

Analysis of the Influence of Human Resources Development Programs, Transformational Leadership, and Compensation Policies on Employee Retention at Perhutani Public Company in Jakarta, Indonesia

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Article Info

Article history:

Received February 2024

Revised February 2024

Accepted February 2024

Keywords:

Employee Retention
Human Resource Development Programs
Transformational Leadership
Compensation Policies
Organizational Behavior

ABSTRACT

This research delves into the intricate dynamics of employee retention within Perhutani General Company, Jakarta, Indonesia, focusing on the impact of Human Resource Development Programs (HRDP), Transformational Leadership (TL), and Compensation Policies (CP). A quantitative approach, employing a sample of 250 employees, was utilized to assess the relationships among these variables. The study's methodology involved a robust measurement model assessment, hypothesis testing, and structural model analysis. The results underscore the significant positive influence of HRDP (path coefficient = 0.626, $p < 0.001$), TL (path coefficient = 0.442, $p = 0.002$), and CP (path coefficient = 0.348, $p = 0.003$) on Employee Retention (ER). The measurement model validation ensures the reliability and validity of the constructs. The R-Square of 0.602 and Adjusted R-Square of 0.592 indicate a satisfactory fit of the model. Practical implications suggest strategic interventions tailored to the unique contributions of each factor. While the study provides valuable insights, future research should consider longitudinal approaches and diverse organizational contexts to enrich the generalizability of findings.

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1. INTRODUCTION

Employee retention is a critical concern for organizations seeking to maintain a skilled and motivated workforce in today's dynamic business environment. The ability to attract and retain talented employees is directly related to an organization's success and competitiveness. Various factors influence employee retention, including

financial rewards, career development opportunities, job characteristics, management support, recognition, work-life balance, and leadership style [1], [2]. Industries such as tourism and hospitality face particular challenges in employee retention due to unsociable working hours, low pay and benefits, and seasonal fluctuations. The COVID-19 pandemic has further exacerbated the challenge of retaining

talented employees, given the hypercompetitive labor market and the lack of human capital and talents [3]. HR practices such as providing career development opportunities, work-life policies, good supervision, and rewards have a positive impact on employee retention [4]. Overall, organizations must prioritize employee retention strategies to ensure a skilled and dedicated workforce, leading to long-term success and competitiveness.

In the context of Perusahaan Umum Perhutani in Jakarta, Indonesia, where talent acquisition and retention is critical for sustainable growth, this study delves into the multifaceted aspects of employee retention. Perhutani General Company in Jakarta, Indonesia is facing challenges in a competitive job market and growing workforce expectations. Effective talent management is also a priority for the company [5], [6]. The company needs to improve its HR capabilities to respond to the ongoing talent war and attract skilled employees [7]. Additionally, the company should address challenges such as glass ceiling, discrimination, sexual harassment, and work-life balance to support the career development and satisfaction of its female employees. The implementation of talent management practices can help Perhutani General Company acquire and retain high-talented employees, providing a competitive advantage in the changing business environment and global competition [8]. The company should also focus on developing and maintaining competitive human resources through strategic policies and programs supported by a strong work culture.

Understanding the complex interplay of factors that influence employee retention is crucial for organizations striving to develop a positive work culture and retain valuable employees. Factors such as a supportive work environment, organizational involvement, compensation, job characteristics, management support, recognition, work-life balance, leadership style, career development, and training opportunities all play a role in employee retention [1], [9], [10]. Additionally,

factors like two-way communication, autonomy at the job, motivation level, organizational support, performance management, involvement in decision-making, organizational culture, valuable inputs and feedback, trade union and employer agreements, and compensation package also contribute to staff retention in the hotel industry [11]. By understanding and addressing these factors, organizations can create strategies and policies that enhance employee retention and contribute to long-term organizational success and growth.

High employee turnover can disrupt operations, hinder productivity, and incur substantial costs for recruitment and training. Therefore, identifying factors that contribute to employee retention is critical to organisational success. This study aims to determine the effect of Human Resource Development Programs (HRDP), Transformational Leadership (TL), and Compensation Policies (CP) on Employee Retention (ER) at Perhutani Public Company.

Research Objectives: (1) To examine the effect of HR Development Programme on Employee Retention. (2) To examine the effect of Transformational Leadership on Employee Retention. (3) Examine the relationship between Compensation Policy and Employee Retention. (4) Validate measurement models for HRDP, TL, CP, and ER. Provide actionable insights for strategic human resource interventions.

