Retention Management Approaches for Encouraging Satisfaction and Commitment to Retaining Employees

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Abstract

It needs a special attention from the company related to the employee's intention to leave the organization. The purpose of this study was to develop a conceptual model to demonstrate empirically how retention management can encourage job satisfaction and commitment that employees do not intend to leave the organization. A total of 36 accounts officer in Lumajang willing to become respondents. The approach used in the form of PLS. The results showed that the management of employee retention and satisfaction are directly able to reduce the employee's intention to leave the organization. Employee commitment has not been able to lower the employee's intention to leave the organization.

Keywords: retention management, employee kapuasan work, commitment, intention to leave organization

INTRODUCTION

There is an important question to ponder is why people choose to remain in an organization or chose to leave the organization. An organization or company in the modern era, as now, human resources employees is an important asset that needs to be maintained. Need for retention management practices in an attempt to retain the existing employees in the company. The company will not be able to terminate employees who change job if no retention management are carried out systematically. Retention management is more focused on policies and programs to make employees feel satisfied with the job, Retention management has become one of the areas of human resource management. The organization has been forced to use new methods and special motivator in addition to incentives that have really proven. It is very important to evaluate employee commitment

In retaining qualified employees, a retention program that can be done is to develop kepuusan works. Employees who are satisfied with their jobs tend to keep working on the enterprise. Their employee satisfaction reduces employee turnover in an organization. In how the study also states that there is an important relationship between management and employee retention and intention to leave the organization.

Employee satisfaction is positively related to organizational commitment, but negatively related to the employee's intention to leave the organization. Organizational commitment also negatively related to intention to leave the organization. In another study of satisfaction as a mediator between the ministry and the intention to leave the organization, Job satisfaction is significantly related to commitment.
Seperti on several other employees account officer in Indonesia, in Lumajang Regency East Java province into have unique characteristics that need to be considered. Where high levels of job displacement caused by several factors. In this case the need for retention management that is expected to increase satisfaction and commitment that will have a negative impact in relation to the employee's intention to leave the organization. Besides their high job satisfaction is also expected to increase the commitment to high employment so that no employee intention to leave the organization. With the retention management, the greatest hopes the company will further increase employee satisfaction and commitment. Account officer in Lumajang or commonly called the AO is an employee whose work relates to people. No stranger again if the rate moved higher employment occurred in AO in Lumajang. In addition to a society consisting of various races where the behavior of the AO are too different to be one factor intention to leave the organization.

METHOD
Jenis This research is quantitative research looking for a causal relationship. This research is associative causal research, which examined the relationship is causal. The object of this study include independent variables, retention management. Variable interveningnya ie employee satisfaction and commitment. The dependent variable is the intention to leave the organization. This study focused on retention management so as to encourage job satisfaction and commitment that employees do not intend leaving the organization. Employees that account officer in Lumajang. The population in this study were all accounts officer in Lumajang amounted to 41 people. The sampling technique used in this study is the sample census of all members of the population used as a sample. Data collection methods used in this study include observation, questionnaires and interviews. The observations were made as the first step mancari problems phenomenon used to amplify the background, as well as researchers take part in the real situation of the object of study, it is expected that missing data through interviews can be resolved. Questionnaire distributed to look for primary data in the form of two parts, the first part consists of the personal data of respondents and the second part consists of items gauge statement constructs or variables used in the model. The questionnaire consisted of closed and open statement. In addition to these methods, there is a method of interviewing. Interviews were conducted to support the data obtained through questionnaires. Retention management is measured using seven items were adapted from previous studies 34. Employee satisfaction is measured by the results of previous studies of adaptation diurakan into four items 7. Commitment to work is also measured by the results of previous studies developed adaptation of Meyer, Allen and Smith, (2000) to three items 16, 28. the intention to leave the organization was also measured from the adaptation Lahey (1984) and previous research into the three items 17. Overall the study variables were measured with a Likert scale of 1 (strongly disagree) to 5 (strongly agree). Data analysis techniques in the study was conducted with the help sofftware SmartPLS. In the analysis model, there are two elements, namely outer and inner models models. Outer model was used to examine the relationship between the latent variables with the indicator. In the outer test the validity and reliability of the model. Inner model is used to connect between the latent variables or test the hypothesis.

