

Employee Retention Strategy Based on Employee Engagement in Retaining High Performing Employees

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ABSTRACT

Employee engagement has been widely recognized as a key factor in retaining competent and high-performing employees in organizations. This research aims to explore and analyze employee retention strategies that focus on employee engagement in the work environment. This research uses a qualitative approach with descriptive methods. The research results show that implementing strategies to increase employee retention based on employee engagement has a positive impact on employee loyalty to the company. It was found that solid orientation, positive company culture, listening to employee feedback, providing rewards, providing promotion opportunities, paying attention to work-life balance, and providing correct information about the company are important factors that contribute to employee engagement. By implementing these strategies, organizations can achieve higher employee retention, increase job satisfaction, and create a productive and sustainable work environment.

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INTRODUCTION

Every organization has a strong determination to operate effective programs to achieve its stated goals. One important step in achieving this goal is to improve employee performance (Wahyono, 2023). Employee performance reflects their ability to complete the tasks for which they are responsible. In the company context, when employee performance is at an optimal level and continues to improve, this will have a positive impact on the overall performance of the company organization (Sihombing & Batoebara, 2019). High-performing employees tend to make a greater contribution to achieving organizational goals, increasing productivity, innovation and customer satisfaction. In addition, employees who feel recognized and appreciated for their contributions tend to be more motivated and committed to the company, which can ultimately reduce turnover and increase employee retention (Dewi et al, 2023).

Activities in an organization are always influenced by various changes that occur in both the internal and external environment. These changes can take the form of technological developments, changes in industrial policy, or market dynamics (Latar, 2020). Organizations that are able to adapt to these changes and manage employee performance effectively will have a significant competitive advantage. Flexibility in responding to change, skill

development, and a deep understanding of employee needs and motivation are the keys to maintaining optimal performance amidst the dynamics of an ever-changing business environment (Marayasa et al, 2017). By accommodating change and providing the right support to employees, organizations can ensure that their performance remains resilient and can compete in a competitive market (Sari et al, 2023).

Across industries, the challenge of employee retention has become a major concern for organizations today. In an increasingly competitive job market and a talent shortage, businesses are faced with pressure to retain quality employees (Adzka & Perdhana, 2017). It is increasingly important for organizations to adapt their retention strategies to prioritize employee engagement, development and growth. Building a strong relationship between the company and employees not only creates an adequate work environment but also provides long-term benefits in terms of productivity, employee satisfaction and company reputation (Adzka & Perdhana, 2017).

In facing this retention challenge, organizations need to consider a holistic approach. This includes developing effective employee engagement programs, offering clear career development opportunities, and providing incentives and rewards that are appropriate to employee contributions (Retnowati et al, 2021). By paying attention to employees' individual needs and aspirations, organizations can create a work environment that supports employees' professional and personal growth, thereby increasing their loyalty and retention (Rahmawati, 2019). This strategy is not only about retaining employees, but also about creating an organizational culture that promotes employee welfare and provides opportunities for them to develop and make maximum contributions (Suhendar, 2021).

Employee engagement is the foundation of a strong relationship between individuals and organizations. It goes beyond mere job satisfaction, involving deep emotional dimensions such as commitment and dedication to the company (Kular et al., 2008). In its essence, employee engagement encompasses the extent to which employees feel connected to the company's goals, values and vision. When employees feel engaged, they don't just do their jobs; they actively invest in the organization's success and feel proud of their contributions (Saks & Gruman, 2014). This engagement encourages them to put forth their best effort, which in turn results in increased productivity and overall performance.

Engaged employees are not just actors in the workplace; they are the main drivers of change and innovation in the work environment (Markos & Sridevi, 2010). Compared with their less involved colleagues, engaged employees tend to have a proactive attitude, which encourages them to take initiative in improving processes, solving problems, and generating innovative new ideas (Handa & Gulati, 2014). They do not wait for instructions, but move forward with the belief that their contributions have significant value to the success of the organization. High levels of engagement create a culture where constructive feedback is valued and served as a means for growth and development (Wollard & Shuck, 2011). As a result, the relationship between employees and management becomes stronger, with mutual respect and consideration of each other's perspectives.

