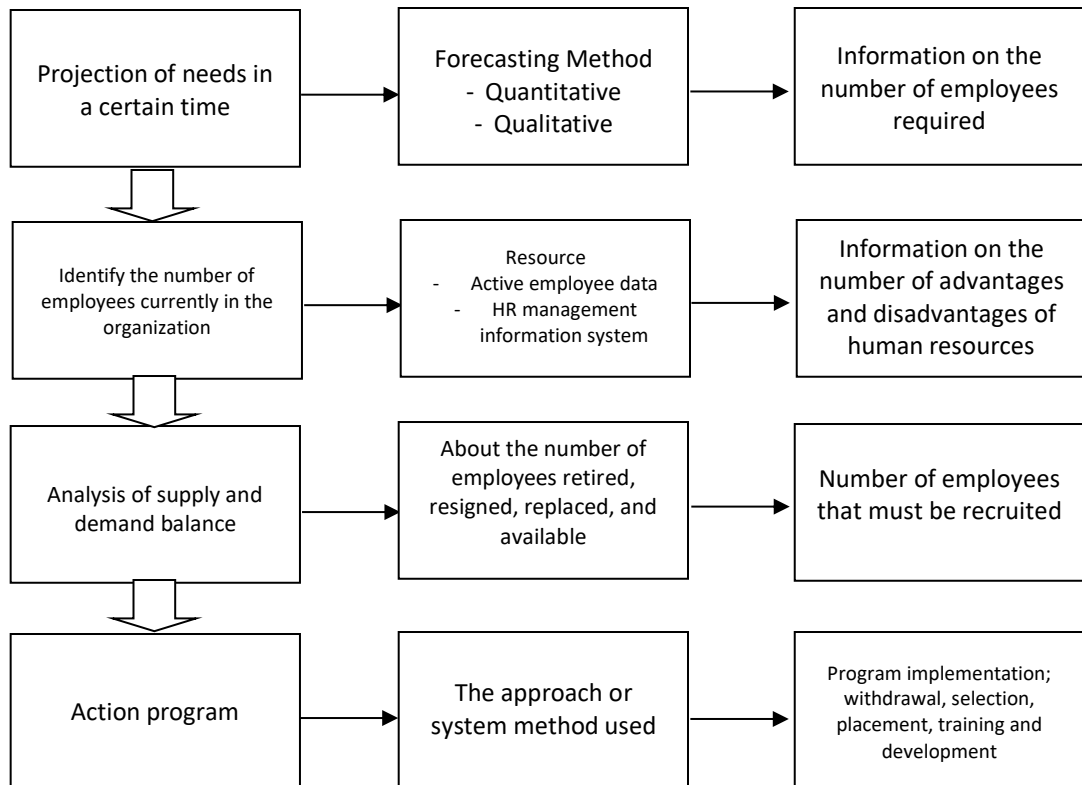


Figure 5 HR Planning Model

Alwi (2001), HR planning model, it is mentioned the stages of HR planning, namely: 1) needs analysis; 2) identification of the number of employees; 3) balance analysis; and 4) program of action. Needs analysis is done through forecasting methods (quantitative and qualitative) which are useful for obtaining information on the number of employees needed. Identification of the number of employees can be obtained from a list of the number of employees at various

levels (managerial and non-managerial), and the HR management information system. The goal is to get information on the number of advantages and disadvantages of HR. balance analysis stages are useful for knowing the number of employees that must be recruited. This information can be obtained from data for retired employees and employees who have resigned. As for the action program which includes: withdrawal, selection, placement, training and development, it can integrate mass media channels and technology. The process of the HR planning model simply can be seen in the Figure 5.

Proportion of Value

The proportion of values in this case aims to harmonize the motives of prospective employees and organizations as employers. Personal values are the estuary of perceptions that are formed from what is in the individual, thoughts, feelings, and experiences (Kotler, 2000). According to Kotler, perception is the process of how individuals filter, organize and interpret information inputs to present a meaningful overall picture. Each individual gives meaning to the stimulus differently even though the object is the same. How individuals perceive a situation is often more important than the situation itself. Therefore, personal perceptions or values will be closely related to preferences.

