

***THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT AND
TALENT MANAGEMENT ON EMPLOYEE RETENTION
AT PT. MIROTA PLASTIC INDONESIA***

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Abstract:

Perceived Organizational Support is a transparent collaboration between employees and the company that can feel support from the company and assess employee participation by taking into account employee welfare and positive feedback. Talent management is a series of regular processes, always moving to explore, develop and strengthen talent. Employee retention is a way for companies to prevent the desire to look for another place to work by creating a work atmosphere that encourages employees to continue working at the company. The research aims to determine the effect of perceived organizational support and talent management on employee retention at PT. Mirota Plastik Indonesia. The research was carried out using a quantitative approach with a total sampling technique with a total of 87 respondents. Data analysis took the form of the Adjusted R Square test, F test, T test and multiple linear regression analysis. Results: Perceived Organizational Support has a positive effect on employee retention with a calculated t value of $4,479 > t_{table} = 1,662$ with a significance figure of $0.000 < \alpha = 0.05$. Talent management has a positive effect on employee retention with a calculated t value of $4,585 > t_{table} = 1,662$ with a significance figure of $0.000 < \alpha = 0.05$

Keywords: *Perceived Organizational Support, Talent Management and Employee Retention*

1. Introduction

Social exchange theory states that employees tend to develop high-quality relationships based on who they interact with, how they interact, and what their experiences are like. According to Blau (Sulaeman, 2021), the approach taken through social exchange theory is that organizations provide something of value to employees, in return employees will provide the best for the organization. A company must have employees who are competent in their fields who can bring the company to compete with competitors. Top executives' efforts to maintain competent employees include employee retention to avoid boredom and decreased loyalty. (Ishak & Pratama, 2021) defines employee retention as a way for companies to discourage the desire to

look for another place to work by creating a work atmosphere that encourages employees to continue working at the company.

Companies that routinely make improvements and upgrades in managing human resources will create employees who are confident and maximal in carrying out their roles at work because they feel support from the company, thereby minimizing employees who want to leave (Martini & Wajdi, 2020). Employee satisfaction can be seen from perceived organizational support in the company, whether the employee turnover rate is high because positive perceived organizational support creates employees who are committed to the company. According to (Husna & Budiono, 2022).

According to (Oktaviana, 2023) perceived organizational support is a transparent collaboration between employees and the company in which employees feel support from the company and the company assesses employee participation by taking into account employee welfare and having a positive feedback attitude. Providing appreciation for increased performance and fulfillment of socio-emotional aspects to employees is believed to be a form of company concern in promoting employee involvement. Meanwhile, according to (Pratiwi & Muzakki Muzakki, 2021) perceived organizational support is a form of support from the company so that employees think positively about this support which is in accordance with the rules and raises hopes for the company. The implementation of perceived organizational support will benefit employees and the company because employees will be more optimal in carrying out their responsibilities and the company's name will be increasingly superior with quality performance results while increasing employee retention (Martini & Wajdi, 2020).

A company's success in retaining high-performing employees for a long period of time is also greatly influenced by the company's ability to implement effective talent management strategies. Talent management according to Collings & Mellahi (in Järvi & Khoreva, 2020) is an activity and process that involves the systematic identification of key positions in an organization that contribute differently to the organization's sustainable competitive advantage, the development of talents who have potential and high performance to fill these roles, as well as the development of different human resource systems to facilitate filling positions with competent talent and to ensure talent's ongoing commitment to the organization. Based on studies conducted by (Anisah & Sakinah, 2020) and (Kaliannan et al., 2023) research has resulted that talent management has an effect on employee retention. Talent management is considered appropriate when the company not only accepts talented prospective employees but also finds out more about the talents they have and optimizes them for the company's sustainability (W. D. Febrian & Solihin, 2024).

This research is intended to find out whether perceived organizational support influences employee retention and whether talent management influences employee retention at PT. Mirota Plastik Indonesia as a place for conducting research. The first hypothesis (H1) taken is that Perceived organizational support (POS) has a positive effect on employee retention and the second hypothesis (H2) taken is that talent management has a positive effect on employee retention.