High levels of employee engagement also play an important role in driving organizational development towards continuous improvement (Samud & et al, 2021). When employees feel connected to the company's goals and values, they are more motivated to contribute to achieving the goals and vision that have been set (Letsoin & Ratnasari, 2020). Thus, employee engagement is not only an indicator of well-being in the workplace, but also a key driver of organizational progress. By providing a work environment that supports employee engagement, organizations can create a culture in which innovation and growth

can thrive, enabling them to remain relevant and sustainable in a rapidly changing market (Ghonyiah, 2011).

This research aims to explore employee retention strategies based on employee engagement, with a focus on understanding the best practices used by leading companies in increasing employee engagement levels and reducing turnover. The benefit of this research is that it provides a better understanding of the relationship between employee engagement and their retention, as well as providing a basis for developing strategies that can increase employee engagement and strengthen the relationship between employees and the company, thereby generating long-term benefits in the form of increased productivity and service quality, and organizational stability.

METHOD

In this research design, the author uses a descriptive qualitative research method that places people as research subjects. This approach allows researchers to delve deeper, exploring a deep understanding of individual experiences, attitudes and perceptions of the topic under study (Moleong, 2014). Qualitative inductive analysis techniques are used to explore data by allowing findings to emerge naturally from the data, emphasizing the process rather than the final result. As stated by Sugiyono (2011), qualitative research methods are used to examine the condition of objects in natural settings, which means this research will try to understand the natural context in which the observed phenomena occur. In qualitative research, researchers play a key role as a tool for collecting and analyzing data, with their presence and sensitivity to the context and dynamics of the research subject greatly influencing the resulting interpretation and understanding.

RESULTS AND DISCUSSION

Employees who are actively engaged in their work often experience higher levels of job satisfaction due to their sense of connection with the company's objectives and values, as well as their recognition of the impact of their contributions (Badrianto & Maryadi, 2023). This engagement motivates them to invest both emotionally and intellectually in their tasks, prioritizing personal and professional development within the organizational context. Moreover, engaged employees typically cultivate stronger bonds with their colleagues and supervisors, fostering a collaborative and supportive workplace environment. These robust relationships further enhance their sense of belonging to the company and foster enduring loyalty (Wijaya, 2023). Conversely, disengaged employees are more prone to job dissatisfaction and are inclined to seek opportunities elsewhere. Low levels of engagement and job satisfaction can consequently lead to heightened turnover rates, which may adversely affect the organization in terms of expenses and operational continuity (Dewi et al, 2022).

When employees experience heightened levels of engagement, they not only meet their job duties but also connect deeply with a sense of purpose and gratification in their roles (Stefanie et al, 2020). This intrinsic drive propels them to deliver their utmost and even surpass job expectations. Engaged employees frequently exhibit elevated levels of creativity and innovation as they feel empowered to share insights and actively engage in refining work processes and outcomes. Such high engagement levels not only benefit individual employees but also substantially contribute to the overall advancement and prosperity of the organization (Ramadhani & Soenarto, 2023).

In addition to boosting job satisfaction, engaged employees also typically experience feelings of job security and stability. They exhibit greater confidence in their capabilities and perceive that their contributions are acknowledged and valued by the organization (Rizqi,

2022). This enhanced sense of security diminishes the likelihood of employees actively seeking alternative employment opportunities, consequently leading to higher retention rates within the company. When employees feel esteemed and empowered, they are inclined to cultivate a long-term allegiance to the organization and invest in their professional growth within the company, thereby yielding benefits for both the individual and the organization as a whole (Indayati, 2012).

Employee retention can be an excellent barometer of employee success at your business, and whether you need to provide additional benefits or incentives to increase engagement. Here are several strategies for increasing employee retention based on employee engagement.

Solid orientation

Solid orientation is an important strategy in increasing employee retention based on employee engagement. This refers to a comprehensive welcoming and onboarding process for new employees, designed to help them feel connected to the organization from the start. A solid onboarding includes providing clear information about the company's mission, values, goals, and culture, as well as introducing new employees to coworkers, organizational structure, and work processes. In addition, solid orientation also involves equipping employees with the resources and opportunities available in the organization, such as career development programs and support from management. With solid onboarding, new employees feel supported and clearly directed, which can increase their engagement and reduce turnover rates. Apart from that, good orientation can also help new employees feel more confident and motivated to contribute positively to the organization.

