

RDB (Reinforcement of Dignified Behavior): A Strategy to Keep Talented Employees Stay Longer

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Abstract: *Recognizing the important role of talented personnel, each organization seeks to bind and detain them through a variety of strategies, such as the provision of compensation packages or more competitive incentives. However, employees who have held high positions have other considerations for staying or leaving the company. The purpose of this study was to analyze the effect of Reinforcement of Dignified Behavior on talent retention. The population was 1320 consisted of 264 principals and 1056 Vice-Principals working under the administration of Semarang residency, among which 400 respondents were chosen and sampled to be 250 samples. Data were collected through questionnaires shared directly in a meeting and google quest. The data collected were analyzed using structural equation model (SEM) with AMOS21 software. The result showed that Reinforcement dignified behavior had a significant positive effect on talent retention.*

Key words: *Talent Management, Package of Incentive, Talent Retention, Organizational Commitment*

i. INTRODUCTION

Talent management has become an important issue in the context of the company's efforts to optimize its performance to achieve its goals. As a result, every company always competes to recruit, develop, and retain its talented employees by applying various methods or approaches. In this case, large companies that have stronger resources and better strategies have more opportunities to win the competition compared to smaller companies that have limited assets. In Indonesia, this phenomenon has led many companies to adopt strategies and tactics to win the competition. For example, some companies attract the awareness of their talented personnel with additional salary, benefits, or attractive packages, etc. (Osibanyo et al., 2014). Methods of keeping talented employees known to be effective have been widely implemented, yet evidences suggest that there are still talented employees, especially at the upper middle management level, still leaving the organization. Thus, there must be other factors causing a talented employee to leave his organization.

These problems are also related to the selection and implementation of a method applied to keep the talented employees (Sinha, D and Shukla, SK, 2013). The methods used are related to the organization's efforts to accommodate the interests of talented employees (Cran, 2012) because if the employees consider that they are not in line with the organizational goals, they tend to leave the organization (Eberend, A.C and Okere, R.K, 2015). Thus, future career, performance, organizational support, and employee job satisfaction are part of their decision to stay or leave in the organization (Drost, 2010).

When employees are motivated to work, their intention to remain in the organization increases (Mosammod Mahamuda Parvin, 2012), and the increase in employee retention means a decrease in turnover; conversely, failure to retain talented personnel will make a company lose its resource-based investment (Silversthorne, 2004). Thus,

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companies that do not have a good approach must give up their talented employees to move to other prospective companies (Cran, 2012) because employee satisfaction is a factor in work motivation, employee work performance, and employee morale (Kiruthiga and Magesh, 2015).

Many researchers have explored possibilities of retaining talented employees to stay while performing well in a company. For example, Sanjeevkumar (2012) who argued that compensation, work life balance, career commitment, and supervisor support are the basis for a company to motivate employees to stay. Meanwhile, the findings of Osibanjo (2014) showed that as long as the company provides good salaries, bonuses, incentives, and benefits, employees will be loyal to the company. In summary, Benjamin Balbuen Aguenza (2012) identified six key factors to keep employees from staying or leaving the organization; financial rewards, job characteristics, career development, recognition, employee management, and work life balance.

Among the results of the previous studies, particularly the conclusions of Benjamin Balbuen Aguenza (2012), specific cultural values held by talented employees have not been thoroughly explored. For example, employees at the top level of management place appreciation and recognition for the existence of their personal dignity (*nguwongke*) beyond other key factors. In this case, the company's demands on prospective employees from the aspect of competence-compatibility (Drost, 2010; Sanjeevkumar, 2012; Aguenza, 2012; Osibanjo, 2014; Eberend, and Okere, 2015) will be integrated with the prospective employee's wishes towards the company where the employee's wishes are built based on cultural values that are believed (Sohail, 2011; Cristescu et al, 2013; Thakur, 2014). If employees are not satisfied they can leave the company, as retention is a form of commitment of mutual satisfaction between employees and the company that occurs naturally (Kontoghiorghes & Frangrou, 2009).