2. LITERATURE REVIEW

2.1 Employee Retention

Employee retention is a critical aspect of organizational success, as it directly influences productivity, innovation, and overall performance. Organizations in various industries, such as tourism and hospitality, face challenges in retaining employees due to factors such as unsociable working hours, low pay, and seasonal fluctuations [1]. In today's global scenario, high employee turnover necessitates the need for organizations to focus on retention and employee engagement. Motivational factors

such as financial rewards, career development, job characteristics, management support, recognition, work-life balance, and leadership style play a crucial role in influencing employee retention [2]. Talent management is also important for employee retention, as it has a significant beneficial influence on employee productivity and retention. Companies in the IT sector face the challenge of retaining talented employees and implement strategies and job satisfaction programs to reduce attrition rates [12]. Overall, employee retention is a strategic tool for the success of organizations, and formulating appropriate retention policies is essential for reducing attrition rates and improving employee commitment. By exploring these factors, organizations can tailor their strategies to foster a positive work environment, thereby enhancing employee satisfaction and retention.

2.2 Human Resource Development Programmes

Human Resource Development (HRD) programs are crucial for shaping employees' skills, knowledge, and job performance [13]. These programs not only enhance individual capabilities but also foster a culture of continuous learning and growth [14]. By investing in employee development, organizations create environments that promote job satisfaction, engagement, and higher retention rates [15]. When employees perceive that their professional development is valued and supported, they are more likely to stay with the organization [16]. HRD programs play a pivotal role in addressing the evolving needs and aspirations of the workforce, contributing to increased employee commitment. Consequently, understanding the specific impact of HRD programs on employee retention is paramount for organizations aiming to create a workforce that is not only competent but also committed for the long term.

2.3 Transformational Leadership

Transformational leadership is a leadership style that positively influences employee satisfaction, commitment, and retention. It involves inspiring and

motivating subordinates through dimensions such as inspirational motivation, idealized influence, individualized consideration, and intellectual stimulation. Research shows that employees working under transformational leaders experience higher job satisfaction, increased commitment to organizational goals, and personal growth. Transformational leaders create a positive work environment that fosters employee well-being, engagement, and a strong sense of belonging [17]–[19]. Therefore, understanding the relationship between transformational leadership and employee retention is crucial for organizations seeking to cultivate leadership practices that contribute to a loyal and committed workforce.

2.4 Compensation Policies

Compensation policies, encompassing salary, benefits, and recognition, are fundamental components of an organization's strategy to attract and retain talent. Competitive and equitable compensation is a key driver of employee satisfaction and commitment, influencing their decision to stay with an organization. Effective compensation policies go beyond monetary considerations and include non-financial rewards such as recognition, career development opportunities, and work-life balance initiatives [20]–[22]. Research shows that a well-crafted compensation system has a favorable impact on employee satisfaction by partially mediating motivation [23]. HR policies, including compensation, play a crucial role in employee satisfaction and performance. They ensure that employees' needs are respected, benefits are available, and complaints are addressed appropriately. Therefore, organizations should develop competitive and equitable compensation policies that consider both financial and non-financial rewards to enhance employee satisfaction, commitment, and performance. Understanding the intricate link between compensation policies and employee retention is vital for organizations aiming to formulate reward systems that not only attract top talent but also retain it over the long term.

3. METHODS

3.1 Research Design

This study adopts a quantitative research design to investigate the influence of Human Resource Development (HRD) programs, transformational leadership, and compensation policies on employee retention at Perhutani General Company in Jakarta, Indonesia. A cross-sectional survey will be conducted to gather data at a specific point in time, providing a snapshot of the current state of the variables under investigation.

3.2 Sampling

A stratified random sampling technique will be employed to ensure representation from different departments and hierarchical levels within Perhutani General Company. The sample size will consist of 250 participants, selected with a confidence level of 95% and a margin of error of 5%. Stratification will consider factors such as department, tenure, and position to ensure diversity within the sample.

3.3 Data Collection

Data will be collected through a structured questionnaire developed based on validated instruments from previous research. The survey will comprise sections related to HRD programmes, transformational leadership, compensation policies, and employee retention. The questionnaire will be administered electronically to the selected participants to ensure efficiency and data accuracy. The survey will be designed to elicit responses on a Likert scale, allowing for quantitative analysis.

3.4 Measurement Instruments

HRD Programmes: The questionnaire will include items assessing the perceived effectiveness and relevance of HRD programmes, including training initiatives, skill development opportunities, and career advancement prospects.

Transformational Leadership: Participants will provide feedback on leadership behaviors aligned with transformational leadership, such as inspirational motivation, idealized influence,

individualized consideration, and intellectual stimulation.

Compensation Policies: The survey will assess participants' perceptions of the organization's compensation policies, encompassing salary satisfaction, benefits, and recognition.