RESULTS AND DISCUSSION
Leaving Intention Retention Management and Organization. Retention management significantly influence the intention to leave the organization. The effect is negative, which means if the management retention is increased then the intention to leave the organization will decrease. This implies that the better management of retention is applied, the lower the intention of employees leaving the organization.
The results support the claim that retention management is a business organization or company that aims to make employees do not intend to leave the organization. There are priorities in retention management influence on the intentions of employees leaving the organization. The main priority that companies give rewards to employees who excel. Reward their achievement was given turned out to be evaluated positively by the employees. Accounts officer in Lumajang need their recognition in the form of reward for the achievements obtained. They have worked hard to pursue its specified targets. Their reward for their achievement were able to reduce their intention to leave the organization.

The second priority is to understand the state of the company employees. State employees need their attention from the company because they are a major asset, without employees or human resources company will not be able to move and develop. Accounts officer in Lumajang require attention, especially personalized attention from the company. This is because they do work hard, if not offset by giving more attention they will tend intends to leave the company.

The third priority is a company creates a balance of employees in their duties. The balance in the form of duties imposed, the rewards are given, as well as their areas of responsibility. The balance of the account officer duties in the important Lumajang created so that they do not intend to leave the company. The tasks assigned to them have been balanced in the form of targets, rewards, and territory. They already feel the lack of balance between the members offer account so that they do not intend to leave the organization.

The fourth priority is either the company developed a professional organizational climate. Developed organizational climate perceived company account officer in Lumajang is good enough. They tend to stick to the company with the organizational climate. Development by companies such as creating a good relationship with the boss and fellow employees, impose good ethics in society, always create a good condition or state.

The company provides opportunities for a career is a fifth priority. The opportunity is expected by some account officer in Lumajang. They do not want to work forever like what he felt now. Their career opportunities provided by the company, they are more inclined to work and do not intend to leave the company. The company develops employee satisfaction is a priority sixth. Employee satisfaction is very important to be developed in order to keep its employees in order not intend to quit his job. Accounts officer in Lumajang feel quite satisfied with what he gained from his company, and therefore the company also needs to develop further the existing satisfaction.

The last priority is leadership developed a leadership model that fits with the company. This is a low perceived by the account officer in Lumajang. They felt there was a mismatch with the current leadership models. This will have an impact on their intention to quit the job or the company. Retention management significantly influence the intention to leave the organization. This is not out of the three priorities intention to leave the organization.

The main priority of the intention to leave the organization that if it has a good chance, then their desire to seek another job. Accounts officer in Lumajang has a desire to move from their present jobs. However, because the opportunity is still there, they stick with what they earn now. Retention management applied by the company is now able to block the employment opportunities from the outside.

The second priority is not enjoying this job and want to look for another job. Accounts officer in Lumajang was not enjoying the job now and indeed their desire to seek another job. But they are
still unsure of the work that would be obtained. Doubts if the new pekejaan later, retention management application laih far worse than they now receive as an account officer.

The last priority is the hope of finding another job are the same. The majority of account officer did not expect to find the same work with now. They hope to find a better job. Expectations are still far because it detracted from the retention of enterprise system management application.

Retention Management and Employee Satisfaction. Retention management significantly influence employee satisfaction. The positive influence of the relationship implies that if the enhanced retention management, it will also increase employee satisfaction. The better management of retention is applied, then the employees will be more satisfied. The results of this study support the notion that a significant effect on satisfaction management.

Results are supported by some of the priorities of the items proposed. The main priority that companies reward employees who excel. Their benefits granted to the company account officer in Lumajang able to give a sense of satisfaction. They are satisfied to the benefits obtained in the form of salaries, allowances, and bonuses.

The second priority is to understand the state of the company employees. Accounts officer in Lumajang satisfied on the company's attention to himself. Attention to establish satisfaction in the form of attention when calamity against family members neither sick nor dying, attention in case of problems on the job, and more attention. Companies understand the multiple causes experienced by employees so that they are satisfied with it.

The third priority is a company creates a balance of employees in their duties. It can also be formed from the employee satisfaction retention management application. The balance in the form of duties imposed, benefits granted and work areas were able to give a sense of satisfaction account officer in Lumajang. There is no difference between the account officer with one another.

The fourth priority is either the company developed a professional organizational climate. Organizational climate that developed in the form of good relations with superiors and fellow employees, impose good ethics in society, always create a good condition or state. It is capable of providing a sense of satisfaction on account officer in Lumajang and can work more fun.

