

# Evaluation of recruitment and retention strategies for effective employee turnover management

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**ABSTRACT**

Effective employee turnover management is essential in retaining competent employees in an organization. One strategy that can be done is the right recruitment and retention of employees. The results of this study show that companies need to develop an integrated and sustainable employee recruitment and retention strategy over a long period of time. In an effort to retain employees, companies also need to recognize achievements and provide the training and development needed to improve employee abilities and provide appropriate incentives. In addition, companies must pay attention to a healthy work environment and organizational culture and support and promote work-life balance for employees to build employee satisfaction and commitment. With the right recruitment and retention strategies, companies can improve effective employee turnover management and retain talented and competent employees within the organization.

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**1. Introduction**

The success of an organization depends on qualified and motivated employees. Therefore, every effective organization requires proper and efficient employee recruitment and retention. Because the challenge of recruiting and retaining quality employees will continue to exist and become increasingly complex with the scarcity of suitable candidates and the increasing competition in the labor market.

In this paper, we will evaluate various recruitment and retention strategies that can help management in developing effective employee turnover. This paper will also identify and discuss the factors that contribute to employee turnover and provide insight into the overall evaluation of employee recruitment and retention strategies so that management can make appropriate and effective decisions in managing employee turnover.

Using the right strategy can help organizations achieve their goals and vision. Therefore, companies must be able to recruit and retain the right and qualified employees to achieve long-term success. This journal will also analyze the factors that contribute to employee turnover and evaluate various strategies that can be used in effective employee recruitment and retention.

What kind of impact does it have on employees? For example, some effective employee recruitment strategies can include the use of social media, career fairs, internship training and employee referral programs. While on the employee retention side, strategies that can be implemented include career development programs, flexible work policies, rewards and compensation that are in accordance with performance and a positive work culture. so that company management can make smarter and more effective

decisions in managing employee turnover. By considering all relevant factors and having the right strategy, management can ensure that the company has qualified, skilled and motivated employees. This will help the company achieve long-term success and improve the overall performance of the company.

This journal aims to understand how appropriate and effective employee recruitment and retention strategies are critical to the success of an organization. Through this journal, readers can understand the various strategies and factors related to employee turnover and how management can develop appropriate strategies according to the needs of the organization. Thus, this journal can help company management to make decisions and manage human resources more effectively.

Literature Review Strategy, According to (Rangkuti, 2013), "strategy is a tool to achieve goals. The main goal is for the company to be able to objectively see internal and external conditions, so that the company can anticipate changes in the external environment". Strategy is a series of fundamental decisions and actions made by top management and implemented by all levels of a company organization in order to achieve the goals of the organization (Siagian, 2023).

So it can be understood that strategy is a long-term goal of a company organization and to achieve these goals, operational methods are needed called tactics that are related to each other. (Anshori & Ikhwan, 2014), explains that the types of strategies are divided into five parts, namely: classification based on scope, classification based on organizational level, classification based on material sources and material books, classification based on tasks and functions, personal strategy of the leader.

Recruitment according to (Amstrong, 2009) is a process created to obtain qualified employees according to the needs of the organization. Likewise, the view of (Harmon & Schafft, 2009) that recruitment is a process to obtain qualified personnel to work in an institution or agency. Meanwhile, according to other experts, recruitment is the process of searching, finding, inviting, and determining a number of people, both from within and outside the institution as prospective workers with certain characteristics as determined in HR planning (Pijanowski John C. , Paul M. Hewitt, 2009).

(Dessler & Garry, 1986) states that recruitment is an activity of attracting people to fill positions, characteristics of prospective applicants, and qualifications required to fill positions. The purpose of recruitment is to find as many prospective job applicants as possible so that the organization has many choices of prospective workers.

Employee Retention, Corporate organizations that are unable to retain their employees will certainly experience disruptive and costly employee turnover. In relation to efforts to minimize employee turnover rates, it is very important for companies to create employee retention. According to (Mathis, L, Robert. & Jackson, M, 2010) "retention is a process by which employees are encouraged to stay with the organization" (Nurhidayati, 2016) explains that maintenance is an effort to maintain and/or improve the physical, mental and attitudinal conditions of employees, so that they remain loyal and work productively to support the achievement of company goals.

The objectives of maintenance are: to increase employee work productivity, increase discipline and reduce employee absenteeism, increase loyalty and reduce employee turnover, provide peace, security, and health for employees, improve the welfare of employees and their families, improve the physical, mental and attitudinal conditions of employees, reduce conflict and create a harmonious atmosphere, make employee procurement more effective.