Furthermore, according to Sheridan (1992), the voluntary turnover rate of new employees is significantly related to the values of organizational culture. The relationship between employee performance and their willingness to persist in the organization of organizational culture also varies. Kerr and Slocum (1987) stated that the values of organizational culture are related to the level of retention of both high and low performance employees. They explained that some organizations value teamwork culture, security, and mutual respect among employees. These values encourage the development of loyalty and long-term commitment to the organization of employees, regardless of their performance abilities.

In this context, companies need to pay attention to the possibility of benefiting from the application of talent-based management as a basis for negotiations to keep talented employees to stay. For this reason, the perception of talented employees of dignity as a person's basic value for making decisions must be understood in depth.

To understand this phenomenon, the purpose of this study was to analyze the effect of package of incentives and organizational commitment on retention through reinforcement of dignified behavior. Although there is currently no concrete evidence available that shows the impact of management of reinforcement of dignified behavior in keeping talented employees to stay in the company, the findings of this study are expected to benefit companies in understanding the status of employee dignity related to the implementation of talented management.

ii. LITERATURE REVIEW

Among approaches to retaining talented employees are the provision of compensation and incentive packages. At the individual level, there are several theories related to compensation. First, the theory of reinforcement which states that a response or reply that is followed by a reward has an opportunity to repeat (Thorndike's Law of Effect, 1911). Second, Vroom's (1964) expectancy theory that links reward and behavior with an emphasis on wanting to get rewards, such as getting incentives. Third, the theory of equity of Adam (1963) which is based on employee perceptions of the relationship between employee contributions to the organization and the rewards they receive and comparison of the contributions - rewards that an employee gets compared to other employees both from within the organization and from other organizations. Fourth, agency theory which underlines compensation on employees from

the perspective of differences in views between shareholders (principal/owner) and management (agent/manager) (Eisenhardt, 1989; Fama & Jensen, 1983).

Meanwhile, the finding of Ghazanfar et al., (2011) showed that employee satisfaction with compensation encourages increased work motivation, such as incentives, overtime, and bonuses. Specifically, Vecchio et al. (2010) identified that the incentive variable influenced the intrinsic motivation of employees in California. Nevertheless, Igalens and Rousell (1999) who examined the relationship between compensation and motivation concluded that; (1) under certain conditions, compensation becomes a determining factor in increasing work motivation; (2) flexible pay for certain employees does not increase motivation and job satisfaction; (3) benefits for certain employees do not increase motivation and job satisfaction.

On the other hand, Kohn (1993) argued that human behavior is too complex to be controlled and manipulated through rewards programs. The basic argument is emphasized in the presence of a deep understanding of the compensation function as a measurement of job satisfaction and the desire to stay in the organization. Therefore, the critical point of compensation impacts must be understood correctly by the organization (Noe, Hollenbeck, Gerhart, Wright, 2003).

The incentive package has long been the research subject among experts in term of its application, implementation, and implications on various other aspects of an organization, such as job satisfaction (McCollum, 2001), performance, commitment, work quality, retention (Perry, 1997), etc. Meyer & Smith (1997) stated that employee compensation and job satisfaction spur productivity and, furthermore, become prerequisites for employee retention. Therefore, the higher the employee retention is, the more knowledge acquired will be, and both factors drive up performance and profits to be higher.

According to Perry & Paarlberg (2006), compensation variable increases employee satisfaction, decreases turnover costs, builds group loyalty, and makes the organization the top choice of talented employees. An adequate incentive package has a positive impact on the production process (Stajkovic & Luthans, 2006); stimulating new, fresh, and innovative ideas that benefit the organization (Mohrman & Odden, 1996); and maintaining employee health so as to create optimal performance (Anand, 2013). Conversely, inadequate compensation will trigger employees to find additional work and reduce work concentration and ultimately have a negative impact on the quantity and quality of production (Stajkovic & Luthans, 2006).

Thus, the form and designation of compensation for employees becomes very important. According to Odden & Kelley (2002), the greatest challenge of any organization manager is meeting the needs of employees who are grouped into (1) the needs for being part of, (2) the need for recognition; and (3) the need to grow and develop with organizations. Previously, Richardson (1999) found that awards given as often and as quickly as possible are highly valued by employees.

