

FACTORS IMPACTING TALENT RETENTION: CASE OF INDONESIA



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Abstract

This research examines the influence of HRM Practices, Positive Emotions, and Knowledge Management on Employee Attachment, as well as the influence of Employee Attachment on Talent Retention in the oil and gas industry in Indonesia. The unit of analysis in this research is employees in the oil and gas industry, using causal relationship models and cross-sectional data methods. The variables tested include HRM Practices, Positive Emotions, Knowledge Management, Employee Attachment, and Talent Retention, which are measured with an interval scale using a Likert scale of 1-5. Data was collected through a Google Forms questionnaire distributed via WhatsApp and Instagram to employees of PT. Donggi Senoro LNG (DSLNG), JGC Indonesia (JIND), JOB Pertamina Medco E&P Tomori Sulawesi (JOB Group), and other oil and gas companies, used a purposive sampling technique. Data collection was conducted from June 3, 2024, to July 5, 2024, resulting in 268 respondents with 230 valid responses. The research results show that HRM Practices do not positively affect Employee Attachment, indicating that the increase in HRM Practices perceived by employees has no significant influence on their level of attachment. On the other hand, Positive Emotions and Knowledge Management were found to positively affect Employee Attachment. This confirms that the higher the level of Positive Emotions and Knowledge Management possessed by employees, the higher their attachment to the company. Additionally, Employee Attachment has been proven to have a positive effect on Talent Retention, showing that the higher the employee attachment, the higher the level of talent retention in Indonesia's oil and gas companies. These findings provide important insights for companies in designing strategies to increase employee engagement and retention.

Keywords: HRM Practices, Positive Emotions, Knowledge Management, Employee Engagement, Talent Retention

INTRODUCTION

Modern organizations characterized by ambiguity and ambiguity are required to build and employ a quality workforce (Amarakoon and Colley, 2022; Jaiswal et al., 2022). Globalization, technological advances, and demographic changes mean that organizations continue to look for innovative and effective ways to increase their competitiveness (Junça Silva and Dias, 2023). Labor market actors, both individuals and businesses, often face two important conditions that shape competitive behavior, namely organizations having to struggle to attract and retain workers, and competition to get and keep jobs (Pollock et al., 2019; Dineen and Allen, 2016). In the face of ever-changing environmental situations and conditions, most organizations today continue to look for talented people who have valuable knowledge, skills, and abilities (Ambrosius, 2018). Everyone is competing to find the best talents to become members of the organization.

Employee engagement has received much attention and is considered a reliable indicator of employee turnover and retention. Various studies show that engagement stimulates a strong statistical relationship with productivity, profitability, customer satisfaction, and job retention (Sharma et al., 2021). Apart from that, a workforce that is intelligent and able to play an important role in making decisions that are fast accurate, and beneficial for the company is the result of the knowledge management strategy implemented by the company. Therefore, organizations such as DSLNG, JIND, and JOB Group operating in the Oil and Gas industry must differentiate themselves through aggressive knowledge management strategies and encouraging employee engagement.

The ongoing COVID-19 pandemic, coupled with lingering feelings of insecurity and potentially distressing personal experiences can have a significant impact on how employees feel within an organization. This can give rise to anxiety, hopelessness, and a tendency to experience pessimism and work fatigue (Demerouti and Bakker, 2022). These emotional experiences felt by employees can give rise to new phenomena in the labor market and strengthen negative behavior which has significant consequences for employee engagement at work (Grabmeier, 2020).

Human Resource Management (HRM) has become a concern in the last two decades, but the phenomenon has changed. Currently, employees are considered valuable assets,

whereas they were initially only considered commodities in organizations (Marescaux et al., 2013; Subramanian and Suresh, 2022; Herdiansyah, 2023). HRM practices relate to managing human resources in organizations, namely recruiting, determining, developing, and rewarding employees (Collins and Clark, 2003; Tabiu et al., 2020; Cao and Nguyen, 2022; Aldhaheeri et al., 2023). The best talent can be engaged by providing them with a flexible approach to policies, practices, job design, pay, and benefits. Today's workplace is far more complex and fuller of uncertainty than in the past.

