

Recruitment Capabilities and Attractive Compensation in Supporting of the Employee Retention Paradigm

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ABSTRACT

Generally, employees who have high skills always accept offers from other companies or what we call "high caliber" or "potential" employees. These employees often go in and out of the company, which causes problems for every company. The purpose of this research is to determine the relationship between recruitment, compensation, and employee retention and to determine the most dominant indicators of the three variables mentioned above. The research uses a qualitative approach with a phenomenological approach. The sample is taken from 3 informants, where the average status is as a company leader. nvivo as a tool in analyzing the paradigm or employee retention model. There are four analyses carried out where, in the cluster analysis, it is found that there is a moderate relationship between recruitment, compensation, and employee retention. On the recruitment map for recruitment analysis, the most dominant indicators are competency-based recruitment and online recruitment. For compensation analysis, the most dominant indicators are salary and bonus. The last analysis map for employee retention shows the most dominant career path. It is these dominant indicators that are expected to help with the problem of employee retention in the company.

1. INTRODUCTION

In every company, potential or high-caliber employees are difficult to obtain, (Suhartanto & Suhaeni, 2014; Wijaya, 2015). In the past few years, previous research specifically in Indonesia has shown that young, high-caliber employees have shorter working hours when compared to the previous generation. The marketing and sales department are the heart of the company and have a strong relationship with income or income for the company.

When detailed, sales human resources, of course, have a direct relationship with the company's income. When a high-caliber employee resigns, in general, the information obtained is that the employee reported at least four weeks before resigning. Looking for a replacement is not trivial and generally takes 12 weeks to 24 weeks, starting with job vacancies, selection, and deciding on the choice to join. The cost of recruiting is not cheap, so it will really interfere with the lost income..

When focused on a company, the heart or pulse is more focused on the sales or marketing section, which is a major part of the progress of a company. For this reason, this section is a vital part of the course. The existing human resources are continuously maintained and developed to be more professional(Sari, 2012; Susanto, 2018), high caliber in selling and good marketing can continue to support the company to be more advanced.

From all of the above, we know it is part of the problem of employee retention variables. The employee retention variable is always related to other variables. The author only focuses on the variables spoken by the informants from several interviews. Where some previous research on employee retention is always related to recruitment and has several links, the results are positive and the retention variable is always the dependent variable, among others:

The need to hire and keep employees is crucial given the rising demand for new infrastructure and the dearth of experienced construction craft workers. Understanding worker preferences can help to guarantee that positive job characteristics are upheld and unfavorable ones are minimized in actual

operations(Welfare, 2021). Talent management is the procedure of discovering open positions, hiring qualified candidates, improving their skills and expertise to make them more fit for the position, and keeping those candidates on board to help the organization reach its long-term business objectives..(Mwaro, 2021). a summary of the essential ideas addressed in the remaining chapters of this manual The first section, on recruiting, investigates how individuals are drawn to an institution; the second, on selection, looks at how individuals are chosen by an organization for positions; and the third, on retention, analyzes how individuals are kept on as employees of an organization. This manual's goal is to provide readers with an overview of current psychology research and conclusions on these important factors in recruitment, selection, and retention so they can better understand the people that make a place what it is and how they act and function. (Goldstein, 2017). This study offers several suggestions for effective HRH retention and recruitment. These suggestions should be taken into account by health planners and decision-makers to guarantee the future viability of qualified and enduring health human resource department in the Puskesmas sector. This study offers several suggestions for effective HRH retention and recruiting. These suggestions should be taken into account by health planners and decision-makers to guarantee the future availability of qualified and enduring health human resource department in the Puskesmas sector(Alameddine, 2017). Employee dedication, productivity, and job quality, including performance, can all be positively impacted by a strong recruitment strategy. Employee retention and productivity have a complicated relationship. There seems to be evidence that poor employee retention can lead to a reduction in performance, while slow employee turnover can lead to stagnation. Employment connections, which are frequently complicated by disparities in occupation, age, and demography, can also have an impact on employee performance in addition to affecting employee recruitment and retention. Research will be done to see if there is a connection between employee performance in Solo's batik sector and recruiting, retention, and employment relations. According to the analysis's findings, employment relations, recruiting, and retention all have a big impact on workers' productivity. Staff performance, meanwhile, is significantly impacted by employee recruitment and retention. The work connection was discovered to have a substantial impact on staff retention in addition to attracting and keeping employees. According to the findings, job connections significantly impact employee performance, as do employee recruitment and retention. Additionally, through staff retention, recruitment has a tremendous impact on workplace relationships.(Sutanto, 2016).

