



## Determination of Employee Retention: Skills, Rewards and Relationship between Employees (Literature Review)

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**Abstract:** The Literature Review Article on Determination of Employee Retention: Skills, Rewards and Relationships between Employees is a scientific article that aims to build a research hypothesis on the influence between variables that will be used in further research, within the scope of Human Resource Management. The method of writing this Literature Review article is the library research method, which is sourced from online media such as Google Scholar, Mendeley and other academic online media. The results of this Literature Review article are that: 1) Skills are related to Employee Retention; 2) Rewards related to Employee Retention; and 3) Relationships between Employees related to Employee Retention. Apart from these 3 exogenous variables that affect the endogenous variable Employee Retention, there are still many other factors including performance, behavior and motivation variables.

**Keywords:** Skills, Rewards, Employees Relationship, Employee Retention

### INTRODUCTION

Employee retention is common in many companies or organizations. Employee retention by the company is the result of an employee's decision to resign from a company or organization. The act of resigning can be caused by difficulties for career development, inappropriate workload and inappropriate wages. Because of the importance of human resources in a company, especially employees who are competent and have more skills that have an impact on company performance. For this reason, companies need to conduct employee retention so that companies are able to compete and survive in the current era of disruption.

Based on the background of the problem above, the researcher determines the formulation of the problem as follows:

1. Is the Skills related to Employee Retention ?.
2. Is the Reward related to Employee Retention ?.
3. Is the Relationship between Employees related to Employee Retention ?.

## LITERATURE REVIEW

### Employee Retention

Employee retention is a way for companies or organizations to retain potential employees owned by the organization with all the capabilities it has to remain loyal to the organization. Employee retention is one of the ways used by company or organization management to keep employees in an organization for a long period of time (Ragupathi, 2014). Employee retention is the desire of employees to stay in the company for a long time. Companies must pay attention and maintain employees as well as possible, otherwise the morale, loyalty, attitude and discipline of employees will decrease (Susilo, 2013). The indicators of employee retention are: organizational components, organizational career opportunities, rewards, task and work design and employee relations (Mathis & Jackson, 2009).

Employee retention has been widely studied by previous researchers, among others: (Maharani & Saputra, 2021), (Chauhan & Hudaya, 2020), (Al Hafizi & Ali, 2021), (Bimaruci et al., 2020), (Saputra & Mahaputra, 2022c), (Ilhamalimy & Ali, 2021), (Saputra & Mahaputra, 2022a), (Rahmawati, 2019).

### Skills

Skill is a consistent degree of success in achieving an effective goal (Amung, 2000). Skills are part of knowledge management which is a set of practices that aim to find and utilize intellectual data sources from the organization to fully utilize the intellectuals of people in the organization (Bateman & Snell, 2012). Skills are the ability to operate work easily and carefully which requires basic skills (Ibid, 2000).

Skills have been widely studied by previous researchers, among others: (Mahaputra & Saputra, 2021c), (Al Hafizi & Ali, 2021), (Arifin & Hermawan, 2022), (Hermawan, 2021a), (Hermawan & Arifin, 2021).

### Rewards

The award is a reward for services provided by the company to the workforce, because these workers have contributed energy and thoughts for the progress of the company in order to achieve the goals that have been set (Satrohadiwiry, 2010). Reward indicators are: Appropriate salary and benefits, differences in performance awards, recognition and special bonuses (Mathis & Jackson, 2009).

The award has been widely researched by previous researchers, including: (Saputra & Mahaputra, 2022c), (Brata et al., 2017), (Novansa & Ali, 1926), (Saputra, 2022a), (Saputra, 2022b), (Mahaputra & Saputra, 2022).

### Relationship between Employees

Employee relations are relationships that are carried out in order to create a good two-way relationship or communication between management and employees in terms of fostering and maintaining cooperation between the two. Relations between employees also aim to achieve harmony among co-workers, mutual understanding, mutual cooperation, and loyalty between management and employees (Sodikin, 2017).

The relationship between employees has been widely studied by previous researchers, among others: (Saputra & Mahaputra, 2022b), (Hermawan, 2022b), (Lutfi & Widodo, 2018).