This situation and these conditions are also faced by several companies operating in the oil and gas industry. This is based on initial interviews that the author conducted with ten employees who were key respondents related to this research. The ten employees are employees who work at the oil and gas company which the author focuses on in this research. The following are some of the results of initial interviews with the ten respondents interviewed. Several employees stated that the company's management system was good, but the great work pressure made their sense of satisfaction inconsistent, causing many of their colleagues to quit their jobs. A 30-year-old employee with 6 years of service revealed that work pressure often reduces job satisfaction. Another employee aged 41 years with 8 years of service added that their knowledge of work at the company was quite good, but the organizational climate was not conducive, making them reluctant to get involved further. A 37-year-old female employee with 9 years of service warned that if this situation continues, many employees will leave the company. She suggested that companies make improvements to their HR management system, including placing personnel according to their knowledge and expertise and providing opportunities for employees to be involved in decision-making that is not strategic in nature but can be taken by employees outside the management level.

Based on excerpts from the interview results, it can be seen the positive and negative perceptions of employees related to human resource management (HRM) practices, felt emotions, knowledge management, and employee engagement. Four gaps will be stated in this research, which is related to the research model framework used, namely three theoretical gaps and one empirical gap. The first gap relates to the role of HRM practices and positive emotions in organizations, where the contemporary management context encourages the evolution of the HRM concept towards an emotional paradigm, oriented towards employee

emotions, so in this research, the variables HRM practices and positive emotions are used as antecedents of employee engagement. The second gap relates to the concept of knowledge management, where HRM must be developed into a "strategic human assets theory" and make knowledge management and strategic agility the basis of the research model. The third gap relates to employee engagement, which if successful will increase productivity and reduce turnover, contributing to the company's financial performance, but still requires further research regarding the relationship between employee engagement and talent retention. The fourth gap is an empirical gap because in the last five to ten years there has been no similar research that reveals the relationship between HRM practices, positive emotions, knowledge management, and talent retention through employee engagement. This research aims to reveal and analyze the role of HRM practices, positive emotions, and knowledge management in influencing employee engagement and its impact on company talent retention.

REVIEW OF LITERATURE

HRM Practices

HRM practices are a series of procedures carried out by companies to manage human resources by fostering complex social relationships, encouraging company progress through developing special talents, and creating organizational knowledge to maintain competitive advantages (Schuler & Varma, 2020; Hee & Jing, 2018). HRM practices provide the development of a social climate that fosters commitment and motivates employees to collaborate to produce new knowledge (Boon et al., 2019; Liu, Gong, Zhou, & Huang, 2017; Peccei et al., 2019).

HRM practices relate to managing human resources in organizations, including recruiting, selecting, developing, and rewarding them (Collins and Clark, 2003; Tabiu et al., 2020; Cao and Nguyen, 2022; Aldhaheri et al., 2023). HRM is an important management strategy that successfully links the development of appropriate strategies for organizations (Alsafadi & Altahat, 2021; Cooper et al., 2019).

Dimensions of HRM Practices

According to Bhatti et al. (2020) and Tian et al. (2016), HRM practices consist of three dimensions, namely as follows: 1) Ability enhancement; 2) Increased motivation (motivation enhancing); 3) Increasing opportunities (opportunity enhancing); 4) Positive Emotions.

Emotions in the workplace play an important role in organizational attitudes and behavior (Rasooli et al., 2019; Rawat, Lyndon, and Jose, 2020). Emotions that arise in the context of the work environment offer valuable insights into human behavior, making them an important factor for understanding the dynamics of interpersonal relationships and social interactions (Lindebaum, Geddes, & Jordan, 2018).

Positive emotions can cancel out negative emotions because these two types of emotions cannot be experienced simultaneously. The positive emotions felt when negative emotions peak can cancel out their long-lasting effects. Joy and satisfaction can reduce stress levels on a psychological level (Boniwell, 2016). Additionally, feelings contained in positive emotions such as enjoyment, happiness, satisfaction, warm friendship, love, and affection can increase resilience and the ability to overcome challenges. In contrast, negative emotions reduce these abilities (Boniwell, 2016). Thus, positive emotions are dominated by pleasure or well-being and allow the development of personal strengths and virtues, both of which inevitably lead to happiness.