Then, previous research also emphasized that compensation is always related to employee retention variable, where employee retention variable is always the dependent variable and where the results are always positive and significant, among others:

Employee retention is a strategy used to retain workers committed to the business for a predetermined amount of time. A high retention rate might be advantageous to the business. This occurs when a business concentrates on factors like pay, the workplace, and the organization's perceived support. Conclusion: The retention of employees is positively impacted by remuneration, the workplace, and perceived organizational support. The outcomes of improved pay, the workplace, and employee perceptions of corporate support paint this picture. The more effective all of those are, the greater the rate of employee retention.(Putra & Rahyuda, 2016). The findings demonstrated that incentive and compensation (R&C) practices had a considerable and advantageous impact on staff retention. In terms of attempt to minimize, R&C significantly improves the relationship between employee retention and training and development (T&D). Therefore, it is stated that higher employee retention results from more positive opinions of HRM methods, particularly R&C policies in the retailing industry (ER). Additionally, it is claimed that HRM practices like R&C mediate the relationships between Performance Evaluation (PA) and Employee Retention (ER) and Development and Training (T&D) and T&D. The general finding is that R&C somewhat mediates the association among Human resource management practices and ER.(Hassan, 2022). Organizations must develop competitive advantages over rival businesses, which is difficult in the current market. Retaining experienced staff in this environment is the largest issue. Because they help the company stay on the cutting edge of competitiveness, successful HR policies help organizations retain people for longer periods of time. The goal of this study was to evaluate the efficacy of HR practices in the Thai pharma industry, including training resources, rewards and remuneration, and performance evaluations. A mediating factor connecting HR strategies and employee retention is thought to be job satisfaction. According to the results of this study, all three HR

activities can positively affect employee retention by fostering skill growth and elevating job satisfaction. Job satisfaction is a real mediator in the connection between different HR practices and employee retention, according to pathways analysis of studies(Kalyanamitra, 2020).

Then, previous research also emphasized that recruitment is always related to the compensation variable, where the employee retention variable is always the dependent variable, and where the results are positive and significant while some are negative and insignificant, among others are:

The COVID-19 pandemic's flexible work practices are anticipated to have a big impact on human resources and management (HR) practices. In this article, we suggest a brand-new bi-level classical optimization model that can help businesses make better hiring and compensation decisions related to hybrid and flexible work arrangements in real-world scenarios. Compared to the traditional paradigm, which employs a single rigid plan, our suggested methodology results in effective managerial practice. This study contributes to the body of knowledge by outlining a novel two-tier model for efficient hiring and compensation choices in flexible workforce environments(Ben-Gal, 2022). An IP makes a salary of \$75,000 on average. The median salary reported by IPs who claim that their pay is founded on industry standards is \$85,000 (P .001). A median salary over \$90,000 is reported by IPs with advanced degrees. IPs who held a master's or less reported making \$50,000 on average (P .001). The median compensation for IPs with CIC is \$85,000. The median wage for IPs without CIC was \$65,000 (P .001). Conclusion This research can be utilized to create retention and recruitment policies that result in a skilled, educated, and competent IP workforce(Knighton, 2018). The purpose of this study was to develop a method for enlisting healthy volunteers (HVs) for a randomized trial evaluating the effectiveness of various telephone assistance approaches for HVs practicing cardiac massage during life-threatening circumstances. HV received emergency first aid instruction instead of financial compensation for taking part in the randomized experiment. We also investigated the elements that contributed to HV motivation and trial participation satisfaction. In addition to comprehensive HV database screening, non-compensated HV recruitment relies on word-of-mouth advertising, which seems to be more effective than media advertising. It seems crucial to give HV not just personal stake as well as to guarantee their pleasure in order to expand the number of people recruited to observational studies without receiving financial reward(Luzurier, 2015).

Some results from interviews with informants that the emphasis on employee loyalty, which is part of employee retention, is very important when coupled with the recruitment and compensation variables for employees. From the informant's information, it is strengthened by scientific research constructs and theoretical studies. More than that, if it is based on previous research, of course it must be strengthened with a strong theoretical construct, among others:

Companies use recruitment to find prospective employees, recruit, and attract candidates in order to reach a consensus within the company(Farizi & Suparna, 2019). Recruitment is an activity that has a series that starts with a company that wants human resources (HR) and looks for positions in HR that are desired until they are accepted. Recruitment description is an action in getting job candidates with certain classifications until the right employees are found to meet the company's needs. From this, it is clear that recruitment is one of the functions of HR in making a mainstay in the company and forming steps in the procedure for searching for prospective workers who will occupy the position desired by the company with terms and conditions.(Sipa et al., 2021). Recruitment at the HR stage is very much needed. This concerns the fulfillment of the HR needs of a company comparable to the planning that has been carried out (Dewi, 2019).