Based on the expectation theory developed by Victor H. Vroom, it is confirmed that people consciously choose certain actions, based on perceptions, attitudes, and beliefs. The basic idea of this theory is that people join organizations in the hope that their wishes will be fulfilled in the organization (Daly & Dee, 2006). This Vroom theory provides an explanation why individuals choose one behavior option over another. The idea with this theory is that people are motivated to do something because they think their action will lead to the desired result (Çoban, 2013).

Based on the quotes above, the authors conclude that employers must have assumptions regarding their job candidates. The assumptions include: **First**, people join the organization with expectations about their needs, motivations, and improving their past experiences. These expectations influence their reactions to the organization and their working conditions. **Second**, the employer assumes that a person's behavior is the result of conscious choice. This highlights that individuals are free to choose the behavior according to their own expectations. **The third** assumption is that different people expect different things from the organization, such as a good salary, increase, job security, freedom and job challenges. The final assumption is that people choose between opportunities and alternatives to optimize their personal expectations and work outcomes.

Retention

Employer Branding

Tavassoli (2008) defines employer branding as the maximum effort of the organization (leader) to convince all its employees, both existing employees and prospective employees that their company is a decent and desired place for many people to work. Employer branding can also be defined as the uniqueness, identity

and value built by the organization that differentiates them from its competitors. (Marusarz & Baumruk, 2014).

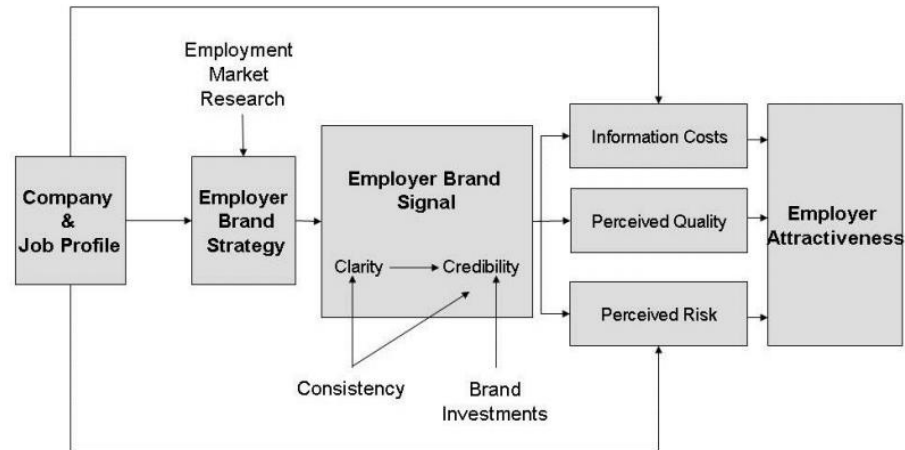


Figure 6 Employer Branding Conceptual Framework

According to Berthon, *et.al.*, (2017), Organizations must invest all efforts to develop employer branding because it will increase bargaining power and minimize recruitment costs. A quality organization label will attract the organization for job satisfaction that employees can feel. As the formula Spence (1973) known as the employee-based brand equity conceptual framework explains how employer branding works in generating employee interest as shown Figure 6.

Employer branding must be developed with clear and measurable efforts. More than that, these efforts must be carried out in a sustainable manner. These employer branding signals reduce potential employees' information costs, and influence their perceptions of the quality of work, and the risks associated with joining the employer. These signals create the expected utility for potential employees, which can also be used as corporate lure.

Backhaus & Tikoo (2004) propose a strategy that can be used to produce employer branding including three stages of the process, namely: 1) The company develops a value proposition concept that will be offered to prospective employees and existing employees. In this case, information about organizational culture, management style, job description, quality of current employees, and value offered. Thus, workers can that they choose the right place to be affiliated; 2) Negotiating with external parties that the company has an attractive value proposition for job applicants who are targeted through recruitment; 3) Build promise from the brand internally and engage it as part of the organizational culture; 4) Development Value or the company recognizes the achievements of its employees and provides career experiences that can improve the ability to act in working for the future; 5) Application Value or company provides offers to employees to apply their knowledge and skills in the workplace as well as providing teaching through training and mentoring

Organizational Policies

To keep turnover stable, Allen (2008) stated that organizational policy is one of the factors that must be considered in developing a retention strategy. According to Allen, an effective workforce turnover analysis examines three questions: (1) How many people are leaving (turnover rate)? (2) Who left? (3) What are the costs and benefits of current organizational turnover? Organizational policies cover all businesses that can provide workers with attractive offers to stay and work, such as: rewards and recognition, compensation, quality work environment, challenging assignments, and self-development programs. (Heneman, Judge, & Kammeyer-Mueller, 2006).