In the fourth hierarchy, Maslow divides the need for appreciation (self-esteem) into two categories. The first is self-esteem (esteem for oneself) which includes dignity, achievement, mastery, and independence. The second is the desire for self-reputation or respect from other parties such as status and prestige. Whereas the fifth hierarchy is the need for self-actualization which includes realizing personal potential, self-fulfillment, seeking personal growth and peak experience, the desire "to be great" (Maslow, 1987).

Maslow's theory of needs in the fourth hierarchy, namely the need for personal self-esteem has a very close relationship with company leaders at levels three and above; because the needs of level one, level two, and three have been fulfilled, then they on average have a desire to meet the needs of level four, namely self-esteem. Even the desire at the fifth level is self-activation. Someone who is dominated by the need for self-actualization so they like tasks that challenge their abilities and expertise.

iii. HYPHOTESIS

a. Effect of Package of Incentives on Reinforcement Dignified Behavior

Many studies have been conducted in relation to the influence of Package of Incentives. Igalens & Roussel (1999) acknowledged the positive relationship between total compensation (fixed pay, flexible pay, and benefits) on work motivation and job satisfaction; meanwhile, Osibanjo et.al. (2014) identified a strong relationship between package of compensation on job performance and retention. Previously, Lundberg & Montell (2010) found the influence of the incentive compensation system on moral awareness. Furthermore, Rizal et.al. (2014) stated that compensation significantly influences motivation and organizational commitment, but does not significantly influence employee performance.

From a motivational point of view, Maslow's (1943) theory, Hierarchy of Needs, places motivation as a factor that helps a person get his needs; from basic needs to self-esteem. Meanwhile, in the Reinforcement of Dignified Behavior, there are seven aspects involve in; self-esteem, amenities, recognition, involvement, respectful, courteous, and separate (distinctive), which underlies someone to maintain his existence.

Of the seven aspects, basic needs has not become fundamental. Individuals, in this case top level management, is more concerned with their existence, recognition of their existence, in organizations rather than physical rewards. Elton Mayo (2003) believed that employees are not only bound and think about money, but many of them are motivated because their social needs are met while at work.

Based on the explanation of the relationship between the package of incentives and the Reinforcement of Dignified Behavior, hypothesis 1 is formulated;

H1: Package of Incentive significantly and positively influences the Reinforcement of Dignified Behavior

b. Effect of Organizational Commitment on Reinforcement Dignified Behavior

Organizational commitment is one of the most studied subjects because of its functions related to performance, motivation, retention, etc. For example, Riketta (2005), Fiorito et al. (2007), and Edwards and Peccei (2010) who examined this issue from different perspectives, such as the causes of differences between organizational commitment to employees and how these differences affect employee performance, recruitment, and retention. Later, organizational commitment is further investigated by paying attention to other concepts such as career, organization, norms, identity, morals and so on (Pierce & Geyer, 1991; Porter et al., 1974; Powell & Meyer, 2004; Liou & Cheng, 2008; Meyer, 2007).

The researchers' views and findings indicated that organizational commitment places employees not only as an integral part of the organization, but also values them according to the contribution made to the organization. According to Allen and Meyer (1990), organizational commitment is a psychological force that binds employees to their organizations and reduces turnover. Furthermore, high commitment contributes to increased work performance and OCB (Meyer et al., 2002). Because commitment produces a quantitative difference in mindset (Meyer & Herscovitch, 2001), commitment is a multidimensional construct (Jaros, Jermier, Koehler, & Sincich, 1993; Meyer & Allen, 1984; O, Reilly & Chatman, 1986). Thus, organizational commitment includes three forms; affective, normative, and continuous (Allen & Meyer, 1990).

In his study, Randall (1987) indicated that high commitment can also provide positive or negative results for both individuals and organizations. From the positive side, individuals can achieve a career and increase income, while the organization will get security and workforce guarantees to achieve the goals and its objectives. On the contrary, from the negative side, individual development and success will only be increasingly narrow, while organizations will accept the consequences of the ineffectiveness, less flexible, and less able to adapt to organizational personnel.