Dimensions of Positive Emotions

According to Price, Grant, & Christianson (2007), there are three dimensions of positive emotions, namely as follows: 1) Health; 2) Happiness; 3) Connection; 4) Knowledge Management.

Management is defined as an organizational approach used to improve internal processes and support a company's business strategy. According to David Gurteen (2012), knowledge management is the human feeling of sharing knowledge, as well as learning and working together more effectively and happily. Knowledge is a strategic resource that influences a company's development and success (Johannessen, 2019), and heterogeneous knowledge sharing enables the integration of diverse ideas that become a source of new creativity (Wang et al., 2018). Nguyen et al. (2018) conceptualize that cross-functional knowledge influences performance by creating collective resources that contribute to a

company's ability to achieve and maintain superior performance. Companies must manage their knowledge through people who are responsible for sharing and creating knowledge, both individually and collectively, to develop innovation and achieve competitive advantage (Oltra, 2005; Ferreira et al., 2020)

Knowledge management can be interpreted as a process of defining, compiling, maintaining, and sharing employee knowledge and experience in an organization (David Gurteen, 2012). Knowledge Management is a benchmark for the utilization and progress of organizational assets to achieve goals (Chiu and Chen, 2016). Goals and improving organizational performance can be achieved through the process of creating, accumulating, organizing, and using knowledge (Rehman and Iqbal, 2020; Urban and Matela, 2022).

According to Ogutu et al. (2023), the dimensions of Knowledge management are as follows: 1) Accumulation; 2) Utilization; 3) Distribution; 4) Ownership; 5) Employee Engagement.

Engagement is defined as individual employee engagement because they are satisfied and enthusiastic about the work they do. Employee engagement shows that employees have a high passion for work and have a strong relationship with the organization. Employee engagement is defined as a measure to assess a person's affiliation with an organization. Employee engagement is a multifaceted concept that can be evaluated in terms of behavioral, emotional, and cognitive engagement (Shuck et al., 2017). According to Robbins (in Delvi, 2014), employee engagement is an employee's positive attitude towards the company and company values. An employee who has a high level of attachment to the company can work together to improve the achievements of the work unit through collaboration between employees and management.

According to Saks (2006), the antecedents and consequences of employee engagement variables can be described as the following model.



Figure 1
Antecedents and Consequences of Employee Engagement

Source: Saks (2006)

According to Haid and Sims (2012), the dimensions of employee engagement are as follows: 1) Commitment to work and organization; 2) Pride in work and in the organization; 3) Willingness to support the benefits and advantages of the job and organization; 4) Satisfaction with work and organization.

Talent Retention

Talent is the potential or ability of different individuals to carry out organizational growth strategies and is a term that is widely discussed in the contemporary era (Matongolo et al., 2018). Talent retention is all the activities and practices used by organizations to prevent talent from leaving. Talent retention is useful if companies want to strengthen their brand by encouraging fun at work and work/life balance to increase competitiveness (Kasekende, 2017). Talent retention is defined as a strategic activity that can provide a competitive advantage for an organization, such as increasing employee morale, improving organizational performance, and culture, and increasing productivity and profitability (Kumar and Pansari, 2016). Talent Retention is defined as the center of organizational performance (Khalid and Nawab, 2018).

According to Kyndt et al. (2009), the dimensions of Talent retention are as follows: 1) Intention to stay is the employee's willingness to remain in the organization and survive for a long period; 2) Career opportunities are the ease of gaining access to develop a career in a company; 3) Commitment is the loyal attitude of employees so they decide to remain in the organization.

RESEARCH METHOD

This research aims to test hypotheses based on research by Widya Paramita et al. (2023), Pallavi Chaturvedi et al. (2022), and Indrawati et al. (2022), to explain the characteristics of certain relationships in a situation (Sekaran and Bougie, 2010). This research examines the influence of HRM Practices, Positive Emotions, and Knowledge Management on Employee Engagement, as well as the influence of Employee Engagement on Talent Retention. The unit of analysis is employees in the oil and gas industry, using a causal relationship model with cross-sectional data methods. The variables tested include HRM Practices, Positive Emotions, Knowledge Management, Employee Engagement, and Talent Retention, measured on an interval scale using a 1-5 Likert scale (Sekaran and Bougie, 2010).