Definitions put forward by experts in relation to compensation. Compensation is financial remuneration as well as services and subsidies obtained by workers in relation to human resources(Simamora, 2004). Compensation is what the workers get is correlated with the participation of workers in the company. Description of compensation, which is something that is obtained by workers as a substitute for the participation of workers' services to the organization or company(Zainal et al., 2019). Compensation is a bond between employees and the company where both of them have rights and obligations that must be carried out and have previously agreed on the work contract. The company has the right to full participation from employees so that they can advance their business, as well as the obligation to pay employees for their work(Suparyadi, 2015).

Retention is a way or sense of keeping employees loyal to a company in order to get results from that company (Mathis & Jackson, 2006). In order to achieve goals that are in line with the vision and mission, the organization or company must be able to maintain employees for a long period of time. Taking care of employees is an obligation and commitment of the company itself (Putra & Rahyuda, 2016). Employee retention is a method used by companies to keep employees loyal to the organization or company for a certain period of time (Anggraeni & Rasto, 2016). Retention is a sense or a way to keep employees loyal to the company so that company results are achieved. Employee retention refers to the procedures used by the company to support permanent employees with the company for a long period of time. If the employee does not maximize his abilities or abilities, is not focused, or lacks appreciation for his company, the employee will resign due to failure and full of pressure (Oladapo, 2014).

From several scientific research (Putra & Rahyuda, 2016) (Hasan, 2022) (Knighton, 2018) (Luzurier, 2015) and robust theory constructs, some of the variables above are only done partially, not simultaneously, where the researcher wants to help in answering simultaneously. Especially at the same time, the author wants to detail what indicators cause recruitment and compensation variables to have a relationship with employee retention variables. From this, the research has a question formulation; "Is employee retention influenced by recruitment and compensation?"; then "is there a paradigm or model of recruitment, compensation, and employee retention with the support of the most dominant indicator of each variable?" From the above background, the researcher is interested in researching "Recruitment capabilities and attractive compensation in supporting the paradigm or employee retention model."

2. METHOD

This study uses a qualitative, phenomenological research methodology. Phenomenological studies explain how various people interpret concepts or phenomena based on their personal experiences. Phenomenologists concentrate on defining the aspects of a phenomenon that all participants share. Phenomenology's fundamental goal is to distill each person's unique encounter with a phenomena into a statement of its essential nature. Qualitative researchers classify a phenomenon as a "thing" of human experience in order to do this. a group of people who have each experienced the phenomenon is used to explore it. As a result, varied groups are found, with sizes ranging between 3 to 4 to ten to fifteen persons (Creswell & Poth, 2016). Three people were chosen as informants for this study, which was done between June and July of 2022. All three of these individuals have a track record of success in moving their organizations forward and have served as corporate leaders for more than ten years. During this investigation, triangulated data was employed (Burhanudin & Mahribi, 2022).

Data processing is assisted by Nvivo12 tools, a special analytical tool in qualitative research which has been recognized worldwide, including data validation, data descriptive, and paradigm formation (Gençten, 2022; Mrad, 2022; Zhafira, 2022). Research using Nvivo12 tools will produce good data processing so that it helps in making paradigms or models of employee retention.

3. RESULTS AND DISCUSSION

The table below is attached to the matrix in the form of information from informants, which is described or detailed as follows::

Table 1. Informant details and interview effects

No	Informant	Position	Company	Variabel
1	MS	President Director	PT BTI	RECRUITMENT In searching for candidates, BS utilizes social media to reach potential candidates in line with the trends in the world of recruitment. The consideration is that good candidates are usually not actively looking for work. As recruiters, we have to pick up

the ball by contacting potential candidates first.

BS also prioritizes candidates who match the company's culture and agility. It is hoped that these talents can contribute optimally to the company and continue to grow in the future.

"High-caliber" candidates are found by searching in detail and carefully by paying attention to digital track records and trusted references. This is done to ensure recruited candidates have the competencies needed by the company and in line with the transformation to focus more on digital competence customers with various initiatives, and ensure the team has current and future competencies, with future soft skills that the company needs.