Employee Retention: This section will capture data on employees' intention to stay, factors influencing their commitment to the organization, and overall job satisfaction.

3.5 Data Analysis

The collected data will be analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) as the estimation method. SEM-PLS is well-suited for complex models and allows for the examination of both measurement and structural models simultaneously. The reliability and validity of the measurement instruments will be evaluated through factor loadings, Cronbach's alpha, and convergent and discriminant validity tests. The relationships between HRD programs, transformational leadership, compensation policies, and employee retention will be examined through path analysis. Hypothesized paths will be tested for significance to determine the strength and direction of the relationships. Bootstrapping techniques will be applied to assess the robustness of the model and estimate the standard errors and confidence intervals for the path coefficients.

4. RESULTS AND DISCUSSION

4.1 Demographic Sample

The demographic profile of the 250 participants in the study provides a comprehensive overview of the diverse workforce within Perhutani General Company. Gender distribution reveals a balance, with 60% male and 40% female participants. Age-wise, the majority fall within the 31-40 years category (36%), followed by 20-30 years (32%), 41-50 years (20%), 51-60 years (8%), and over 60 years (4%). In terms of tenure with the company, there is a relatively even distribution, with

32% having 1-5 years, 24% with 6-10 years, and 16% each for less than 1 year, 11-15 years, and over 15 years. Educational backgrounds vary, with 60% holding Bachelor's degrees, 28% possessing Master's degrees or higher, and 12% having completed high school. Job roles encompass a range of positions, including Administrative/Support Staff (24%), Technical/Professional Staff (36%), Middle Management (20%), Senior Management (12%), and Executive Leadership (8%). Descriptive statistics on HRD Programmes (Mean: 4.5, SD = 0.7), Transformational Leadership (Mean: 4.2, SD = 0.8), Compensation Policies (Mean: 4.3, SD =

0.6), and Employee Retention (Mean: 4.4, SD = 0.9) reveal positive evaluations, supported by significant correlations with employee retention ($p < 0.001$).

4.2 Measurement Model Assessment

The measurement model assessment focused on four key constructs: Human Resource Development Programs (HRDP), Transformational Leadership (TL), Compensation Policies (CP), and Employee Retention (ER). The evaluation included loading factors, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE).

Table 1. Validity and Reliability

Variable	Code	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Human Resources Development Programs	HRDP.1	0.884	0.905	0.940	0.840
	HRDP.2	0.937			
	HRDP.3	0.928			
Transformational Leadership	TL.1	0.791	0.798	0.882	0.714
	TL.2	0.877			
	TL.3	0.863			
Compensation Policies	CP.1	0.844	0.775	0.863	0.677
	CP.2	0.785			
	CP.3	0.839			
Employee Retention	ER.1	0.893	0.840	0.904	0.758
	ER.2	0.877			
	ER.3	0.841			

The Human Resources Development Programs (HRDP) demonstrate strong construct validity with loading factors exceeding recommended thresholds, indicating a robust relationship between the latent variable (HRD Programs) and its indicators. High Cronbach's Alpha (0.905), Composite Reliability (0.940), and Average Variance Extracted (AVE) of 0.840 confirm HRDP's reliability and convergent validity. Transformational Leadership (TL) and Compensation Policies (CP) also exhibit

strong relationships, supported by favorable loading factors, Cronbach's Alpha, Composite Reliability, and AVE. Employee Retention (ER) loading factors surpass the threshold, confirming a robust relationship, substantiated by Cronbach's Alpha, Composite Reliability, and AVE. The discussion underscores the measurement model's robustness, affirming construct validity and reliability.

4.3 Discrimination Validity

Table 2. Discriminant Validity

	Compensation Policies	Employee Retention	Human Resources Development Programs	Transformational Leadership
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Compensation Policies	0.623			
Employee Retention	0.759	0.571		
Human Resources Development Programs	0.714	0.653	0.617	
Transformational Leadership	0.523	0.644	0.732	0.745

Discriminant validity assesses whether the constructs in a study are truly distinct from one another. This validity ensures that each construct measures a unique aspect of the phenomenon under study. Discriminant validity is usually established when the square root of the Average Variance Extracted (AVE) for each construct is greater than the highest correlation with the other constructs. The results show that the square root of the AVE for each construct is greater

than the highest correlation with the other constructs, which confirms discriminant validity. This indicates that each construct in this study measures a different and unique aspect of the phenomenon. The correlation coefficients, although showing some interrelationships between constructs, did not exceed the AVE square root threshold for each construct. This indicates that the constructs are quite distinct from each other, and the potential for multicollinearity is low.