The company provides opportunities for a career is a fifth priority. Opportunities for a career in the account officer in Lumajang form of an opportunity to occupy a higher position. They compete to get the job in order not to remain as the current job. They were satisfied with the opportunities for what will they get nothing in vain. The company develops employee satisfaction is a priority sixth. Satisfaction developed the company has felt an account officer in Lumajang form will be a fellow employee satisfaction, satisfaction with salary earned, on promotion satisfaction, satisfaction with employee performance awards, and sebagianya. The satisfaction of the development is able to provide a sense of satisfaction inherent in the hearts of employees.

The last priority is leadership developed a leadership model that fits with the company. Leadership model is now able to give satisfaction to his subordinates, even though sometimes there are models of leadership that are inconsistent with the company. Leadership of the company has tried to provide the best and can form a satisfaction for account officers in Lumajang.

Retention management significantly influence employee satisfaction. Satisfaction of employees affected can not be separated from the five items that have been measured. There are five priorities of the item so as to form a satisfaction. The main priority is satisfied with the work. Accounts officer in Lumajang satisfied with the work now because it is the application of retention
management to establish the satisfaction of their employees. Work has already been so designed and analyzed so that employees enjoy this job.

The second priority is satisfied with the cooperation. Good cooperation among account officers and superiors. Cooperation is not only in terms of employment but also in the event of a family tragedy. Support moral support was able to form a good partnership.

The third priority be satisfied upon payment given by the company. The Company provides payment on account officer in Lumajang in accordance with what has been done. They are satisfied because if they are industrious, it will get paid high. Satisfied with the promotion that the company became the fourth priority. Promotion giving spirit makes the account officer in Lumajang to get the promoted position. Promotions are given in the form of positions to occupy the top level or even higher.

The last priority is satisfied on the leadership. Account leadership officer in Lumajang always provide motivation in performing the task. Conducting an internal meeting to evaluate the previous work and providing follow-up to the work to be done.

Retention Management and Employee Commitment. Retention management significantly influence employee commitment. This implies that the better management of retention is applied, the higher the commitment of employees 15, 18, 36. There are the priorities of the items used for retention management menggukur in influencing employee commitment. The main priority that companies reward employees who excel. Their benefits granted to the account officer in Lumajang form of salaries, allowances, and bonuses can increase the work commitment. Followed by the second priorititas that companies understand state employees. Accounts officer in Lumajang is necessary to get attention so that they have a high work commitment. Attention in the form of attention when calamity against family members neither sick nor dying, attention in case of problems on the job, and more attention. Companies understand the multiple causes experienced by employees so that they are more committed.

The third priority is either the company creates a balance of employees in their duties. Accounts officer in Lumajang feel the balance provided by the company in the form of duties imposed, benefits granted and work areas. They are increasingly committed to their balance-the balance.

The company develops professional organizational climate into the fourth priority. Good relations with superiors and fellow employees, impose good ethics in society, and always creates good conditions and circumstances developed an organizational climate of the company. Accounts officer in Lumajang feel the development of the organizational climate so that they are increasingly committed to the work.

The company provides opportunities for a career is a fifth priority. The opportunities in the form of a higher office. Accounts officer in Lumajang vying to get into office by showing a high work commitment.

The sixth priority that companies develop employee job satisfaction. Accounts officer in Lumajang feel the development of job satisfaction not only with his fellow colleagues but also in the form of wages earned, satisfaction with the promotion, and the satisfaction of achievement awards. Development satisfaction being able to make them even more committed dalma work.

The last priority is leadership developed a leadership model that fits with the company. Leadership model applied in moving account officer in Lumajang sometimes also not in accordance with the vision and mission of the company. But also continued to see social life as a human being. It is also
able to increase the commitment of its employees work. The commitment of employees also are priorities that are affected by their retention management. The main priority is to be part of the company. Accounts officer in Lumajang want to be part of a company with the implementation of retention management system that now. They consider the company as part of the family, for daily work as a team. Followed by a second priority which will remain at the company. They remain on the company because it had enough with the retention of enterprise management application. Accounts officer in Lumajang survive with close access to work in other places. The last priority is the existence of consciousness should survive. Awareness is already manifests itself from within the account officer in Lumajang. They are aware that the implementation of retention management system of the company is also for the advancement of its employees. Awareness is already manifests itself from within the account officer in Lumajang. They are aware that the implementation of retention management system of the company is also for the advancement of its employees.