COMPENSATION

Good rewards will certainly encourage employees to stay in a company. Therefore, the company offers an attractive remuneration or salary scheme for all employees.

Through the Annual Incentive Plan program, we provide opportunities for employees who can achieve their highest achievements to get rewards where the bonus increase will be even greater if the achievement exceeds 100% of the target..

EMPLOYEE RETENTION

In building "sustainable talent development", the right strategy is needed, including an "end-to-end HR process" that prioritizes "employee experience" (EX). To keep employees loyal to the company, BS provides equal career development opportunities to each employee based on their respective contributions and added value to the company.

"We believe in the need to implement a talent retention program on a "current" basis, including studies to implement a flexible working arrangement to continue the combination of WFH and WFO during the pandemic. In the future, hybrids and wellbeing will be implemented to stay

				aligned with the latest challenges and aspirations of the younger generation.
2	LS	Deputy President Director	MVN	<p>RECRUITMENT</p> <p>Manpower planning (MPP) of each division. Manpower planning is a reference for annual workforce planning, starting from recruitment and promotion/transfer plans. "Similar to employee development, we also review priority programs related to business continuity and remain focused on individual development. Recruitment for both new and replacement positions will continue to be reviewed in line with the company's business objectives and strategies for the year, "</p> <p>Starting from the candidate screening process, assessment, interview, offering, and onboarding. Likewise, the interview process, which was originally carried out face-to-face (offline), was transferred to an online system.</p> <p>The human capital division quickly reviews needs and adapts to the existing situation. At that time, creativity and innovation needed to be fast and different from the previously common ways. The human capital division also involves divisions that require candidates, as well as other divisions that support the recruitment and onboarding processes. The company opens recruitment opportunities to internal employees first before finally going external. In addition, there are requirements that are general competency and specific competency planning recruitment time for each position according to the business plan.</p> <p>COMPENSATION</p> <p>Regarding rewards that are promised to increase employee motivation, performance, and loyalty. As for rewards, C divides them based on time, namely performance rewards in the form of monthly and quarterly incentives. Performance rewards in the form of bonuses for several positions/leaders whose performance appraisal results are reviewed over a longer period (annual minimum). There are also special rewards according to the program/strategy focus (according to conditions and objectives), such as best branch, best sales force, best product reward, new product reward, and</p>

others. STAR & Best Employee Reward in accordance with the results of the annual performance appraisal (a program with all employees). Finally, the reward is based on the results of the performance assessment (results & competencies), which is one of the factors in conducting a salary review.

EMPLOYEE RETENTION

Every two years, Combiphar reviews competency profiling using an employee effectiveness survey (EES) for each position, including sales and marketing. From the results of the analysis and competency gaps, a skill development plan or improvement for employees is made in the form of involvement in a project, job rotation, project expansion, sharing sessions, as well as various training/seminars. C is also wide open as the market expands to include traditional herbal medicine and healthy food.

3	MM	President Director	PT APE	<p>RECRUITMEN</p> <p>The created content will be released through a variety of carefully chosen media, including social media and other channels that are used in conjunction with traditional and online mainstream media., through the Human Capital Management Division, which has an online alternative system in the talent search process. best to be an employee of this company. In order to facilitate the profile screening process, the implementation of candidate ability tests, and the interview process, PT APE cooperates with various recruitment platforms such as LinkedIn, Glints.com, and Karir.com. Hard skills include mastering marketing principles and techniques as well as understanding customer experience and customer relationship management. In addition, you must have good soft skills such as the ability to communicate, negotiate, adapt, and manage your time management.</p> <p>COMPENSATION</p> <p>"We always have a competitive salary, so we are also able to compete with other companies and provide compensation according to the current market," he said. Another effort was made to give appreciation to employees who have shown the best performance, create a comfortable</p>
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working atmosphere, and provide space for aspirations at the employee forum. Bonuses are disbursed based on employee performance appraisals for the past year. In addition, the company has also implemented a reward system for all employees.

EMPLOYEE RETENTION

PT APE tries to offer a career path so that employees are more enthusiastic and give their best. If they meet expectations, there is an opportunity for them to get promotions according to the agreed career path. There are two career paths provided, namely, structural positions and functional positions.

It is clear from the table above that everyone informant has a specific marketing and branding plan to turn the business into a profit-generating machine. Nevertheless, employing the nvivo release 12 tools helps to facilitate data integrity and model development so that the findings of the conversation and debate can respond the hypotheses and form an unique from the research..

