

INFLUENCE OF EMPLOYEE EMPOWERMENT AND CAREER DEVELOPMENT TOWARD EMPLOYEE RETENTION FOR PERMANENT EMPLOYEES OF PT. BPR SYARIAH TREASURE OF PEOPLE OF KARIMAH CIBITUNG WEST JAVA

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Abstract. Study This aims To know the influence of *Employee Empowerment* and *Career Development* on *Employee Retention* for employees still PT. BPR Syariah Harta Karimah Personnel, Cibitung, West Java. Population study This is all over employees still PT. BPR Syariah Harta Karimah Personnel, Cibitung, West Java. Sample in research This is all over employees still PT. BPR Syariah Harta Karimah Personnel, Cibitung, West Java. Retrieval technique samples in research This uses the saturation sampling technique. Study This was processed using multiple linear analysis techniques through *SPSS 20 software*. Research results This shows that *Employee Empowerment* Partial influential positive and significant to *Employee Retention*, and *Career Development* Partial influential positive and significant to *Employee Retention*, *Employee Empowerment*, and *Career Development* in a way simultaneous influential and significant to *Employee Retention*.

Keywords: *Employee Empowerment; Career Development; Employee Retention.*

1 Introduction

In running a large company, of course, the company must have human resources that have high capabilities and are sufficient in every aspect. Human Resources (HR) is an important asset for a company. Employee positions become increasingly strategic along with the number of business challenges faced by the organization. According to Lapina (2014), human resources themselves are an important factor in a company to achieve the desired goals. As we keep up with the times, companies are getting faster in the era of globalization, making competition within companies increasingly tighter. For this reason, employee empowerment must be carried out by companies to be able to get competent employees so they can help achieve company goals. Companies are starting to make various efforts to win this competition, companies are starting to compete to develop and empower quality human resources, to get the workers the company needs to achieve the company's goals. Not only developing quality human resources, companies also need to think about ways to retain competent employees so they remain in the company.

Oladopo (2014) states that if employees cannot use their potential to the fullest and are not appreciated or heard at work, employees will leave because of stress and frustration. One of the employee's actions that can result in losses is the behavior of employees who have a desire to leave which results in a desire to leave the company (turnover intention). For this reason, companies must keep employee retention levels high. This is of course related to several losses that occur when employee retention levels are low, one of which is instability in the organization.

Based on initial interviews with Human Resource Development (HRD) staff, PT. BPR Syariah Harta Insan Karimah Cibitung, West Java has made various efforts in managing its human resources to keep employee retention levels high, starting from employee empowerment programs such as providing employee coaching, and training, to employee recognition awards (employee awards) and then there are also career development is carried out by looking at the work performance of each employee. From the

statement above, it can be seen that employees at PT. BPR Syariah Harta Insan Karimah Cibitung West Java who have good work performance will find it easier to achieve their career path.

However, there are problems related to the level of employee retention at PT. BPR Syariah Harta Insan Karimah Cibitung West Java. During the last 1 year, PT. BPR Syariah Harta Insan Karimah Cibitung, West Java experienced turnover. From January to November 2023, there is a turnover of permanent employees at PT. BPR Syariah Harta Insan Karimah Cibitung West Java. Over the last 11 months, the highest turnover fell in June, when seven employees left the company due to receiving offers elsewhere. The inability to retain employees causes employee turnover which disrupts company performance and costs a lot of money and time for every organization.

2 Literature Review & Hypothesis Development

Employee Empowerment

According to Raza et al. (2015), Employee empowerment can be referred to as the handover or distribution of power or authority by superiors to employees, to increase self-confidence and provide strength in making decisions. Meanwhile, according to Sedarmayanti (2014), employee empowerment is an effort made to create quality human resources, who can utilize, develop, and master science and technology as well as management abilities. This can be achieved through training, learning, providing a platform to provide suggestions, and involving every employee in decision-making so that every employee can communicate and be more motivated at work so that employee retention can increase. This means that if employee empowerment increases, employee retention will also increase.