Through solid onboarding, organizations can instill a sense of ownership and long-term engagement in new employees. By thoroughly introducing them to the organization's culture, values, and goals from the start, a solid onboarding helps build a strong foundation for a positive relationship between employee and company. Employees who feel well prepared and supported during the orientation period tend to have a more positive experience and feel more connected to the organization. They can quickly adapt to the work environment, feel more confident in their role, and feel more motivated to contribute optimally. Solid onboarding, therefore, is a crucial first step in building strong employee engagement and strengthening employee retention in the long term.

Positive Company Culture

A positive company culture is an important foundation in increasing engagement-based employee retention. A positive organizational culture creates a work environment that is supportive, inclusive, and promotes collaboration and individual growth. In a positive culture, employees feel valued, supported, and empowered to make meaningful contributions. This includes an emphasis on open communication, providing constructive feedback, and recognizing employee achievements. With a positive culture, employees feel more connected to the organization, have higher levels of job satisfaction, and are more likely to stay in the long term.

In addition, a positive company culture also creates an environment where employees feel safe to innovate, take measured risks, and learn from failure. A culture that encourages individual growth and development will motivate employees to continuously improve their skills and seek career development opportunities within the company. This not only creates a pleasant atmosphere in the workplace, but also builds a strong foundation for long-term employee retention. By strengthening a positive company culture, organizations can create an environment that inspires, motivates, and maintains employee engagement, which in turn will have a positive impact on productivity, employee satisfaction, and overall organizational success.

Listen to employee feedback

Collecting employee feedback is one very effective tool in gaining a deep understanding of employee engagement and satisfaction levels. By adopting this practice, organizations have the opportunity to know directly employees' views, experiences, and perspectives on the work environment and company culture. From a management perspective, employee feedback provides valuable insight that allows them to identify areas requiring improvement, as well as assess the success of existing engagement strategies. By understanding the expectations, needs and problems faced by employees, management can design engagement programs or initiatives that are more effective and relevant.

Meanwhile, for employees, the process of gathering feedback is an opportunity to provide their voice on issues that impact their experience at work. This creates a deeper sense of involvement and provides a sense of ownership over the policies or decisions made by the organization. By providing direct feedback, employees feel heard and appreciated, which can increase motivation, engagement, and commitment to the company. Additionally, collecting regular feedback also strengthens two-way communication between management and employees, which is an important element in building a transparent and inclusive work culture. Thus, adopting employee feedback collection practices can be a powerful tool in strengthening employee engagement and building more solid relationships between the organization and its team members.

Respect Employees

Rewarding employees is a key pillar in an employee engagement-based retention strategy. Rewarding employee contributions and achievements not only provides recognition for their efforts, but also strengthens the emotional bond between the individual and the organization. Forms of appreciation can vary from verbal appreciation and formal awards to material incentives such as bonuses or salary increases. The importance of these awards lies in their profound impact on employee motivation, job satisfaction and engagement. When employees feel valued and cared for by the company, they tend to feel more connected to the organization's vision and values, which in turn increases their loyalty and desire to continue contributing positively.

In addition, awards given consistently also create a positive work culture where recognition of achievements is valued and respected. This not only motivates award recipients to continue their high performance, but also provides inspiration to colleagues to pursue the same achievements. By strengthening a continuous reward cycle, organizations can create an environment where employees feel supported, recognized, and appreciated for their contributions, which will ultimately increase employee retention and strengthen overall employee engagement. Thus, awards are an important instrument in forming a positive work culture and strengthening relationships between employees and the company.

Provide promotional opportunities for employees

Providing promotional opportunities for employees is a critical strategy in retaining high performers and strengthening their engagement with the organization. Promotional opportunities provide a way for employees to develop their careers vertically, increase responsibility, and gain recognition for their achievements. With clear promotion prospects, employees feel recognized and appreciated for their performance, thereby increasing intrinsic motivation and dedication to the company. Additionally, promotional opportunities also create a competitive but stimulating atmosphere in the workplace, where employees feel encouraged to continuously improve their skills and achieve extraordinary results. Thus, promotion is not only an incentive for high performance, but also an effective tool in building long-term commitment from employees to the organization.