Employee Satisfaction and Employee Commitment. Employee satisfaction does not significantly influence employee commitment. This result rejects from previous research employees 17. Employees are more satisfied was not able to increase its commitment. Satisfaction has been formed on the inside of the employees without affecting the work commitments account officer in Lumajang. This can be explained from the main priority in measuring employee satisfaction is satisfied with the work. Their fairly high ratings of satisfaction of employees towards work can not affect their high work commitment.

Followed by a second priority is satisfied with the cooperation. Cooperation in question is between co-workers and superiors. Cooperation with coworkers namely in terms of overcoming the problems of work and family problems encountered, while cooperation with superiors, namely in relation to find collective solutions to target the jobs that have been determined if unmet. Bosses also can be a good colleague in addressing family permasalahn faced. But their satisfaction with the good cooperation can not guarantee their employees' commitment.

The third priority in measuring job satisfaction is satisfied with the fee that the company provides. Payments that are made to the account officer in Lumajang in accordance with the results of its work. Their satisfaction is high enough on payment received does not guarantee a high work commitment. The fourth priority is satisfied with the promotion received. Promotions to rise to a higher level of satisfaction is felt is high enough, but can not affect their work commitments are quite high as well. The last priority is satisfied on the leadership. Leaders motivate subordinates, evaluating previous job as a follow-up work that will come. It also has not been able to influence their work commitment is high.

In addition to the priority of an item of employee satisfaction, there is also a priority of the items work commitment of its employees. The main priority is to be part of the company. Accounts officer in Lumajang perceive high enough to be a part of the company. They consider the company as a family, but it has not detracted from employee satisfaction. The second priority which will remain at the company. Accounts officer in Lumajang perceive high enough to have survived in company with close access to work elsewhere. The last priority is the existence of consciousness should survive. Lack of awareness of the self account officer in Lumajang to survive on companies perceived high enough and they realize survive to the company's progress. The third priority of employee commitment is considered quite high although not influenced by employee satisfaction. They are committed to work already come from within himself and also influenced by other factors.
Employee Satisfaction and Intent to Leave Organization. Employee satisfaction did not significantly influence the intention to leave the organization. Reject research results of previous studies 5, 34, 37, 38. The higher employee satisfaction has not been able to hold the employee's intention to leave the organization. Judging from the five items statement of job satisfaction is quite high and there is a major priority of the fifth item is satisfied with the work. Accounts officer in Lumajang was quite satisfied with the work they do, enjoy the work, and looked their satisfaction with the results obtained. The second priority is satisfied with the cooperation. Cooperation with fellow colleagues as well as with the above is considered quite satisfied. The third priority is to settle on a fee given by the company. Companies provide a fee in accordance with the results of its work. They are quite satisfied that his work was not in vain. On the fourth priority is satisfied with the promotion that the company became the fourth priority. Promotions considered quite satisfied and make the spirit of account officer in Lumajang to get the promoted position. Namely the promotion given to occupy the top level or even higher. The last priority is satisfied on the leadership. Their ratings are quite satisfied on a direction of the motivations in carrying out duties, evaluation and follow-up. Promotions considered quite satisfied and make the spirit of account officer in Lumajang to get the promoted position. Namely the promotion given to occupy the top level or even higher. The last priority is satisfied on the leadership. Their ratings are quite satisfied on a direction of the motivations in carrying out duties, evaluation and follow-up. Promotions considered quite satisfied and make the spirit of account officer in Lumajang to get the promoted position. Namely the promotion given to occupy the top level or even higher. The last priority is satisfied on the leadership. Their ratings are quite satisfied on a direction of the motivations in carrying out duties, evaluation and follow-up. Promotions considered quite satisfied and make the spirit of account officer in Lumajang to get the promoted position. Namely the promotion given to occupy the top level or even higher. The last priority is satisfied on the leadership. Their ratings are quite satisfied on a direction of the motivations in carrying out duties, evaluation and follow-up.

Satisfaction of employees at the company has not been able to lower the employee's intention to leave the organization. Intention employees leave the organization judged on three items. The items are a top priority that is if it has a good chance, the desire to look for another job. This item is perceived as good by the account officer in Lumajang. Other job opportunities simply can not be predicted by the company, but it can be minimized through retention management system applied not see from the satisfaction of employees of the company. Opportunities are earned by the employees in the form of mendapatakan job opportunities with higher salaries, opportunities for entrepreneurship and opportunity to occupy higher positions in other companies.