According to Khan and Worldwide in Sutrisno (2011), an integrated and effective employee empowerment model consists of six stages, namely:

- 1) Desire
In the initial stage, you need to get used to taking your own initiative and delegating and involving employees.
- 2) Trust
There is trust from management to share information and suggestions without anxiety.
- 3) Confidence
With trust from management by expressing an overview of employee abilities, it will create a sense of self-confidence in employees.
- 4) Credibility
Maintaining credibility by providing awards and developing a work environment that can encourage healthy competition so as to create an organization that has high performance.
- 5) Accountability
At this stage, it is a form of employee accountability for the tasks assigned by setting rules, standards and assessments consistently and clearly
- 6) Communication
In the final stage, there is communication to communicate work results and generate understanding between employees.

Based on the explanation above, the following hypothesis formulation can be produced:

H1: Employee empowerment partially has a positive and significant effect on employee retention for permanent employees of PT. BPR Syariah Harta Insan Karimah Cibitung West Java
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Career Development

According to Widodo (2018), career development is a series of activities throughout life that contribute to the exploration, consolidation, success, and fulfillment of a person's career. Rivai and Sagala (2019) stated that career development is all the work that an individual has or does during their lifetime.

According to research by Suta & Ardana, (2019), career development has a positive and significant effect on employee retention. According to Haryani (2013) career development indicators consist of:

- 1) Employees have equal opportunities to develop their careers.
- 2) High employee work performance can bring greater career development opportunities.
- 3) High employee education will have greater opportunities for career development.
- 4) All forms of training can support employee career development.

This shows that the greater the career development provided, the higher the level of employee retention. then the hypothesis built is:

H2: Career development partially has a positive and significant effect on employee retention for permanent employees of PT. BPR Syariah Harta Insan Karimah Cibitung West Java.

Employee Retention

Employee retention is a strategy for achieving company goals by retaining quality employees (Susilo, 2013). Sa'diyah (2017) stated that employee retention is an action taken by a company to retain potential human capital to achieve its goals. Based on partial research results on the influence of employee empowerment on employee retention and the influence of career development on employee retention which shows positive and significant results, indirectly employees who are given employee empowerment and career development facilities by the company will of course retain their jobs and provide loyalty. to the company to achieve company goals.

According to Mathis and Jackson (2009) employee retention can be seen from the following five indicators:

- 1.) Organizational Components
 - a) Values and culture
 - b) Strategy and opportunities
 - c) Well managed and results oriented
 - d) Continuity and job security
- 2.) Organizational Career Opportunities
 - a) Continuity of training
 - b) Development and guidance
 - c) Career planning
- 3.) Awards
 - a) Competitive salary and benefits
 - b) Differences in performance awards
 - c) Confession
 - d) Special allowances and bonuses
- 4.) Task and Job Design
 - a) Responsibility and work autonomy
 - b) Work flexibility
 - c) Working conditions
 - d) Work/life balance
- 5) Employee Relations
 - a) Fair/non-discriminatory treatment
 - b) Support from supervisor/management
 - c) Colleague relations

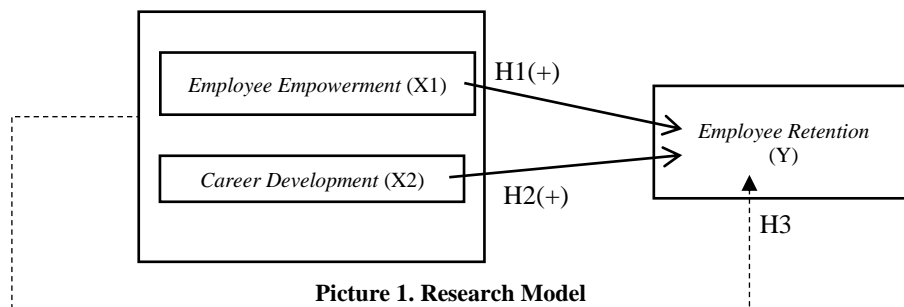
Employee empowerment and career development can jointly influence employee retention levels when company management implements the rules properly and correctly. Therefore, there is influence between employee empowerment and career development on employee retention, then The hypothesis built is:

H3: Employee empowerment and career development simultaneously have a significant effect on employee retention for permanent employees of PT. BPR Syariah Harta Insan Karimah Cibitung West Java

Gumelar (2017), Increasing business competition requires companies to formulate strategies that are innovative, flexible and responsive in responding to changes that occur. Strategy is a very important tool in achieving competitive advantage. Managers need to determine how the company can create a competitive advantage that is not only unique and valuable, but also difficult to imitate or find substitutes so that it can last a long time. One strategy that companies can implement is improving the quality of human resource competence.