Randall's study (1987) is important because it identifies the various levels of commitment a person has towards his organization. For this reason, understanding how to increase commitment can be started by recognizing various

factors influencing the positive and negative nature of commitment. In other words, different levels of commitment are related to the degree of implications for employee performance.

From this explanation, hypothesis 3 is formulated;

H2: Organizational Commitment significantly and positively influences Reinforcement of Dignified Behavior

c. Effect of Reinforcement Dignified Behavior on Talent Retention

Among findings that researchers have revealed, one aspect allows understanding the relationship between reward and recognition and talent retention deeply through the Reinforcement Condition Behavior theory introduced by Skinner (2012). Reward and recognition can not only increase the reinforcement of dignified behavior, they will also increase job satisfaction, then reward and recognition can increase the retention of talented employees (Sanjeevkumar & Wang, 2012)

According to Cristescu et al (2013), employees can be intrinsically or extrinsically motivated; intrinsic motivational factors are the relationship between one's hopes, perceptions, as well as feelings, and the actualization of work and individual behavior. Extrinsic motivation is also based on individual-organizational relationships and is intended to meet employee expectations with respect to organizational reactions in relation to the employee's business, behavior, and results. Therefore, the right approach to adjust the company's vision and mission to the expectations of employees must be maintained well and wisely.

Meanwhile, according to Sandhya & Kumar (2014), employee retention programs will be effective if there is a systematic effort and planning to create and develop an environment that encourages and supports employees to stay put by implementing strategies that respect differences between employees. Employee retention is a process that encourages employees to remain in the organization within a certain period. Even though it is hard, its success will bring benefits to the organization.

From this explanation, hypothesis 2 is formulated;

H3: Reinforcement of Dignified Behavior significantly and positively influences Talent Retention

d. Effect of Organizational Commitment on Talent Retention

Many studies have examined the factors that influence employee retention, including organizational commitment factors (Curtis and Wright 2001). Employees who have high commitment are those who have placed the organization as self-identity, become part of the organization, accepting organizational culture goals and systems, tend to be skilled in the organization, and are always ready to work hard for the organization (Curtis and Wright 2001, p. 60).

This commitment is influenced by organizational norms and behavior (Kaliprasad 2006), and not because of special assignments (Bashaw and Grant 1994). Besides organizational commitment, personal commitment including affective commitment to fulfill mutual obligations becomes an important part (Hytter 2007). Thus, organizational commitment, personal commitment, and affective commitment are closely related to employee retention.

From this explanation, hypothesis 4 is formulated;

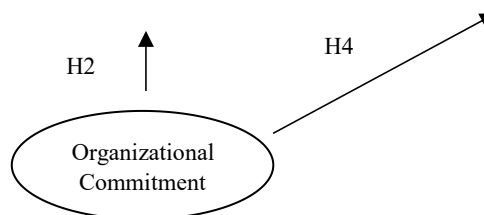
H4: Affective Commitment has a significant and positive effect on the Retention of Gifted Employees

iv. RESEARCH MODEL

Based on the hypotheses and research background, the following research model is proposed.

Figure 1. Research Model





v. METHODS

a) Population and Sample

The population of the study was 1320 principals and vice principals within Semarang residency, from which 400 were chosen and further sampled into 250. Data were collected through questionnaires shared directly in a meeting, and were analyzed using SEM/AMOS. From 400 questionnaires, 250 questionnaires (62.5%) were processed.

b) Measures

All variables were measured using Likert scale consisting of ten points, (1) "strongly disagree" to (10) "strongly agree".

- Package of incentives was measured by fringe benefits, work life balance, pay raises, and time expectation. In this study, with a sample of 250, the Cronbach alpha 0.914, which was higher than 0.70; the recommended level (Nunnally, 1972).
- Organizational Commitment was measured by believe and acceptance, organization efforts, and desire to continue. In this study, with a sample of 250, the Cronbach alpha 0.913, which was higher than 0.70; the recommended level (Nunnally, 1972).
- Dignified Behavior Reinforcement was measured by self-esteem, amenities, recognition, involvement, respectfull, courteous, and distinctive. In this study, with a sample of 250, the Cronbach alpha 0.940, which was higher than 0.70; the recommended level (Nunnally, 1972).
- Talent Retention was measured by feel contributioin, commitment, empolyee ddesire, learn and grow, care to other, and care to vision and mission. In this study, with a sample of 250, the Cronbach alpha 0.974, which was higher than 0.70; the recommended level (Nunnally, 1972).