Only those analyses pertinent to research, such as those that are employed in the nvivo release 12 tools, are used:

Cluster Analysis

Cluster analysis or cluster analysis is a procedure in which in depth can be found the paradigm, or pattern, or model in research from a group of data or it can be in the form of nodes, which provides visualization of similarities in value attributes or similarity in coding on nodes. This diagram also includes representations of data sources and nodes to aid in determining similarities and differences. In this diagram, the data sources, or nodes, can provide similar similarities at the same time.

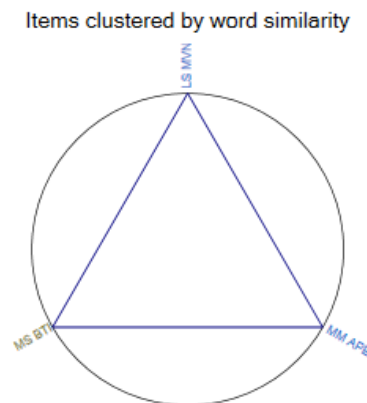


Figure 1. Analysis cluster diagram

From the diagram shown above, each informant has the same perspective in terms of both recruitment and compensation for employee retention. The results of the cluster analysis were taken using raw data from interviews with informants. The diagram shows a blue triangle. This means that the blue line is a strong similarity between informants MS BTI, LS MVN, and MM APE in addressing employee retention, which is always supported or related to recruitment and compensation.

Correlation Coefficient	Strength Description
0.81 - 1.00	Strongest
0.61 - 0.80	Storgn

0.41 - 0.60	Moderate
0.21 - 0.40	Weak
0.00 - 0.10	Weak to No Relationship

Figure 2. Rule of Thumb Pearson Correlation Coefficient(Hair et al., 2014)

analyzing the correlation coefficient of each informant in the cluster analysis attached below, complemented by detailed numerical data:

Table 2. Data on Pearson correlation coefficients for informants

File A	File B	Pearson correlation coefficient
Files\\Interview\\MM APE	Files\\Interview\\LS MVN	0.414359
Files\\Interview\\MS BTI	Files\\Interview\\LS MVN	0.419537
Files\\Interview\\MS BTI	Files\\Interview\\MM APE	0.518707

From the table above, there are 3 informants, which are placed in File A and File B, which is the principle of comparison of each informant's data. While the last column states the Pearson Correlation, The results of the correlation can be seen in the Moderate category, where the results of the numbers range from 0.41 to 0.60, aka the correlation is moderate. In the table above, the highest number is 0.518, the relationship between MS BTI informants and MM APE informants, and the lowest is 0.414, the relationship between MM APE informants and LS MVN informants. This, of course, states what is said or stated by each informant in terms of the correlation between employee retention and recruitment and compensation.

Map Analysis

Visualization tools are given examples on maps or models where their function is very vital in qualitative studies. Running a map to examine more deeply, in the form of a hypothesis where the results of the hypothesis are known to know the relationship between variables or the relationship between indicators. Running a model or map or paradigm can be stated that modifying the map of your research is very easy and easy, both operating data and data that must be added to complete the research being undertaken.

Three stages are carried out on the model, namely mind maps, concept maps, and project maps. If the researcher uses a project map based on the use of a map or model, simply by placing the data, the data can be automatically identified and analyzed independently. Although manual functions are still needed, this minimizes the error factor.