**Table 1. Relevant Previous Research Results**

No	Author (years)	Previous Research Results	Similarity with this article	Difference with this article
1	(Pratiwi & Sriathi, 2017)	The Effect of Work Environment and Career	Have similarities to the Employee	Has a difference in the research locus,

		Development on Employee Retention at Hotel Santika Nusa Dua Bali	Retention variable	namely the Hotel Santika Nusa Dua Bali
2	(Rahmawati, 2019)	The Influence of Talent Management on Employee Performance Through Employee Retention at PD. Lamongan Regional Bank BPR	Discussed about Employee Retention	There are differences in the locus of research, namely in PD. Lamongan Regional Bank BPR
3	(Suwaji & Sabella, 2019)	The Effect of Motivation and Compensation on Employee Retention at PT. Aerofood ACS Surabaya City	Discussed about Employee Retention	There is a difference in the research locus, namely PT Aerofood ACS Surabaya City
4	(Nurisman, 2018)	The Influence of Work Environment, Organizational Culture, Employee Development and Job Satisfaction on Generation Y Employee Retention at PT Pamapersada Nusantara	Discussed about Employee Retention	There is a difference in the research locus, namely at PT Pamapersada Nusantara
5	(Putri & Arwiyah, 2019)	The Effect of Employee Retention on Employee Performance at PT Kaltacitra Utama, East Jakarta	Discussed about Employee Retention	There is a difference in the research locus, namely PT Kaltacitra Utama, East Jakarta

## RESEARCH METHODS

The method of writing scientific articles is by using qualitative methods and literature review (Library Research). Assessing theory and the relationship or influence between variables from books and journals both offline in the library and online sourced from Mendeley, Google Scholar and other online media.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory, (Ali & Limakrisna, 2013). At the next stage, it will be discussed in depth in the section entitled "Related literature" or "library review" (Review literature), as the basis for formulating hypotheses and in the final stage these two literatures become the basis for comparison with the results and findings revealed in research (Ali, H., & Limakrisna, 2013).

## DISCUSSION

Based on theoretical studies and relevant previous research tables, the following is the discussion:

### 1. Relationship Skills on Employee Retention

The skills possessed by each individual employee in the company or organization will be an added value to their presence in the company. The skills possessed by individual employees will have a good impact on the performance of the company or the organization itself. Because of the importance of the existence of employees who have the skills to make the company or organization will maintain its presence in the company or organization, it can be by offering a higher salary than before. Therefore, the managerial side needs to protect their assets, especially employees so they don't disappoint and resign.

Skills related to Employee Retention, this is in line with research conducted by: (Zahara et al., 2020), (S. Kuba, 2022a), (Rony et al., 2020), (H. S. Kuba, 2017), (A. Widodo et al., 2018), (Istianingsih, 2016), (Istianingsih & Utami, 2009).

## 2. Relationship of Rewards on Employee Retention

The awards received by employees are in the form of salaries, allowances and incentives. These three components are the reasons to stay or not in a company or organization. Employees tend to choose to stay if they receive competitive rewards, performance-based rewards, recognition of employees and special benefits and bonuses. An award is important for a company or organization because it shows the company's or organization's efforts in retaining its employees as a major component and an important cost component. The awards given are very meaningful to employees, the amount of awards given will show the size of the value of their work among employees (Sulistiyani, 2003).

Awards are related to Employee Retention, this is in line with research conducted by: (Chauhan & Hudaya, 2020), (S. Kuba, 2022b), (Pandiangan et al., 2021), (Rony et al., 2019), (Hardiansyah et al., 2019), (Pasaribu et al., 2022).