vi. RESULTS AND DISCUSSION

The confirmatory factor analysis on both the exogenous variables (package of incentive and organizational commitment) and endogenous variables (reinforcement of dignified behavior dan talent retention) showed that all indicators had a standardized regression weight value of > 0.5 significance at < 0.05 . Thus the measurement of the variable package of incentive and organizational commitment was carried out using predetermined indicators (Appendix 3 dan 4). Furthermore, all latent variables met the criteria of reliability construct (minimum value of acceptability is 0.70) and extracted variance (minimum value of acceptability is 0.50). So it can be concluded that the indicators observed can reflect the analyzed factors and together are able to reflect the existence of a unidimensionality (appendix 1).

After analyzing the level of unidimensionality of the dimensions/indicators that form latent variables, which were tested by confirmatory factor analysis (CFA), the next analysis is Structural Equal Modeling (SEM) analysis in full model. The result of data processing for the full SEM model is shown in appendix 2.

Next, Model Fit Index was used to test the accuracy of the model as presented in table 1.

Table1. Model Fit Index

<i>Goodness of Fit Index</i>	<i>Cut off Value</i>	Result	Conclusion
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Chi-Square (df = 165)	< 195,973	194,900	Fit
Probability	≥ 0,05	0,056	Fit
CMIN/DF	≤ 2,00	1,181	Fit
GFI	≥ 0,90	0,922	Fit
AGFI	≥ 0,90	0,900	Fit
TLI	≥ 0,95	0,881	Marginal
CFI	≥ 0,95	0,897	Marginal
RMSEA	≤ 0,08	0,027	Fit

Source: Primary data 2018, processed

Model fit index indicated that overall the testing criteria was in good category or meet the required assessment criteria, as Chi-Square value was 194.900, and the Chi-Square table with df = 165 was 195.973. As the calculated value of the Chi-Square was smaller than the table, the research model was not different from the estimated population/the model therefore it was accepted. Next, the regression estimates SEM showed that all path variables were positive and significance (table 2). Thus, all hypotheses of this study were accepted.

Based on the results of the feasibility testing model presented in Table 4.9 above shows that overall the testing criteria are in good category or meet the required assessment criteria. In the Chi-Square test, a model will be considered good if the results show a calculated Chi-Square value smaller than the Chi-Square table value. The more Chi-Square calculation which is smaller than the Chi-Square table value shows that the better the model means there is no difference between the estimated population and the sample being tested. This research model shows that the calculated Chi-Square value is 194,900, while the Chi-Square value / table with df = 165 is 195,973. Because the Chi-Square value calculated in this study is smaller than the critical value / table, it means that this research model is not different from the estimated population / the model is considered good (accepted).

Table 2. Regression Estimates

			Std Estimate	Estimate	S.E.	C.R.	P
Reinforcement Dignified Behavior	←	Package of Incentive	0,190	0,208	0,099	2,094	0,036
Reinforcement Dignified Behavior	←	Organizational Commitment	0,173	0,111	0,053	2,084	0,037
Talent Retention	←	Reinforcement Dignified Behavior	0,811	0,872	0,135	6,450	***
Talent Retention	←	OC	0,133	0,092	0,041	2,213	0,027

Source: Primary data 2018, processed

Descriptive Analysis

Hypothesis testing

Hypothesis 1 (H1)

The estimated parameter for testing the effect of package of incentives on the reinforcement of dignified behavior showed that the CR value was 2.094 with a probability of 0.036, which was < 0.05. Therefore, the variable of package of incentive significantly and positively affected the reinforcement of dignified behavior.