2. Research methods

This research uses statistical analysis methods through validity and reliability testing, classical assumption testing, hypothesis testing, and multiple linear regression analysis using SPSS tools. The population in this study was 87 employees of PT Mirota Plastik Indonesia. In this research, the sample collection technique used was the saturated sample method because the population was small using the entire population of 87 employees.

3. Results and Discussion

3.1. Results

The Influence of Perceived Organizational Support and Talent Management on Employee Retention at PT. Mirota Plastik Indonesia

Table 1. Effect of Perceived Organizational Support and Talent Management on Employee Retention at PT. Mirota Plastik Indonesia

	Model	Unstandardized Coefficients		Unstandardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	(constant)	3.487	1.795		1.942	.056
	Perceived Organizational Support (X1)	.331	.074	.380	4.479	.000
	Talent Management (X2)	.267	.058	.362	4.585	.000

Based on table 1 above, the test results show that the calculated t value of the influence of the variable Perceived Organizational Support on Employee Retention = 4,479 > 1,662 and the significant number = 0.000 < α = 0.05 so it is significant. Thus hypothesis 1 (H1) is that Perceived Organizational Support has a positive effect on Employee Retention. Meanwhile, the results of hypothesis testing show that the calculated t value of the influence of the Talent Management variable on Employee Retention = 4,585 > 1,662 and the significant number = 0.000 < α = 0.05 so it is significant. Thus hypothesis 2 (H2) that the Talent Management variable has a positive effect on Employee Retention is proven.

3.2. Discussion

The results of testing the first research hypothesis show that there is an influence between perceived organizational support on employee retention. The results of this research are in accordance with research findings by Sukharski (2022), which shows that organizational support felt by employees can increase their satisfaction at work so that they decide to stay in the organization. Research conducted by Cahyana (2022), proves that the perceived organizational support that employees feel through recognition and fair payment will influence the level of employee retention in the company. Thus, the first research hypothesis (H1), namely that there is a positive influence between perceived organizational support on employee retention, is accepted. The T test results show that the t value is $4,479 > 1,662$ and the significant number = 0.000 which is smaller than the significance level of 0.05. This shows that perceived organizational support has a positive and significant influence on employee retention at PT. Mirota Plastik Indonesia.

The results of testing the first research hypothesis show that there is an influence between talent management management and employee retention. The results of this research in accordance with research findings by Bibi, (2021) which found that talent management has a significant positive effect on employee performance. Supported by research by Kaliannan et al., (2023) which shows that good talent management produces employee performance through consistent employee retention. According to Susilo (2021), employee retention is the employee's desire to stay with the company for a long period of time. Companies must pay attention to and maintain employees as best as possible, otherwise employee morale, loyalty, attitude and discipline will decrease. Thus, the first research hypothesis (H1), namely that there is a positive influence between perceived organizational support on employee retention, is accepted. The T test results show that the t value is $= 4,585 > 1,662$ and the significant number = 0.000 is smaller than the significance level of 0.05. This shows that talent management has a positive and significant influence on employee retention at PT PT. Mirota Plastik Indonesia.

4. Conclusion

- A. The results of hypothesis testing show that the calculated t value of the influence of the variable Perceived Organizational Support on Employee Retention = 4,479 > 1,662 and the significant number = 0.000 < α = 0.05 so it is significant. Thus hypothesis 1 (H1) is that Perceived Organizational Support has a positive effect on Employee Retention at PT. Mirota Plastik Indonesia is proven.
- B. The results of hypothesis testing show that the calculated t value of the influence of the Talent Management variable on Employee Retention = 4,585 > 1,662 and the significant number = 0.000 < α = 0.05 so it is significant. Thus hypothesis 2 (H2) is that the Talent Management variable has a positive effect on Employee Retention at PT. Mirota Plastik Indonesia is proven.

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