3 Research Model

Diagrammatically, the research model can be seen in the following picture:



Picture 1. Research Model

RESEARCH METHODOLOGY

The population and sample in this research are all permanent employees of PT. BPR Harta Insan Karimah Cibitung, West Java, totaling 116 people. Data collection techniques are carried out using questionnaire techniques (questionnaires) and distributed by giving directly to respondents using the Google Form application. Measuring items for inner statements This research uses a measurement scale with a Likert scale, namely 1 (Strongly Disagree) to 5 (Strongly Agree). The results of the respondents' responses were then processed and analyzed further using the IBM SPSS 20 program.

4 Result and Discussion

A. Results of Instrument Test

This research instrument was tested using validity and reliability tests by distributing questionnaires to 116 permanent employee respondents at PT. BPR Syariah Harta Insan Karimah Cibitung West Java which was then processed using the IBM SPSS Statistics 20 Program.

The validity test is used to test whether or not a statement is appropriate when explaining variables. According to Sugiyono (2019), a validity test is a measuring tool used to measure the validity of data. Valid means that the data can be used to measure what it should measure. In this research, the significance test was carried out by comparing the calculated r value with the r table of degrees of freedom ($df = n - 2$). In the person correlation coefficient test, a statement was said to be valid if the calculated r value $>$ table.

$R_{table} = n - 2 / 0.05$ (see r table)

$$= 116 - 2 / 0.05$$

$$= 114 / 0.05$$

$$= 0.182$$

Based on the value of the validity test results using the person correlation coefficient, for all indicators of the three variables the results are valid.

Table 1. Validity test result

Variable	statement items	R hitung	R tabel	Information
<i>Employee Empowerment</i>	X1.1	0,584	0,182	Valid
	X1.2	0,715	0,182	Valid
	X1.3	0,760	0,182	Valid
	X1.4	0,572	0,182	Valid
	X1.5	0,738	0,182	Valid
	X1.6	0,681	0,182	Valid
	X1.7	0,619	0,182	Valid
	X1.8	0,653	0,182	Valid
	X1.9	0,663	0,182	Valid
	X1.10	0,640	0,182	Valid
	X1.11	0,645	0,182	Valid
	X1.12	0,662	0,182	Valid
<i>Career Development</i>	X2.1	0,767	0,182	Valid
	X2.2	0,782	0,182	Valid
	X2.3	0,811	0,182	Valid
	X2.4	0,767	0,182	Valid
	X2.5	0,783	0,182	Valid
	X2.6	0,615	0,182	Valid
	X2.7	0,667	0,182	Valid
	X2.8	0,753	0,182	Valid
<i>Employee Retention</i>	Y1	0,776	0,182	Valid
	Y2	0,722	0,182	Valid
	Y3	0,653	0,182	Valid
	Y4	0,777	0,182	Valid
	Y5	0,824	0,182	Valid
	Y6	0,642	0,182	Valid
	Y7	0,720	0,182	Valid
	Y8	0,678	0,182	Valid
	Y9	0,746	0,182	Valid
	Y10	0,681	0,182	Valid

Source: Primary Data (2024)

Reliability testing is a tool for measuring a questionnaire which is an indicator of a variable. Reliability testing is carried out after validity testing for each variable indicator which aims to determine whether the measurement results can be trusted. A questionnaire can be said to be reliable if a person's answers to statements are consistent over time. In the reliability test, the Cronbach's Alpha statistical test is used, with an assumed value of >0.60 then the instrument value can be interpreted as reliable. Based on the value of the reliability test results, for all three variables the results are reliability.