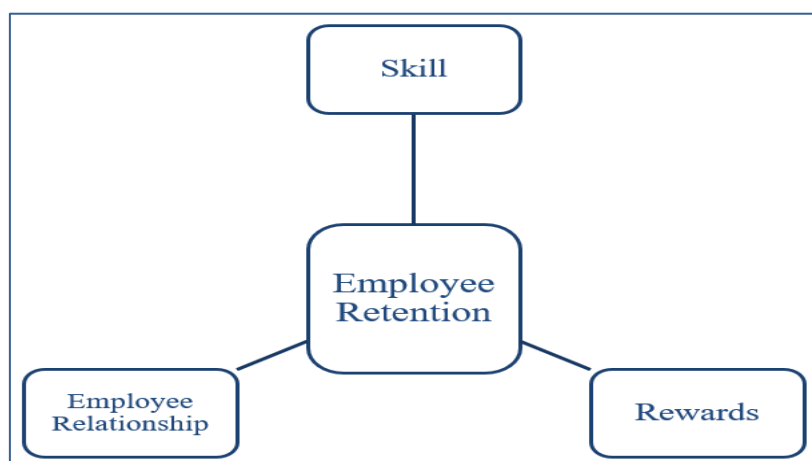
## 3. Relationship between Employees on Employee Retention

Relationships between employees indicate fair treatment or not by managerial parties, discriminatory for employees, and forms of support from superiors such as supervisors or managers and employee relations with other co-workers. Factors such as the appropriateness of the human resource policy, fairness of disciplinary action and the way in which workload and job opportunities are decided will be related to employee retention. Another thing related to employee retention is the number of individuals who build close relationships with other coworkers.

Relationships between employees are related to employee retention, this is in line with research conducted by: (Chong & Ali, 2022), (Hermawan, 2021b).

## Conceptual Framework

Based on the problem formulation, theoretical studies, previous research and discussion of the influence between variables, the conceptual framework is obtained as follows:



**Figure 1. Conceptual Framework**

Based on the description of the conceptual framework above, then: Skills, Rewards and Relationships between Employees are related to Employee Retention. In addition to the

variable Skills, Rewards and Relationships between Employees related to Employee Retention. There are many other factors related to Employee Retention, including:

- 1) Career Development: (Ali et al., 2022), (Fahmi & Ali, 2022), (Ali, 2020), (Suharyono & Ali, 2015), (Syauket et al., 2022), (Pandiangan et al., 2021), (Ridwan et al., 2020), (Karsono, 2018a), (Sabilah et al., 2019), (Karsono, B., & Syauket, 2021b), (A. Widodo et al., 2018), (Noviriska, n.d.), (Eprianto et al., 2021).
- 2) Wages: (Saputra & Ali, 2022), (Octavia & Ali, 2017), (Sivaram et al., 2020), (Karsono & Suraji, 2020), (Karsono, B., & Syauket, 2021a), (Setyadi, 2017), (Somad et al., 2021), (SiVARAM et al., 2019), (D. S. Widodo et al., 2020), (Karsono, B., & Syauket, 2021c), (Saputra, 2022b), (Mahaputra & Saputra, 2021a)
- 3) Work Planning: (Saputra, 2021), (Assagaf & Ali, 2017), (M & Ali, 2017), (Mulyani et al., 2020), (Mansur & Ali, 2017), (Darwisyah et al., 2021), (Saputra & Saputra, 2021), (Mahaputra & Saputra, 2021b), (Maharani & Saputra, 2021), (Anggit & Setyorini, 2022), (Atmoko, D., & Noviriska, 2022).
- 4) Motivation: (Saputra & Ali, 2021), (Agussalim et al., 2020), (Karsono, 2018b), (Wahono & Ali, 2021), (Karsono et al., 2022), (A. Widodo, 2020), (Sinaga et al., 2020), (Riyani et al., 2008), (Supriyadi et al., 2019), (Siregar, 2019), (Apriyani et al., 2022).
- 5) Work Environment: (Saputra, 2022c), (Hairiyah & Ali, 2017), (Agussalim et al., 2016), (Saputra & Mahaputra, 2022b), (Atika, P. D., & Kusmara, 2021), (Hamdani & Sabilah, 2021), (Sabilah, 2021).

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the problem formulation, theoretical study and discussion above, the researcher can conclude the hypothesis for further research, namely:

1. Skill related to Employee Retention.
2. Rewards related to Employee Retention.
3. Relationships between Employees related to Employee Retention.

### Recommendation

Based on the conclusions above, there are other factors related to Employee Retention that can be used for further research, namely: Career development, salary, work plan, motivation and work environment.

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