Apart from providing motivation, promotional opportunities also play an important role in retaining the best talent in the organization. By considering internal employees for promotions before seeking external candidates, companies can appreciate the investment employees have made in their development and retain the skills and knowledge that already exist within the organization. By providing promotional opportunities to employees, companies also create a culture that pays attention to employees' career development and professional growth, which in turn strengthens their engagement with the organization. In addition, internal promotions also create an inclusive atmosphere where employees feel supported in achieving their career goals and feel that the organization cares about individual development and success. Thus, providing promotional opportunities for employees not only benefits individuals, but is also a strategic step in strengthening employee retention and building a productive and sustainable work culture.

Don't burden employees

It's important to remember that an employee engagement strategy isn't always about adding new responsibilities or tasks for employees. One key aspect of employee engagement is understanding how employees interact with their work and avoiding workload overload that can lead to stress and burnout. This means recognizing that balance between work life and personal life is important for an employee's overall well-being.

When employees experience difficulties in either a professional or personal context, it is important for management to show concern and support them. This can be done by offering various types of support, from work-related counseling to providing flexibility in work schedules or even taking a few days off to allow employees to regain balance and clear their heads. Through this action, management emphasizes that employee welfare is a priority, not only for the individual, but also for the sustainability of the business as a whole. By supporting employees in overcoming the challenges they face, companies strengthen the relationship of trust and mutual care between management and employees, which in turn increases employee engagement and retention.

Work life balance

Work-life balance is an important aspect of an effective employee engagement and workforce retention strategy. Ensuring that employees have sufficient time and energy to invest in their personal lives outside of work is key to maintaining their well-being and motivation. Organizations that pay attention to this balance tend to create healthier and more productive work environments, where employees feel valued as individuals who have needs and desires outside of their work.

In developing strategies to achieve work-life balance, organizations can adopt a variety of approaches, including flexibility in work schedules, comprehensive leave policies, and the promotion of a work culture that supports a balanced life. Flexibility in work schedules, for example, allows employees to adapt their work hours to personal needs, such as attending family events or completing household responsibilities. A fair and adequate leave policy also gives employees the opportunity to rest and recharge, which is important for preventing burnout and increasing productivity. By creating a work environment that supports work-life balance, organizations can strengthen employee engagement, increase job satisfaction, and reduce turnover rates, which in turn will make a positive contribution to the company's long-term success.

Providing Correct Information about the Company to Employees

Providing employees with accurate and transparent information about the company is an important foundation in an employee engagement strategy. When employees have a clear understanding of the company's mission, vision, values, and goals, they can feel more

connected to the organization's goals and feel more motivated to contribute optimally. In addition, correct and open information also helps create trust between management and employees, which is a key element in building a strong and sustainable work culture.

By providing correct information about the company's condition, whether it is related to financial performance, strategic developments, or future plans, organizations also provide employees with the opportunity to plan their careers and participate in decision-making processes that affect their work. Thus, providing open access to information about the company allows employees to feel more involved and have a more active role in carrying out their duties and responsibilities. This not only increases employee engagement and motivation, but also creates a transparent and inclusive work environment where trust and collaboration can thrive. Thus, providing employees with the right information about the company is not only a prerequisite for effective engagement, but also a valuable investment in the long-term success of the organization.

CONCLUSION

Strategies to increase employee retention based on employee engagement require a structured, holistic approach. An important first step in this process is providing new employees with a solid orientation, so they can feel connected to the company's mission, values, and culture from the start. Additionally, creating a company culture that is positive, inclusive, and supports individual growth is an important foundation in retaining employees and increasing their engagement. Listening to employee feedback, rewarding contributions, and providing promotion opportunities are effective strategies in strengthening the relationship between the organization and employees, and motivating them to perform high. It is also important to avoid excessive workload and maintain a balance between work life and personal life, so that employees can feel appreciated and supported overall. Lastly, providing correct and transparent information about the company to employees allows them to plan their careers well and participate in decision-making, ultimately increasing their engagement and motivation. By implementing these strategies effectively, organizations can achieve high workforce retention and long-term success.

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