Map Analysis for recruitment

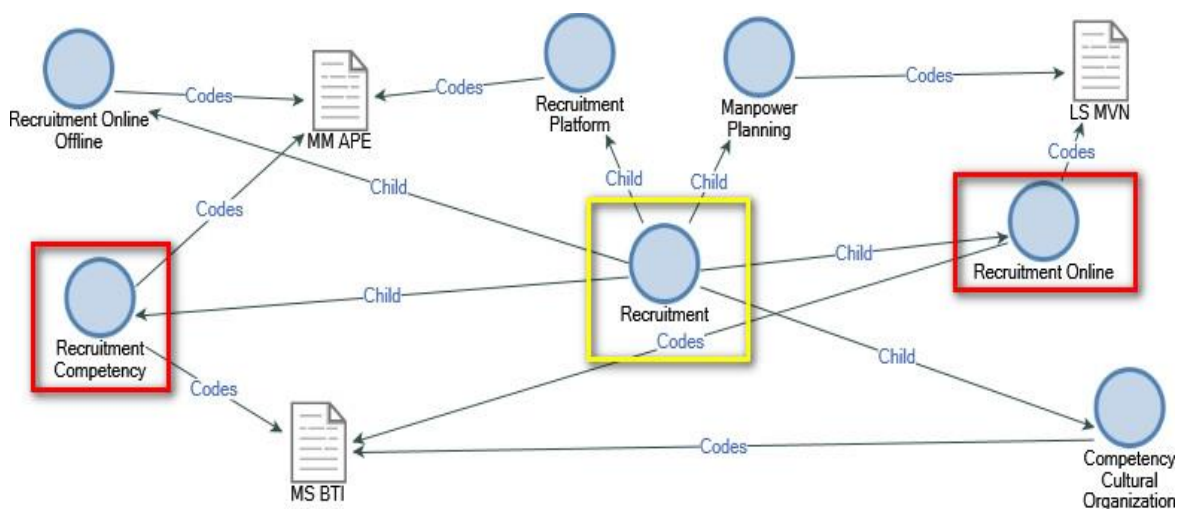


Figure 3. Recruitment analysis

From the analysis chart above, it is clear that the recruitment variable circled in yellow is the main part where the recruitment variable has several indicators, where the number of indicators is six (6). These indicators include: 1. online and offline recruitment; 2. recruitment through recruitment platform partners; 3. manpower planning (manpower planning); 4. only online recruitment; 5. employee competency in adapting to company culture; and finally 6. Recruitment expertise When viewed from the informants, there are three people, namely MS BTI, MM APE, and LS MVN, where each informant has the same and different policies. On the online recruitment indicator, where the informants use this policy are MS BTI and LS MVN informants, that the online recruiting factor is the best thing for the company from the two informants, namely "In looking for candidates, BS uses social media to reach out to potential candidates in line with the trends of the world of recruitment." And "assessment, which was originally done face-to-face (offline), was transferred to an online system"(Chen, 2022; Friedel, 2022; Hoffmann, 2022; Huang, 2022; Li, 2022). The two informants say the use of this policy will support the company in being good. The two informants where the statements are sorted according to the name of the informant above, namely: "This is done to ensure the candidate recruited has the competencies needed by the company and is in line with the transformation to focus more on digital competence customers with various initiatives, and ensure that the team has current and future competencies, with future soft skills needed by the company" and "hard skills, including mastering the principles and marketing techniques, and understanding customer experience and customer relationship management. In addition, you must have good soft skills such as the ability to communicate, negotiate, adapt, and manage your time management""(Daly, 2022; Karimi, 2019; Rzhеuskyi, 2019, 2020; Sychаła, 2019). The rest of each informant has differences from one another, starting from MM APE, where recruitment is carried out using online recruitment and using partners or third parties using the recruitment platform.(Blom, 2017; Christensen, 2017; Loxton, 2015). Then the MVN LS where using manpower planning recruitment (manpower planning) preparations are made earlier and carried out systematically so that it makes it easier for companies to recruit employees in accordance with the planned needs(Feyter, 2017; Guerry, 2012; Rojамary, 2014). Then MS BTI uses recruitment by leading to competencies based on corporate culture so that prospective employees not only have skills but also quickly adapt to the company culture(Hart, 2021; Reddivari, 2016; Sawrikar, 2020; Srimarut, 2020).