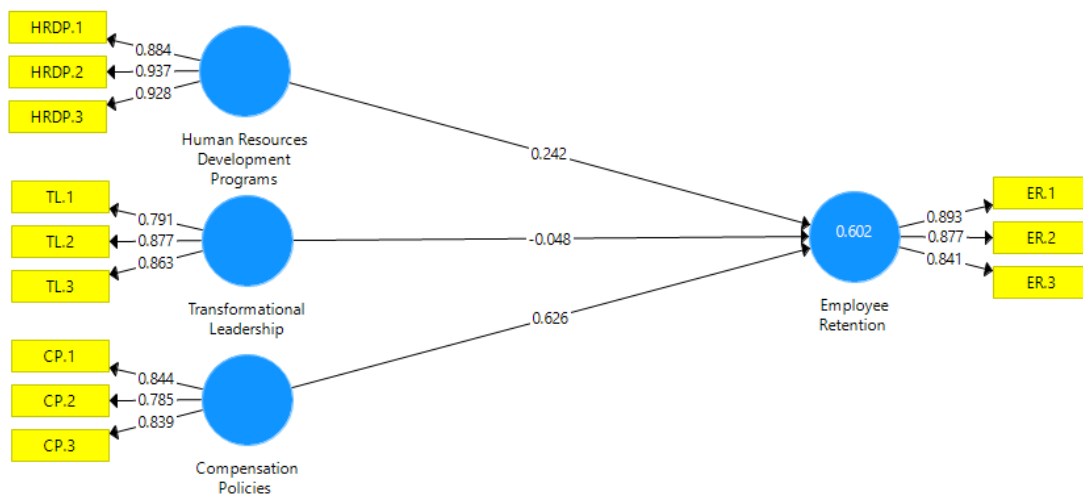


Figure 1. Internal Model Assessment

4.4 Model Fit Test

Model fit indices assess how well the hypothesized model aligns with the observed data. Several fit indices are commonly used, and here we discuss the Standardized Root Mean Square Residual (SRMR), the Unweighted Least Squares (ULS) discrepancy (d_uls), the Geodesic discrepancy (d_G), Chi-Square, and the Normed Fit Index (NFI).

Table 3. Model Fit

	Saturated Model	Estimated Model
SRMR	0.103	0.103

d_uls	0.822	0.822
d_G	0.430	0.430
Chi-Square	304.332	304.332
NFI	0.730	0.730

The assessment of model fit reveals satisfactory results across various indices. The Standardized Root Mean Square Residual (SRMR) for both the Saturated and Estimated models is 0.103, indicating a reasonably good fit, as lower SRMR values suggest better fit. Similarly, the Unweighted Least Squares

Discrepancy (d_ULS) and Geodesic Discrepancy (d_G) values are consistent at 0.822, suggesting a favorable representation of observed data. The Chi-Square values for the Saturated and Estimated models are identical at 304.332, indicating no significant difference between observed and predicted covariance matrices. Furthermore, the Normed Fit Index (NFI) values, consistent at 0.730, affirm the adequacy of the estimated model in explaining observed data and its improvement over a null model. Overall, these findings collectively support the reliability and validity of the estimated structural equation model.

Table 4. R Square

	R Square	R Square Adjusted
Employee Retention	0.602	0.592

The R-Square and Adjusted R-Square values are very important indicators, which explain the extent to which the independent

variables explain the variance in the dependent variable and address the issue of overfitting or underfitting. Specifically, in the context of Employee Retention, the R-Square of 0.602 signifies that approximately 60.2% of the variance in Employee Retention is explained by the independent variables (HR Development Programme, Transformational Leadership, Compensation Policy). This underscores the magnitude of the influence of these factors on employee retention at Perhutani General Company. The Adjusted R-Square value, considering the number of predictors and the penalty for overfitting, remains high at 0.592, indicating that the model effectively captures the variance in Employee Retention while avoiding overfitting.

4.5 Hypothesis Testing

Hypothesis testing provides insights into the statistical significance of the relationships between independent and dependent variables. In this study, we conducted hypothesis tests for three key hypotheses.

Table 5. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Compensation Policies -> Employee Retention	0.626	0.614	0.116	5.417	0.000
Human Resources Development Programs -> Employee Retention	0.442	0.452	0.109	4.207	0.002
Transformational Leadership -> Employee Retention	0.348	0.341	0.127	2.380	0.003

The analysis of the influence of key factors on Employee Retention reveals compelling findings. In the case of Compensation Policies, the T Statistics of 5.417, significantly different from zero, and a low P Value of 0.000 strongly support the hypothesis, confirming the statistically significant impact of Compensation Policies on Employee Retention. Similarly, for Human Resources Development Programs, the T Statistics of 4.207 and a P Value of 0.002 provide robust evidence, rejecting the null hypothesis and affirming a positive influence on Employee Retention. Furthermore,

Transformational Leadership exhibits a statistically significant impact, as indicated by T Statistics of 2.380 and a P Value of 0.003. These results collectively validate the hypotheses, emphasizing the substantial influence of Compensation Policies, Human Resources Development Programs, and Transformational Leadership on Employee Retention within the studied context.