Table 2. Reability test results

Variable	<i>Cronbach's Alpha</i>	Criteria	<i>N of items</i>	Information
Employee Empowerment	0,880	0,60	12	Reliabel
Career Development	0,883	0,60	8	Reliabel

Employee Retention	0,898	0,60	10	Reliabel
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Source: Primary Data (2024)

B. Results of Data Analysis Techniques

Next is data analysis techniques. The data analysis technique is testing the causal relationship between the three variables. The following are the results of the data analysis techniques in this research. Testing data analysis techniques begins by carrying out tests by determining the value of multiple linear regression using the equation $Y = a + b.x + e$

Based on table below of the results of the multiple linear regression test above, the equation can be arranged as follows:

$$Y = a + b_1.X_1 + b_2.X_2 + e$$

$$= -0.051 + 0.372X_1 + 0.633X_2 + e$$

The results of the regression equation and interpretation of multiple regression analysis are:

1) The constant value (a) has a negative sign, equal to -0.051, meaning that if employee empowerment and career development are equal to zero (0), employee retention will decrease. The regression coefficient value for the employee empowerment variable (X1) is 0.372, which means that employee empowerment has a positive effect on employee retention. Then, the regression coefficient value for the career development variable (X2) is 0.633, which means that career development has a positive effect on employee retention. The research results show the regression coefficient value for employee empowerment (0.372) and career development (0.633), because $0.633 > 0.372$, career development is the variable that has the dominant influence on employee retention.

2) b1 (regression coefficient value X1) of 0.372 shows that the employee empowerment variable has a positive influence on employee retention. This means that every 1 unit increase in the employee empowerment variable will affect employee retention by 0.372, assuming that other variables are not examined in this research.

3) b2 (regression coefficient value X2) of 0.633 shows that the career development variable has a positive effect on employee retention. Which means that every 1 unit increase in the career development variable will affect employee retention by 0.633, assuming that other variables are not examined in this research.

Table 3. multiple linear regression

Model	B	Sig.
(Constant)	-.051	.860
Employee Empowerment (X1)	.372	.000
Career Development (X2)	.633	.000

Source: Primary Data (2024)

Hypothesis testing is carried out using two tests. First, the t test (partial test) is used to test independently and determine the effect of the dependent variable on the independent variable. To get test results from the t test, the t test considers the following level of significance:

- If the significance level is < 0.05 then the hypothesis is accepted
- If the significance level is > 0.05 then the hypothesis is rejected

Based on the results of the t test (partial test) in the table below, it shows that all hypotheses are accepted by having a calculated t value $> t$ table (1.981) and a significance value < 0.05 .

Table 4. t test results (partial test)

Variable	t	sig.	Information
Employee Empowerment (X1)	4,342	0,000	H1 Accepted
Career Development (X2)	8,546	0,000	H2 Accepted

Source: Primary Data (2024)

Then, the f test (simultaneous test) is used to find out how much influence the independent variables (X1) and (X2) simultaneously (together) have on the variable (Y). According to Ghozali, (2016) the criteria that determine whether an independent variable is significant or not are as follows:

- If the significance value is $< \alpha 0.05$ then the hypothesis is accepted.
- If the significance value is $> \alpha 0.05$ then the hypothesis is rejected.

Based on the results of the f test (simultaneous test) in the table below, it shows that the hypothesis is accepted by having a calculated f value $> f$ table (3.08) and a significance value < 0.05 .

Table 5. f test results (simultaneous test)

F	Sig.	Keterangan
123,238	0,000 ^b	H3 Diterima

Source: Primary Data (2024)

And the last test is the coefficient of determination (R^2). The coefficient of determination (R^2) is used to measure the ability of the independent (free) variables employee empowerment (X1) and career development (X2) in explaining the dependent (dependent) variable employee retention (Y). Based on the table below, the test results for the coefficient of determination (R^2) are 0.686 or 68.6%. Therefore, it can be concluded that the variables employee empowerment (X1) and career development (X2) have an effect on employee retention (Y) of 68.6%, while 31.4% is determined by other variables not included in this research.