Map Analysis for compensation

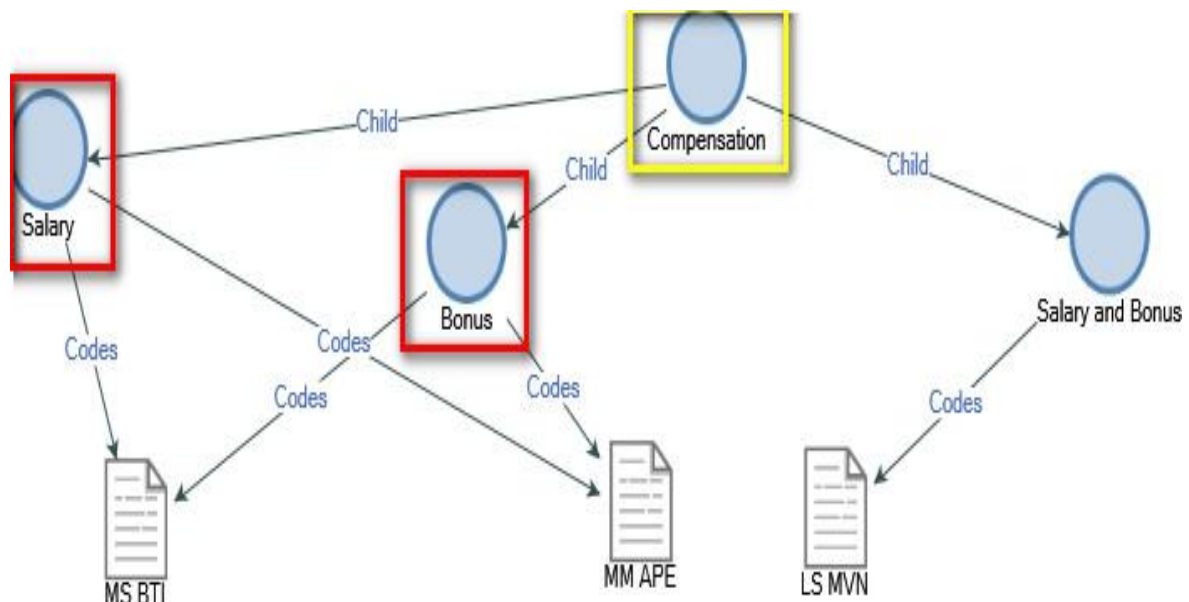


Figure 4. Compensation analysis

From the analysis chart above, it is clear that the compensation variable circled in yellow is the main part where the compensation variable has several indicators, where the number of indicators is three (3). These indicators include: 1. salary, 2. bonus, and 3. salary and bonus. When viewed from the informants, there are three people, namely MS BTI, MM APE, and LS MVN, where each informant has the same and different policies. In the salary indicator, where the informants use this policy are MS BTI and MM APE, where the statement is as follows: "Good pay will definitely encourage employees to stay in a company," followed by the next informant statement, "We always have a

competitive salary, so we are also able to compete with other companies and provide compensation according to the current market"(Bapes, 2022; Ezhak, 2021; Grandizio, 2022; Wakabayashi, 2022). Then the bonus indicator which uses this policy is the informant MS BTI and MM APE, where the statement is as follows: "Through the Annual Incentive Plan program, we provide opportunities for employees who can achieve the highest achievement to get rewards where the increase in bonus will be even greater if the achievement exceeds 100% target." The next statement was followed by the statement of the next informant, "Another effort is to give appreciation to employees who have shown the best performance, create a comfortable working atmosphere, and provide space for aspirations in the employee forum. Bonuses are disbursed based on employee performance appraisals for the past year"(Adu-Ameyaw, 2021; Cho, 2019; Tahir, 2019; Yang, 2022). Then there is the salary and bonus indicator that uses this policy only once MVN LS, where the statement is as follows: program/strategy focus (according to conditions and objectives), such as best branch, best sales force, best product reward, new product reward , and others. STAR & Best Employee Reward in accordance with the results of the annual performance appraisal (a program with all employees). Finally, the reward is based on the results of the performance assessment (results & competencies), which is one of the factors in conducting a salary review(Cauvin, 1979; Healy, 1987; Lovett, 2022).