Data was collected through a Google Forms questionnaire distributed via WhatsApp and Instagram to PT employees. Donggi Senoro LNG (DSLNG), JGC Indonesia (JIND), JOB Pertamina Medco E&P Tomori Sulawesi (JOB Group), as well as other oil and gas companies, using purposive sampling techniques. Data collection took place from 3 June 2024 to 5 July 2024, with 268 respondents and 230 valid responses (Hair et al., 2014). Data testing involves validity testing using factor loading values ≥ 0.40 and reliability testing using Cronbach's alpha ≥ 0.60 (Sekaran and Bougie, 2010). Data were analyzed using the Structural Equation Model (SEM) with the AMOS application to check measurement error and causal influence between variables. Before hypothesis analysis, model suitability testing is carried out using goodness-of-fit measures such as probability.

RESULTS AND DISCUSSION

Description of Research Data

Table 1
Respondent Profile (N=230)

Respondent Profile	Characteristics	Frequency	Percentage
Gender	Man	107	46.5%
	Woman	123	53.5%
	Total	230	100.0%
Education	High School/Equivalent	13	5.7%
	Diploma	16	7.0%

	Bachelor	171	74.3%
	Postgraduate	30	13.0%
	Total	230	100.0%
Age	17-25 Years	80	34.8%
	26-40 Years	113	49.1%
	> 40 Years	37	16.1%
	Total	230	100.0%
Years of Service	3 months	15	6.5%
	3 Months-4 Years	104	45.2%
	> 4 Years	111	48.3%
	Total	230	100.0%
Amount		230	100.0%

Source: Data Processed

Descriptive Statistics

Descriptive statistical analysis of the variables in this research is as follows:

Table 2
Descriptive Statistics of HRM Practices

No	Indicator	Mean
1	I have a fun and friendly work team.	4.40
2	I trust my boss and coworkers.	4.30
3	I have a very good relationship with my boss.	4.37
4	My boss treated me more like a colleague than a subordinate.	4.22
5	I can develop knowledge and skills in the organization.	4.36
6	I always try my best at work.	4.63
7	The company's salary system is adjusted to the position portion.	4.33
8	My income is commensurate with my job.	4.24
9	The company's career development system is reasonable and fair.	4.08
	Total Mean	4.33

Source: Data Processed

Table 3
Statistics Descriptive Positive Emotions

No	Indicator	Mean
1	I like work.	4.39
2	I am always optimistic at work.	4.55
3	I do work with happiness.	4.50
4	I am proud of my work.	4.50

5	I believe that work which done usefully.	4.59
6	Work I provide satisfaction.	4.47
Total Mean		4.50

Source: Data Processed

Table 4
Statistics Descriptive Knowledge Management

No	Indicator	Mean
1	I obtained information that required work from other outside sources company.	4.01
2	I obtain information important from partner collaboration outside the company.	3.91
3	I Keep going to gather information relevant to the job.	4.33
4	Communication with members in outside teamwork runs efficiently and fruitfully.	4.34
5	Colleague Work I interact and exchange ideas widely in the company.	4.33
6	I easily communicate and work the same as employees from other divisions.	4.39
7	Information about the status, results, and various problems the project can get with easily.	4.16
8	The company always obtains information from external.	3.90
9	Companies are always developing new methods for sharing knowledge (e.g. blogs and forum discussions) and pushing us to use it.	4.12
10	When senior employees resign, they are encouraged to transfer and share knowledge with others.	4.15
11	Mentoring and coaching are used to get used to it employees' new tasks.	4.29
12	The company's system information is effective for storing knowledge which there is.	4.24
13	I with easily find documents and files Which are needed for work.	4.23
14	Pre-made instructions and documents are Already available for me.	4.17

15	Companies use databases to store and share methods best so that employees can carry out their duties effectively.	4.23
Total Mean		4.18