Awards and Recognition

Recognition and appreciation are believed to be the main motivators for every employee (Doshy & Wang, 2014). In fact, when they were asked to share their most valuable experience being affiliated with a company, the most memorable experience for them was when the leadership gave recognition and appreciation for their performance. Providing recognition and appreciation to subordinates will have an impact on increasing productivity, commitment and overall performance. As is Piccolo, Greenbaum & Eissa (2012) defines reward as an effective factor to increase the frequency of an employee's actions.

A study reported that the main purpose of recognition and reward is to increase employee retention. Lack of recognition, appreciation and career development opportunities is the main reason people leave an institution / organization (Shore et al., 2004). Recognition and rewards given consistently are key factors in maintaining the best performance of employees (Podsakoff, Mackenzie, Paine, & Bachrach, 2000). Many studies are developing, especially in the field of economics and studying respect for employees as empirical evidence of optimal solutions. According to Simon, (2007), rewards can reduce employee absenteeism by 52%. other than that, Shipler (2004) compared the effect of financial and non-financial rewards and found that non-financial rewards had a positive effect. Awards affect behavior, award recipients significantly improve their performance in the months following the award, while the performance of non-recipients remains unaffected.

The existence of loyal and outstanding employees in a company will also support mutual progress. Like a valuable asset, the existence of superior employees needs to be given special treatment so that other employees will be motivated and motivated to follow in their footsteps. The special treatment can be in the form of an award or reward. Awards will be given to loyal or outstanding employees who have successfully completed their duties. Giving awards to employees is a sign of appreciation from the company and aims to increase the motivation of other employees to succeed as well.

Quality of Workplace

In any agency or company will always strive so that the work environment is always in a harmonious working atmosphere. A harmonious work environment is actually not only the hope of the leaders, but also of the entire workforce in an agency or company. A harmonious work environment will bring benefits to the

company or agency. A quality work environment (QWL) provides employee welfare and management and employee synergies are not rigid (Kaighobadi, Esteghlal, & Mohebbi, 2014).

Refer to Shore *et al.*, (2004), By developing mechanisms for a quality work environment that will assist employee decisions to remain in the workplace. While Indartono (2013) linking the work environment with space, physical layout, noise, tools, materials, coworker relationships and the quality of all of these have an important positive impact on the quality of work produced. The point is an employee who is working in a work environment with full support to him so that working optimally will produce satisfactory or good performance results, but on the contrary, if an employee is working in a work environment that is deemed inappropriate and not full of support to him, working optimally will result in unsatisfactory (low) employee performance results such as employees becoming lazy, often sleeping and other bad things.

The condition of the work environment is said to be good or appropriate if humans can carry out activities in an optimal, healthy, safe and comfortable manner. The result of the suitability of the work environment can be seen in the long term. Furthermore, unfavorable work environments can demand more labor and time and do not support the obtaining of an efficient work system design. (Djuwita, 2011). Furthermore, Djuwita divides the work environment into two parts, namely: 1) physical work environment or physical conditions around the workplace which can affect employees either directly or indirectly; and 2) non-physical work environment or all situations that occur related to work relationships, whether relationships with superiors, or relationships with fellow colleagues or relationships with subordinates.

Welfare Compensation

This point discusses the issue of compensation and benefits being an inseparable part. In it, the wage or salary component plays an important role in how the organization shows appreciation to employees. Rewards or rewards are also important things, which should be given to employees, but if they succeed in achieving certain achievements. Of course, the reward given must match the emotional needs of the employee, and must go beyond the employee's monetary compensation. By providing rewards, all employees will be able to participate in contributing to a positive culture and can be a tool for building positive employee morale.