Table 6. coefficient of determination (R^2) results

Model	R Square
1	0,686

Source: Primary Data (2024)

Discussion

1. The influence of employee empowerment partially influences employee retention at PT. BPR Syariah Harta Insan Karimah Cibitung West Java

Based on the research results, the t test value (partial) in table 5.8, the employee empowerment variable has a positive and significant effect on employee retention at PT. BPR Syariah Harta Insan Karimah Cibitung West Java. This is shown based on the SPSS 20 output results with a tcount value of $4.342 > t_{table} 1.658$ and a significance value (sig) of $0.000 < 0.05$. Thus, it can be concluded that employee empowerment (X1) has a positive and significant effect on employee retention at PT. BPR Syariah Harta Insan Karimah Cibitung, West Java, in other words, H1 is accepted. This means that employee empowerment is getting better in the form of trust in employees, employee development, training and awards given by PT. BPR Syariah Harta Insan Karimah Cibitung West Java towards employees, the higher employee retention will be at PT. BPR Syariah Harta Insan Karimah Cibitung West Java. This research is strengthened by research by Pratama, N. P. (2020) which states that employee empowerment provides positive and significant results on employee retention.

2. The influence of career development partially influences employee retention at PT. BPR Syariah Harta Insan Karimah Cibitung West Java

Based on the research results, the t test value (partial) in table 5.8, the career development variable has a positive and significant effect on employee retention at PT. BPR Syariah Harta Insan Karimah Cibitung West Java. This is shown based on the SPSS 20 output results with a tcount value of 8.546 > ttable 1.658 and a significance value (sig) of 0.000 < 0.05. Thus, it can be concluded that career development (X2) has a positive and significant effect on employee retention at PT. BPR Syariah Harta Insan Karimah Cibitung, West Java, in other words, H2 is accepted. This means that the better career development will be in the form of opportunities to develop careers, carry out promotions, and fair treatment given by PT. BPR Syariah Harta Insan Karimah Cibitung West Java towards employees, the higher employee retention will be at PT. BPR Syariah Harta Insan Karimah Cibitung West Java. This research is strengthened by research by Zhafira Disa, L., & Djastuti, I. (2019) which states that career development has a positive and significant effect on employee retention.

3. The influence of employee empowerment and career development simultaneously influences employee retention at PT. BPR Syariah Harta Insan Karimah Cibitung West Java

Based on the research results, the f test value (simultaneous) in table 5.9, the employee empowerment variable (X1) and the career development variable (X2) have a positive and significant effect on the employee retention variable (Y) at PT. BPR Syariah Harta Insan Karimah Cibitung West Java. This is shown based on the SPSS 20 output results with an Fcount value of 123.238 > Ftable 3.08 and a significance value (sig) of 0.000 < 0.05. Thus, it can be concluded that employee empowerment and career development have a positive and significant effect on employee retention at PT. BPR Syariah Harta Insan Karimah Cibitung, West Java, in other words, H3 is accepted. This can provide information regarding the influence of employee empowerment and career development simultaneously on employee retention. This research is strengthened by research by Maqsood Haider, et al (2015) which states that human resource (HR) practices have a significant influence.

5 Conclusion

Based on the results of research conducted then the resulting conclusions are as follows :

1. Employee empowerment has a positive and significant effect on employee retention for permanent employees of PT. BPR Syariah Harta Insan Karimah Cibitung West Java.
2. Career Development has a positive and significant effect on employee retention for permanent employees of PT. BPR Syariah Harta Insan Karimah Cibitung West Java.
3. Employee empowerment and career development have a significant effect on employee retention for permanent employees of PT. BPR Syariah Harta Insan Karimah Cibitung West Java.

IMPLICATION/LIMITATION AND SUGGESTIONS

This research has several weaknesses that limit its perfection. Therefore, This limitation needs to be considered for future research in order to obtain more accurate data. The limitations of this research are: First, the sample obtained in this research was only 116 respondents, limited to permanent employees, so it cannot represent all employees at PT. BPR Syariah Harta Insan Karimah Cibitung West Java. The next limitation is that data collection was only carried out using quantitative methods via Google Form media, so it was not possible to dig deeper into the discovery of existing problems. The final limitation is that data collection uses questionnaires filled out by respondents for cash offices and branch offices without direct assistance from researchers, so if there are questions that are not understood by respondents, there is concern that the data obtained will not be optimal.

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