Source: Data Processed

Table 5
Statistics Descriptive Employee Engagement

No	Indicator	Mean
1	When Work, I am focused.	4.49
2	I very concentrated moment Work.	4.46
3	I very notice not quite enough responsible for the work done.	4.53
4	Working at this company is very beneficial for me.	4.48
5	I have an emotional connection that is very strong with work.	4.33
6	I believe in the mission and goals of the company.	4.38
7	I Work to exceed expectations.	4.19
8	I often work to exceed expectations for the team's success.	4.23
9	I worked harder than expected to advance the company.	4.30
Total Mean		4.38

Source: Data Processed

Table 6
Statistics Descriptive Talent Retention

No	Indicator	Mean
1	I do not want to move position work in this company in the future.	3.65
2	I have no plans to move work to another company within a period of 3 (three) years.	3.83
3	I don't want to find a job from a company other with a position that is different in the future.	3.75
4	I am satisfied with my work.	4.21
5	If there is an offer of work interesting from another company, I wouldn't accept it.	3.43

6	I don't want to find a job from a company other than a position that is the same as work at the moment.	3.76
7	I see period front at the company.	4.03
Total Mean		3.81

Source: Data Processed

Table 7
Hypothesis Test Results

Hypothesis	Estimate	P-Value	Decision
H1: There is a positive influence of HRM Practices on Employee Engagement	(0.113)	0.296	H1 is not supported
H2: There is a positive influence of Positive Emotions on Employee Engagement	0.665	0,000	H2 is supported
H3: There is a positive influence of Knowledge Management on Employee Engagement	0.452	0,000	H3 is supported
H4: There is a positive influence of Employee Engagement on Talent Retention	0.747	0,000	H4 is supported

Source: AMOS Output (Attached)

H1: There is a positive influence of HRM Practices on Employee Engagement.

Testing H1 shows an estimate value of (0.113) and a p-value of 0.296, with a p-value greater than 0.05, it can be concluded that H1 is not supported and it can be interpreted that HRM Practices do not have a positive effect on Employee Engagement. This can also be interpreted that the better the HRM Practices perceived by employees or the higher the frequency and intensity of HRM Practices that occur, they cannot increase the Employee Engagement felt by employees regarding things contained in these interactions.

H2: There is a positive influence of Positive Emotions on Employee Engagement.

Testing H2 shows an estimated value of 0.665 and a p-value of 0.000, with a p-value smaller than 0.05, it can be concluded that H2 is supported and can be interpreted as positive emotions having a positive effect on employee engagement. This can also be interpreted that the better the Positive Emotions felt or the higher the frequency and intensity of Positive Emotions that occur, the greater the Employee Engagement felt by employees regarding the things contained in the interaction.

H3: There is a positive influence of Knowledge Management on Employee Engagement.

Testing H3 shows an estimated value of 0.452 and a p-value of 0.000, with a p-value smaller than 0.05, it can be concluded that H3 is supported and can be interpreted as that Knowledge Management has a positive effect on Employee Engagement. This can also be interpreted that the better the Knowledge Management that is implemented or the higher the frequency and intensity of Knowledge Management that occurs, can increase the Employee Engagement felt by employees regarding things contained in these interactions.

H4: There is a positive influence of employee engagement on talent retention.

Testing H4 shows an estimated value of 0.747 and a p-value of 0.000, with a p-value smaller than 0.05, it can be concluded that H4 is supported and can be interpreted as Employee Engagement having a positive effect on Talent Retention. This can also be interpreted that the better the Employee Engagement that is carried out or the higher the frequency and intensity of Employee Engagement that occurs, the Talent Retention felt by employees can increase the things contained in the interaction.

HRM Practices on Employee Engagement.