One of the goals for someone to become an employee or laborer of a company is to get income in the form of wages or compensation. The wages earned must be able to meet basic needs such as food, clothing and housing (Tetteh, Mohammed, & Azumah, 2012; Bester & Petrakis, 2003). The wage aspect is important because it becomes effective if it is linked to real performance. An effective wage strategy is expected to contribute to the feasibility of the work unit, the realization of the vision and mission, and to the achievement of work targets (Gunawan & Amalia, 2015). It cannot be denied that the main motive for work is to get a decent salary to be able to meet needs. Another motive is to gain work experience, especially for newcomers to the world of work. There are also those

who work with the aim of developing a career or for self-actualization. However, the salary factor is the main reason underlying people to work (Blanchard, 2005).

Brožová (2015) states the principles of wages and remuneration, including: 1) The level of pay can be given high, average or low depending on the condition of the company. This means that the level of payment depends on the company's ability to pay for its employees services; and 2) Determination of individual pay should be based on the average level of pay, level of education, years of service, and employee performance. Based on the above, managers need to be careful in determining the salary structure of employees. It is very important to pay attention to the rules or regulations that apply. As in PP 78/2015 Article 5 illustrates if companies need to ensure that the amount of "fixed salary" employees cannot be below the minimum wage imposed by the government.

Challenging Tasks

Challenging assignments refer to work activities that require specific ways of dealing with them (Ojode, 2017). Repetitive work done every day will result in a person getting bored and then trying to quit their job for no apparent reason. It is important for leaders to ensure that their subordinates have work motivation. With work motivation, boredom will be overcome because human nature must have a saturation point in their routine activities. Therefore, providing opportunities for subordinates to demonstrate their abilities can be a solution, for example by experiencing a more challenging task.

Research shows that among the types of work experience people have, challenging work experiences have contributed to individual career development (Berlew & Douglas, 1965; Von Treuer, dkk., 2011). Challenging work experiences generate motivation for individuals to learn (Mccauley, 2008), resulting in the development of various skills, abilities, insights, knowledge, and values (McCall Jr., 2004), also develop individual managerial capacities (Gyansah & Guantai, 2018). Challenging work experiences can also be an important source of provability evaluation; employees who perform challenging tasks show more willingness to perform higher level jobs than those who perform simple tasks.

Self-development

Employee self-development means developing the abilities of an employee and the result is that the organization will be more developed and employee performance will increase. Therefore, there is a direct relationship between employee self-development and their performance. When employees develop, they will be more satisfied with the job, more committed to the job and performance will increase. When employee performance will increase, this will lead to organizational effectiveness (Awasthi & Kumar, 2016).

Employee self-development is the personal responsibility of employees. Employees at all levels are involved in development activities, either high-level employees, middle-level employees or lower level employees. When the desire to develop themselves comes from employees, they will study harder; participate in many activities such as attending seminars, workshops and other training sessions, either at work or outside of work. Conversely, if people or employees do not want

to develop, then no matter how much support provided by the organization will not have an impact. In addition, employee development is associated with organizational culture, top management attitudes, and limited promotion opportunities (Antonacopoulou, 2000). If the organizational culture supports employees, this will encourage them to participate in decision making so that employees will develop more and performance will increase. The attitude of top management is also another factor that affects employee development activities. Next up are limited promotional opportunities. If promotion opportunities are limited, employees will not participate in employee development activities.

CONCLUSIONS

The conclusions in this study are: 1) the HR retention model "R & R" was developed by integrating procurement and retention programs. The "R&R" model is a combination of "recruit and watch". Therefore, by using this model, employee loyalty will always be maintained and the organization will always be in the best performance so that maximum productivity can be achieved; 2) refers to the conversion level of achievement and qualification. Sugiyono places the achievement level of the R & model R & R with a very decent decision. Human resource development can be defined as a joint initiative between workers and employers (or company management) to improve the skills and knowledge of existing individuals. HR development is very important for the organization / company and also for the employees concerned. Employees need to keep abreast of the latest developments in the industry in order to survive the tough competition. Whereas the companies need skilled and knowledgeable human resources to achieve organizational goals. This HR development helps develop and maintain employees so that they become reliable resources and ultimately benefit the organization. Employees will also develop a sense of attachment to the organization as a result of HR development activities.

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