Thus, it can be seen that employee retention is an effort made by the company to retain employees to continue working for the company. According to (Mathis, L, Robert. & Jackson, M, 2010), employee surveys continue to show that career opportunities and rewards are the two most important determinants of employee retention. Finally, task design or work factors and fair and supportive employee relationships with others in the organization contribute to employee retention. The determinants of employee retention are: organizational components, task or job design, rewards, career opportunities, employee relationships.

(Arbyan & Riyanto, 2024) explains that employees are service sellers and receive compensation that has been determined in advance. (Kasmawati, 2004) explains that employees are the total population in a country that can produce goods and services if there is a demand for their labor and if they are willing to participate in the activity.

## 2. Research Method

This writing uses a literature review data collection method for various reports, publications or news about employee turnover. According to (Annisa & Ayu Wulandari, 2023) a literature study is a brief writing about articles sourced from journals, institutional documents or books about theory and information and then organized into one topic and document in a study. The author hopes to get theories and thoughts that are relevant to the problem of employee turnover so that it can be used as a reference for how an institution or organization can overcome the turnover problems it experiences.

## 3. Result and Discussion

### Understanding Recruitment According to Experts

There are several definitions of recruitment according to experts, including: a) Schermerhorn Recruitment is the process of attracting a group of candidates to fill a vacant position. Effective recruitment brings the opportunity to get candidates with abilities and skills that meet the expected specifications; b) Dubois, the definition of recruitment according to Dubois is the process of attracting as many qualified applicants as possible. This process involves talent search, teaching the best group of applicants to fill available positions.

From the definition above, it can be concluded that recruitment is the process of actively searching, screening, and hiring people for a position or job. The recruitment process refers to the entire procedure, from planning to onboarding new employees to become part of the company team.

The term recruitment relates to procedures that include identifying potential candidates, screening, interviewing, training, and placement. HRD is responsible for carrying out recruitment because this work aims to recruit qualified human resources.

Large companies may have many HRD teams, such as HRD assistants and headhunters, while smaller companies may only have one employee who does all the processes. In addition, many companies also use outsourcing strategies to recruit employees.

### Recruitment Methods

In practice, there are two recruitment methods commonly used by companies, namely open and closed methods.

1. Closed Recruitment Method, closed recruitment or closed recruitment method is a recruitment process carried out internally in the company. So, the search for prospective employees is carried out within the company itself, usually this is done vertically and horizontally.

The vertical method is done by demotion or demotion. This step rarely happens, unless the employee is indeed unable to carry out the workload or violates the regulations which ultimately results in demotion. While the horizontal method is done by rotating employee positions at the same level.

There are several advantages to the closed recruitment method, including: a) Increasing employee morale; b) Minimizing errors in the recruitment process; c) Employee loyalty is formed; d) Helping the HRD team to make better decisions based on employee performance and competency data; e) Saving time and costs for training new employees; f) Can boost employee self-development; g) While the disadvantages of this method are: Fewer candidates can be filtered, Seniority is often an obstacle to job promotion and makes employees who have the ability rarely have the opportunity to fill vacant positions, Not suitable for implementation in all departments or work divisions, especially for divisions that require creativity and innovation.

2. Open Recruitment Methods, open recruitment is a method of hiring that is carried out outside the company environment. This method is more often used when companies are expanding their business because they need more labor. In open recruitment, there are several strategies that can be carried out, such as: Requires quite a large cost for advertising and other recruitment processes, the time required tends to be longer because it needs to go through various candidate screening and selection processes.

### Effective Employee Recruitment Strategy

The employee recruitment process plays an important role in the company. because through this process, the company can find employee candidates that fit the needs. Therefore, the company needs to develop an effective employee recruitment strategy to find the best employees.

A recruitment strategy is a plan and steps that a company uses to find, attract, and hire the right people for the job. For example, a company places an advertisement to find people or asks for help from other companies to find people quickly.