This finding proved that fringe benefits, work life balance, pay raises, and time expectation contributed to the Reinforcement of Dignified Behavior. This result suggested that middle upper management respected the seven aspects of Reinforcement of Dignified Behavior –self-esteem, amenities, recognition, involvement, respectful,

courteous, and distinctive – as fundamental aspects keeping their dignity and existence. This finding was in line with the one of Elton Mayo (2003) who believed to employees considering not only money but, more importantly, the social needs being fulfilled by the organization, and Lundberg & Montell (2010) identifying the incentive compensation to moral awareness.

Hypothesis 2 (H2)

The estimated parameter for testing the effect of the organizational commitment on the reinforced dignified behavior showed that the CR value was 2.084 with a probability of 0.036, which was < 0.05 . Therefore, the variable of organizational commitment significantly and positively affected the reinforcement of dignified behavior.

This result suggested that organizational commitment respected employees as an integrative part of the organization as well as appreciated them as contributors to the organization on the basis of believe and acceptance, organization's efforts, dan desire to continue. Similarly, Allen and Meyer (1990) have proposed the significance of employees being integrative and valuable; therefore, they continually contributed to the organization as essential assets. This took place as commitment organization had been considered to be psychological strength bounding employees to the organization. In addition, Randall (1987) concluded that highly commitment employees with positive attitude expects to be having career their recognized.

Hypothesis 3 (H3)

The estimated parameter for testing the effect of the reinforcement of dignified behavior on the talent retention showed that the CR value was 6.450 with a probability of 0.000, which was < 0.05 . Therefore, the variable of the reinforcement of dignified behavior significantly and positively affected the talent retention.

This finding similar to the one of Sanjeevkumar&Wang (2012) that reward and recognition not only improved the reinforcement of dignified behavior, but also increased job satisfaction that further increased employees' retention. Meanwhile, the finding of Cristescu et al (2013) also showed that employees are motivated intrinsically and extrinsically in term of work actualization and hope.

Hypothesis 4 (H4)

The estimated parameter for testing the effect of the Organizational Commitment on the talent retention showed that the CR value was 2.213 with a probability of 0.027, which was < 0.05 . Therefore, the variable of the 0.027 significantly and positively affected the talent retention.

This finding was in line with the ones of Arnold and Feldman, (1982); Wotruba and Tyagi, (1991); and Brodie, (1995) who concluded that age, job satisfaction, position, image, hope, and commitment consistently relate to turn over intention and turn over realization. Further, Jewell and Segall, (1990); and Locke (1976) stated that satisfied employee upon their jobs tend to stay longer in the organization that decrease turn over. As a result, the ultimate demand of the management of the organization is to hold the most motivated and dedicated employees (Cutler, 2001), as the dedicated employees having desired to improve the organization performance are those who are happy and satisfied with their jobs (Denton, 2000). Therefore, maintaining and holding talented employee is fundamental strategy of the organization to compete with others (Walker, 2001).

vii. CONCLUSION

Of the various measures of success of an organization, one of them is to retain talented employees that the organization has. Many studies have proven that the loss of talented employees, for various reasons, is the loss for the organization. For this reason, the organization always develops various strategies and methods to hold its talented employees to survive.

One of the methods and strategies is to respect the dignity and talent of the talented employee in accordance with the self-esteem he has as a human being. Thus, rewards related to physical, emotional, and social status are not

fully able to meet the expectations of the talented employee. There are factors that exceed these aspects. This factor is the dignity of a person as a human being, a factor that is strongly influenced by cultural superiority affecting it, which must be strengthened (reinforcement of dignified behavior)

To achieve this, the basic reward factor in the form of package of incentives has been proven to have a significant positive effect on the reinforcement of dignified behavior. In addition, the factors that influence the emergence of trust in the organization are also proven to have a significant positive effect on the reinforcement of dignified behavior. Internalization of a talented employee to an organizational award based on the superior spirit of humanity possessed by a talented employee encourages the employee to remain in style and survive in the organization.

viii. LIMITATIONS AND FUTURE RESEARCH

1. Limitations. The subject of the research was the Principal and Deputy Principal of Vocational high School in six district of Semarang, Central Java, Indonesia.
2. Future research. As of the limitation of this research, researchers interested in conducting further study related to Package of Incentive and Talent Retention may conduct research on medium and big enterprises in Central Java or Indonesia to get a complete picture of their interrelation influences.

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