Based on the results of hypothesis testing in this research, the influence of HRM Practices on Employee Engagement obtained a p-value of 0.296 or had a significance value of > 0.05 with an estimated value of (0.113). These results imply that HRM Practices do not have a positive effect on Employee Engagement. This shows that the higher the HRM Practices perceived by employees working in the Oil and Gas Industry in Indonesia, does not employee engagement will occur. HRM practices relate to managing human resources in organizations, including recruiting, selecting, developing, and rewarding them (Collins and Clark, 2003; Tabiu et al., 2020; Cao and Nguyen, 2022; Aldhaheri et al., 2023). The correlation between HRM and employee engagement has been researched previously (Dorothea Kossyva, 2023). Most previous studies show that HRM Practices perceived by employees have a positive impact on employee engagement. The reason why HRM Practices do not affect Employee Engagement by employees who work in several oil and gas companies in Indonesia is due to ineffective leadership and unsupportive company culture so that employees feel unappreciated and unattached. Employees prioritize Positive Emotions

and Knowledge Management in employee engagement efforts. Apart from these reasons, differences in respondent and country profiles from previous research by (Goyal, A. Nigam, and N. Goyal, 2023) can cause differences in research results.

Positive Emotions on Employee Engagement

Based on the results of hypothesis testing in this research, the influence of Positive Emotions on Employee Engagement has a p-value of 0.000 or a significance value of < 0.05 with an estimated value of 0.665. These results imply that Positive Emotions have a positive effect on Employee Engagement. This shows that the higher the Positive Emotions felt by employees working in the Oil and Gas Industry in Indonesia, the higher the Employee Engagement that will occur. Employees tend to focus on satisfaction, pride, and benefits from their work. In today's increasingly common hybrid working conditions, companies play an important role in increasing employees' positive emotions (Tabor-Blazewicz, 2021). To achieve this goal, full attention to employee well-being is required, which is shaped by positive emotions. Previous research shows that HRM is proven to strengthen positive emotions reduce employee fatigue and have a positive effect on employee engagement through employee emotions (Marta Juchnowicz, 2024). Research by (Ashwini Uttamrao Shelke, 2022) also found that there is a positive relationship between Positive Emotions and Employee Engagement.

Knowledge Management on Employee Engagement

Based on the results of hypothesis testing in this research, the influence of Knowledge Management on Employee Engagement gets a p-value of 0.000 or has a significance value of < 0.05 with an estimated value of 0.452. These results imply that Knowledge Management has a positive effect on Employee Engagement. This shows that the higher the Knowledge Management possessed by employees working in Oil and Gas companies in Indonesia, the higher the Employee Engagement that will occur. The industry examined in this study is a dynamic and constantly changing industry, where HR professionals are required to find ways to attract and retain talented employees who have valuable knowledge and skills. Employees who possess knowledge assets and participate in knowledge-sharing processes may be facilitators of innovation performance and organizational success (Juan et al., 2018).

Previous research shows that Knowledge Management has a positive effect on employee engagement (Dorothea Kosyva, 2023).

Employee Engagement Towards Talent Retention

Based on the results of hypothesis testing in this research, the effect of Employee Engagement on Talent Retention has a p-value of 0.000 or a significance value of <0.05 with an estimated value of 0.747. These results imply that Employee Engagement has a positive effect on Talent Retention. This shows that the higher the Employee Engagement felt by Oil and Gas Industry employees in Indonesia, the more influence it will have on Talent Retention. Research has shown that engagement stimulates a strong statistical relationship with productivity, profitability, customer satisfaction, and talent retention (Sharma et al., 2021). Based on recent research, individuals who believe the organization values their contributions will create a positive view of their work and attitudes toward the company (Tsarenko et al., 2018). Research by (Avinash Chopra and Chandan Kumar Sahoo, 2023) found that there is a positive relationship between Employee Engagement and Talent Retention. Research by (Frank Nana Kweku Otoo, 2024) also shows that employee engagement has a significant effect on employee turnover.

CONCLUSION

HRM Practices do not have a positive effect on Employee Engagement. This shows that the higher HRM Practices perceived by employees working in oil and gas companies in Indonesia do not affect employee engagement. Positive Emotions have a positive effect on Employee Engagement. This shows that the higher the Positive Emotions that oil and gas industry employees in Indonesia have, the more employee engagement will increase.

Knowledge Management has a positive effect on Employee Engagement. This shows that the higher the Knowledge Management possessed by employees who work in several oil and gas companies in Indonesia, the more employee engagement will increase. Employee Engagement has a positive effect on Talent Retention. This shows that the higher the Employee Engagement felt by oil and gas industry employees in Indonesia, the more Talent Retention will increase.

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