There are several effective techniques and strategies in attracting the best candidates, including:

- a. **Improving the Quality of Job Interviews**, the job interview process provides an opportunity for recruiters to understand more deeply about candidates. Therefore, it is necessary to improve the quality of the interview process to get the best candidates. Because through the interview session, recruiters can dig deeper into the abilities possessed by the candidate.
- b. **Explaining Employer Branding**, employer branding is an important process in building a positive company image. The more employees feel comfortable working, the better the quality of their Employer Branding.
- c. **Utilizing Social Media**, social media is the best platform for spreading company branding and reaching more candidates. One example of utilizing social media is through the company's Instagram channel, where the daily lives of employees can be displayed. With this approach, the company's positive image can be quickly and easily spread through these channels. In addition, social media also has great potential in advertising job vacancies. Currently, social media has a significant influence in attracting candidates, this strategy is much more effective than funding conventional long-term methods.
- d. **Looking for Passive Candidates**, passive candidates are candidates who are not actively looking for work. Therefore, this strategy can be one of the options to make candidate candidates more effective. This is because many candidates show interest, even when they currently have a job. Of course, this depends on the extent to which the new job offer is able to provide more promising prospects than the job they are currently working on.
- e. **Create an Interesting and Detailed Job Description**, professionals tend to be more interested in vacancies that have interesting and detailed job descriptions. Therefore, recruiters need to design a complete description in order to successfully attract candidates to apply. Company values can also be expressed through an interesting job description, such as salary details offered by the company. In addition, you can also provide a description of the company's incentives and advantages in job vacancy advertisements, such as bonuses and health insurance.
- f. **Treat Candidates Like Customers**, customer satisfaction is always a top priority for every business owner. Recruiters can also use this strategy, because Candidates who feel appreciated by recruitment will be more interested in joining the company. In addition, the company's positive image will also increase in the eyes of candidates. At least, there are examples that can be applied to this point, namely: Be friendly to candidates, provide contact information to potential candidates, respect the candidate's time, especially during the interview session.
- g. **Consider Previous Candidates**, the recruitment process often fails because potential candidates are not successfully recruited. Whether it is due to bad timing or various other external factors. Even so, there is nothing wrong with recruiting candidates who have failed to be recruited.

### **Employee Retention Strategy for Effective Employee Turnover**

According to (Mathis, L, Robert. & Jackson, M, 2010), retention is an effort to retain employees or staff so that they remain in the organization in order to work together to achieve organizational goals. Employee performance is a complete display of organizational performance in a certain period. Results or achievements are influenced by the organization's operational activities in utilizing the resources it has. One way to maintain and even improve institutional performance is to maintain high employee retention. Meanwhile, according to (Maddy Janssens, 2008), Employee retention is the ability of an institution to retain potential employees owned by the institution to remain loyal to the institution.

According to (Kaye & Jordan-Evans, 2001), employee maintenance must receive serious attention. If employee maintenance is not given enough attention, employee morale, attitude and loyalty will decline. Maintenance is an effort to maintain and/or improve the physical, mental and attitude conditions of employees so that they remain loyal and work productively in order to support the achievement of institutional goals.

#### **1. Factors Determining Employee Retention**

- a. Organizational Components, several organizational components influence employees in deciding whether to stay or leave the institution. Institutions that have a positive and different culture and values have a higher employee retention rate. Organizational strategies, opportunities and management where the organization has clear future planning and goals also affect the high employee retention rate. And organizations with employees who feel well managed and have high job continuity and security tend to have higher employee retention rates.
- b. Organizational Career Opportunities, organizational career development efforts can significantly affect employee retention rates. Opportunities for personal development give rise to the reasons why individuals take their current jobs and why they stay. The underlying factors are continuous employee training conducted by the institution, career development and guidance for employees, and formal career planning within an organization.
- c. Awards, real awards received by employees are in the form of salary, incentives and benefits. These three things are indeed reasons to stay or leave the organization, but they are not the only reasons. Employees tend to stay if they receive competitive awards, performance-based awards, employee recognition and special benefits and bonuses.
- d. Task and Job Design, the fundamental factor that influences employee retention is the nature of the tasks and jobs performed. Good task and job design must consider the elements of responsibility and job autonomy, employee work flexibility, good working conditions (physical and non-physical factors), and employee work/life balance.
- e. Employee Relations, the last factor known to influence employee retention is based on the relationships that employees have within the organization. Employee relations include fair or non-discriminatory treatment for each employee, support from supervisors or management, and employee relationships with fellow co-workers.