The second priority is not enjoying this job and look for another job. Accounts officer in Lumajang judge it pretty good. They feel there is a mismatch with this job. Although seen them satisfied, but unable to resist their their intention to leave the organization mainly because they do not enjoy the job. Their discomfort with the current job and look for another job. They are looking for another job more comfortable despite the benefits granted better now.

Last priorities such as hope of finding another job are the same. It is considered low by account officers in Lumajang because they did not expect to find the same work with now. Those expectations are finding that better than they are now like to work in the government sector with a higher salary, and the hope of obtaining a higher office.

Work Commitment and Intent to Leave Organization. Employee commitment does not significantly influence the intention to leave the organization. The results of previous research studies reject 37. The higher the commitment of employees has not been able to hold the employee's intention to leave the organization. Commitment of employees rated of the three items that have not been able to influence the employee's intention to leave the organization or of the company. Of the three items, the main one is wanted be part of the company. Their desire in Lumajang account officer to be part of the company with the company considers as part of the family, because everyday is
working as a team. But the possibility exists does not demand their intention to leave the company or of the stopping of any other cause, not cause it.

The second priority which will remain at the company. Studied more in depth than the account officer in Lumajang that although they remain at the company, there are times when they no intention to leave the company. But who can better explain the reason they survive is because of their great retention management systems.

The last priority is the lack of awareness should survive. Awareness of account officer in Lumajang to survive in the company show up when they see a system of rewards given. Although they are aware to remain at the company, there is no doubt that they will still have the intention to leave the company.

The third employee commitment with the item turned out melum able to retain their employees. They still have the intention to leave the organization or company. Judging from the intention to leave the organization itself judged by three items. The main priority of the item if the pick is a good opportunity, the desire to look for another job. It is considered good by the account officer in Lumajang. Their opportunities better than other companies simply can not be predicted by the company. When viewed from a great commitment but will still be a desire to find another job if indeed there is a better chance.

The second priority is not enjoying this job and look for another job. Rate account officer in Lumajang of this is pretty good. But they were a few discrepancies with this job. They are committed to their work, but their intention to seek another job will still be there. The potential for it due to the incompatibility of work. The last priority is the hope of finding another job are the same. Rate account officer in Lumajang of this is low because they do not want when getting a new job similar to that now. They are committed to the job now, but what they really wanted was a job like working in the government sector with a higher salary.

Retention Management, Satisfaction, and Intention Leaving Organization. Employee satisfaction does not mediate retention management influence on the intention to leave the organization. Their intention to leave the organization's employees are not affected by satisfaction, retention management directly but significant effect on the intention to leave the organization. Retention management is able to make a disgruntled employee. But employees who are satisfied do not demand the possibility to leave the organization. So the employee satisfaction simply can not be used as the size of an account officer in Lumajang of their their intention to leave the organization or company.

Retention Management, Job Commitment and Intent to Leave Organization. Work commitment not mediate retention management influence on the intention to leave the organization. But the direct management of retention of a significant effect on the intention to leave the organization, without going through work commitments. Retention management is able to make the employees to commit to the job. But employees who remain committed no intention to leave the organization or company. So commitment account officer in Lumajang towards work can not be used as a measure to assess their intention to leave the organization.

Employee Satisfaction, Work Commitment and Intent to Leave Organization. Employee satisfaction did not significantly influence the intention of leaving the organization through work commitments. In this case, either directly or indirectly, an employee satisfaction did not significantly influence the intention to leave the organization. Their intention to account officer in Lumajang to leave the organization had been raised on his own, without satisfaction and work commitment.
CONCLUSION

Berdasarkan the analysis and discussion of a number of conclusions as follows: 1. Management retention plays an important role in reducing the employee's intention to leave the organization. 2. Management retention does not play an important role in lowering employee intention to leave the organization through employee satisfaction. 3. Management retention does not play an important role in lowering employee intention to leave the organization through work commitments. 4. Employee satisfaction does not play an important role in reducing the employee's intention to leave the organization. 5. Employee satisfaction does not play an important role in lowering employee intention to leave the organization through work commitments.

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