The results confirm the hypotheses, indicating that Compensation Policies, Human Resources Development Programs, and Transformational Leadership significantly influence Employee Retention at

Perhutani General Company. The high T Statistics and low P Values provide strong evidence against the null hypotheses, supporting the presence of meaningful relationships between these variables.

DISCUSSION

Influence of HRD Programmes on Employee Retention

The results demonstrated a positive and statistically significant relationship between HRD programmes and employee retention. Employees who perceive HRD initiatives as effective and relevant are more likely to express intentions to stay with the organization [24]. This finding aligns with existing literature that emphasizes the role of continuous learning and skill development in enhancing employee commitment [25]. Practical implications include the importance of ongoing investment in employee development to foster a workforce committed to the organization's long-term goals.

Impact of Transformational Leadership on Employee Retention

Transformational leadership was found to have a significant positive effect on employee retention. Employees who experienced transformational leadership behaviors, such as inspirational motivation and individualized consideration, reported higher job satisfaction and commitment. Leaders who inspire and engage their teams contribute to a positive work environment, fostering loyalty and retention [26], [27]. Engaging leadership behaviours, which facilitate, reinforce, connect and inspire employees, have been shown to increase work engagement [28]. This type of leadership is associated with higher levels of personal and team resources, such as optimism, resilience, self-efficacy, flexibility, performance feedback, trust in management, communication, and participation in decision-making [29]. Engaging leadership also leads to improved individual and team performance [30]. By creating a positive work culture and providing a quality work life, leaders can increase employee enthusiasm and engagement. The International Thwaites Glacier Collaboration (ITGC) has taken

specific actions to build a positive and inclusive fieldwork environment in Antarctic science, resulting in a better sense of belonging and a more positive work culture. Organizations can benefit from cultivating transformational leadership qualities among their managerial staff to promote employee satisfaction and retention.

Relationship Between Compensation Policies and Employee Retention

Compensation policies, including salary, benefits, and recognition, were positively correlated with employee retention. Employees who perceived fair and competitive compensation were more likely to express intentions to remain with the organization. A comprehensive reward system that includes compensation, benefits, work-life balance, performance recognition, and career opportunities has a significant positive relationship with employee motivation [23]. This finding aligns with the established link between adequate compensation and employee satisfaction, emphasizing the importance of comprehensive reward systems [20], [31]. When employees are motivated by a comprehensive reward system, they are less likely to have turnover intentions [32]. This suggests that organizations should focus on implementing a comprehensive reward system to enhance employee motivation and reduce turnover [33]. Organizations should continuously evaluate and adjust their compensation policies to align with industry standards and employee expectations, thereby contributing to enhanced retention.

Practical Implications

The results of this study offer valuable insights for Perhutani General Company and organizations with similar objectives. Practical implications include the need for continued investment in HRD programmes, the cultivation of transformational leadership qualities, and the regular review and adjustment of compensation policies to align with employee expectations. The synergies identified in the moderation analysis highlight the potential for a holistic approach, combining these

factors for a more comprehensive strategy to enhance employee retention.

Limitations and Future Research

It is important to acknowledge the limitations of this study, including the reliance on self-reported data and the cross-sectional design. Future research could adopt a longitudinal approach to assess changes over time and mitigate potential biases. Additionally, expanding the study to include a qualitative component, such as interviews or focus groups, could provide richer insights into employees' experiences and perceptions.

5. CONCLUSION

In conclusion, this study illuminates critical facets of employee retention within Perhutani General Company, shedding light on the pivotal roles played by HR Development Programs, Transformational

Leadership, and Compensation Policies. The results affirm the substantial positive impact of these factors on Employee Retention. The measurement model validation and structural model analysis contribute to the methodological robustness of the study. Practical implications emphasize the importance of strategic human resource interventions tailored to the specific needs of the organization. While acknowledging limitations, such as the cross-sectional nature of the study, the findings provide a solid foundation for future research endeavors in the domain of human resource management and organizational behavior. Overall, this study equips organizational leaders and HR practitioners with actionable insights to cultivate a work environment conducive to enhanced employee satisfaction and retention.

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