### **Employee Retention Strategy**

- a. Career development, career development is very important for an employee, because it can motivate employees to improve their performance. According to (Al-Hawary & Alajmi, 2017), career development is a formal and ongoing activity that organizations strive to develop and enrich their human resources by aligning employee needs and organizational needs. Employee career development according to (Cappelli, 2001), obtained through four ways, namely: education, promotion, employee transfer or mutation, and recommendations or support from superiors. Career development used by agencies or institutions cannot be separated from career planning (Costello, 2006). Thus, an employee needs to plan a specific strategy to realize the plan. The strategy that needs to be taken can be taken on the employee's own initiative, but can also be in the form of activities sponsored by the organization, or a combination of both.
- b. Continuous training and development, training and development are very important for workers to work more masterfully and better at the work they hold or will hold in the future. (Irianto, 2020) states that training is every effort to improve employee performance in a particular job that is currently their responsibility. Development tends to be more formal, concerning anticipation of individual abilities and skills that must be prepared for the interests of the future position. The development goals and programs concern broader aspects, namely improving individual abilities to anticipate changes that may occur unplanned or planned changes. Development is prioritized for old employees in order to refresh and improve their abilities. In addition, the most important thing in the development carried out is to improve the career and determine the compensation of the employee concerned. The main objectives of training and development as stated by (Meldona & Siswanto, 2012): improving performance, updating employee skills in line with technological advances, reducing learning time for new employees to become competent in their jobs, helping solve operational problems, meeting personal development needs, and preparing employees for job promotions.
- c. Maintaining the Work Environment, the work environment can contribute indirectly to employees in an organization or company where they work. According to (Panjaitan, 2017) the work environment is everything that is around the workers. A conducive work environment provides a sense of security and allows employees to work optimally. If employees enjoy the work environment where they work, then the employee will feel at home in their workplace, carrying out their activities so that work time is used effectively. Conversely, an inadequate work environment can reduce employee performance. According

to (Sousa & Voss, 2012) ; (Suri et al., 2011) states that the types of work environment are divided into two, namely: 1) Physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. 2) Non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with fellow co-workers or relationships with subordinates. Both physical and psychological work environments are equally important in an organization, these two work environments cannot be separated. If an institution only prioritizes one type of work environment, a good work environment will not be created, and a less good work environment can require more labor and time and does not support the design of an efficient work system and will cause the institution to experience a decrease in employees.

- d. Compensation and reward systems, (Kaye & Jordan-Evans, 2001) argues that compensation is defined as any form of reward given to employees as a reward for their contributions to the organization. With a good compensation system, employees will be more likely to survive working, attract more prospective employees, have more opportunities to choose the best employees, and reduce the frequency of recruitment, as a result of the increasing number of employees leaving to find more profitable jobs elsewhere. Based on the views of experts, awards are interpreted as incentives that link payments based on increasing employee productivity in order to achieve competitive advantages (Trisnawati et al., 2024). Awards can be in the form of material and non-material given by the company to its employees so that they can work with high motivation and achieve in achieving company goals. When people are more appreciated and recognized, they tend to be more satisfied with their jobs and with their lives.

#### 4. Conclusion

Effective recruitment strategies involve improving the quality of interviews, utilizing social media, seeking passive candidates, and presenting attractive job descriptions. Strategies are usually tailored to the type of organization (large, medium, small), as each type of organization has different needs, resources, and challenges. there are some explicit suggestions to expand your research towards empirical studies, such as surveys and experiments.

Determine Population and Sample: Determine who will be the respondents, for example customers, workers, or the general public. Develop Questionnaire: Use a valid scale (eg Likert) and adapt it to the variables you want to test. Data Collection Methods: You can use online surveys (Google Forms, Qualtrics) or in-person interviews. Data Analysis: Use statistical methods such as regression, SEM (Structural Equation Modeling), or factor analysis.

Determine Hypothesis: Formulate the cause-and-effect relationship you want to test. Experimental Design: It can be a laboratory or field experiment with a control and treatment group. Variable Manipulation: Test the independent variable against the dependent variable to see its effect. Measurement and Validation: Ensure experimental results are repeatable and valid. Meanwhile, employee retention strategies include career development, ongoing training, maintaining a conducive work environment, and compensation and reward systems that motivate employees. In maintaining employee retention, factors such as organizational culture, career opportunities, rewards, task design, and employee relations play an important role. The work environment, both physical and psychological, also affects employee satisfaction and productivity. In conclusion, the integration of holistic recruitment and employee retention strategies can help companies achieve effective employee turnover management, retain key talents, and improve overall organizational performance.

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