Map Analysis for employee retention

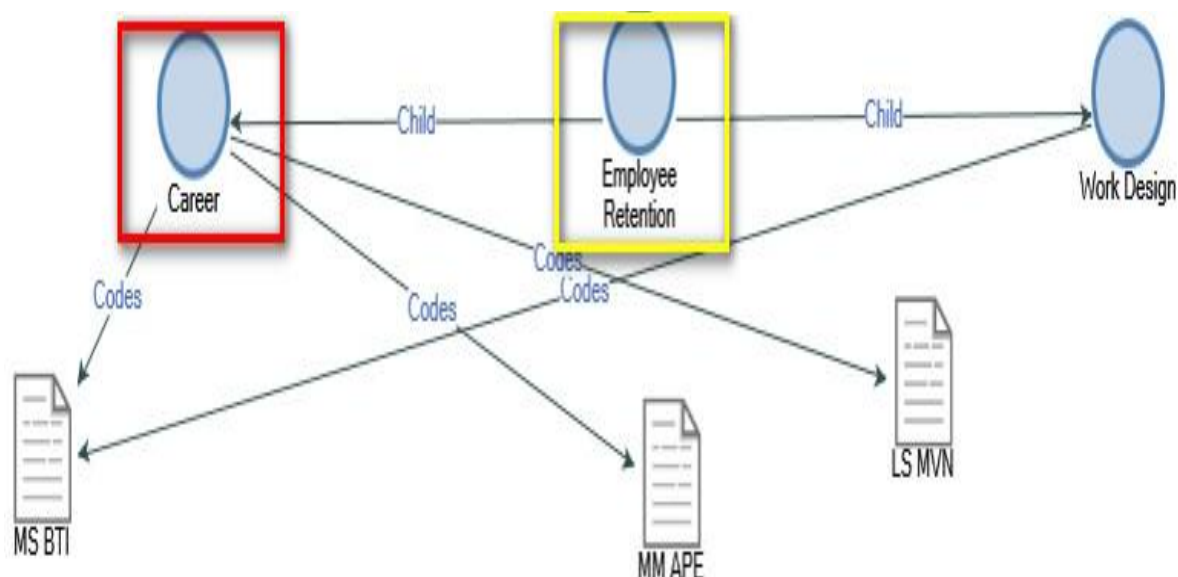


Figure 5. Employee retention analysis

From the analysis chart above, the employee retention variable circled in yellow is the main part where the employee retention variable has several indicators, where the number of indicators is two (2). These indicators include: 1. work design and 2. career When viewed from the informants, there are three people, namely MS BTI, MM APE, and LS MVN, where each informant has the same and different policies. The career indicators where the informants use this policy are MS BTI, MM APE, and LS MVN, where the statements are sequentially according to the name of the informant above, namely as follows In building "sustainable talent development," the right strategy is needed, including an "end-to-end HR process" that prioritizes "employee experience." To keep employees loyal to the company and provide equal career development opportunities to each employee based on their respective contributions and the added value they provide to the company," followed by the next informant's statement, "offering a career path so that employees are more enthusiastic and give their best. If they meet expectations, there is an opportunity for them to get promotions according to the agreed career path. There are two career paths provided, namely "structural positions" and "functional positions," and the last one is "a review of competency profiling using an employee effectiveness survey (EES) for each position, including sales and marketing. From the results of the analysis and competency gaps, a skill development plan or improvement is made for employees in the form of involvement in a project, job rotation, project expansion, sharing sessions, as well as various training/seminars"(Batool et al., 2022; Khan, 2021; Permatasari & Zona, 2021; Ying et al., 2022). Then on the work design

indicator, only one informant uses this policy, namely the MS BTI informant, where the corroborating statement is as follows "We believe that there is a need for current implementation of talent retention programs, including studies to implement flexible working arrangements to continue the combination of WFH and WFO during a pandemic. In the future, hybrids and wellbeing will be implemented in order to stay aligned with the latest challenges and aspirations of the younger generation"(Hlanganipai & Mazanai, 2014; Theurer, 2018). The implication of this research is to help the industrial world, especially to assist in employee recruitment and to make employee retention models responsive to human resource problems in the company.

4. CONCLUSION

The conclusion obtained from the results and discussion above is that in the cluster analysis test, the three informants MS BTI, LS MVN, and MM APE have a moderate or moderate relationship in the correlation of every word or utterance given in the interview where the words for the variable Recruitment, compensation, and employee retention are the similarities in building a good performing company from the three informants, which can be interpreted in another way that there is a moderate relationship between employee recruitment, compensation, and retention. In terms of the recruitment analysis map, especially from the indicators from the three informants, there are similarities and differences in terms of recruitment. The most powerful or dominating indicators are competency-based recruitment and online recruitment, meaning that these two indicators can be used as policies for various companies. These two indicators have been implemented in two companies that are believed by informants to have supported the success of recruitment. The two informants who confirmed it were MS BTI and MM APE on the recruitment indicators based on competence and MS BTI and LS MVN on indicators on online recruitment. For the compensation analysis map, the three existing indicators are: salary, bonus, and salary and bonus. Only the salary and bonus indicators do not dominate the indicators on compensation. Two salary indicators dominate from two informants, namely MS BTI and MM APE, suggesting that salary has a strong dominance on employee retention. Then the bonus indicator dominates from two informants, namely MS BTI and MM APE, that bonuses have a strong dominance on employee retention. For the analysis map of employee retention, only two indicators are available, namely career and work design. Whereas career has a strong dominance indicator on employee retention, this is reinforced by statements from informants MS BTI, MM APE, and LS MVN. The above has answered two hypotheses from the problem questions posed, for that the answers to the hypotheses can help solve the problem of employee retention, especially the frequent entry and exit of "high caliber" or potential employees in various companies. With the paradigm or model of the three variables, it can help company leaders solve problems, especially in employee retention.

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