
ANALYSIS OF EMPLOYEE RETENTION STRATEGY AT CV. dr. BL SKINCARE IN BEKASI, WEST JAVA

ANALISIS STRATEGY MEMPERTAHANKAN KARYAWAN DI CV dr BL SKINCARE DI BEKASI, JAWA BARAT

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Abstract: *Such as the implementation of the strategy at CV dr BL Skincare that is not in accordance with existing work standards or standard operational procedure (SOP). This research aims to identify how the employee retention strategy at CV dr BL Skincare Bekasi, in West Java. Type of this research approach is descriptive with qualitative method is applied in this research since there will be observation and in-depth interview needed as a tool to gather data and analysis. The sample used saturated sampling method and only will be used in a small population such as employees and dr. Between Lutam as the owner at CV dr BL Skincare, which is there are 7 informants in this research in-depth interview. There are five indicator will be used in in-depth interview there are; Nature of Work, Remuneration, Flexible Working Hour, Team Relationship, and Job Security. The result employees at CV dr BL Skincare think that employee retention strategy in indicator remuneration is important there must be change. The strategy that being used situational salary at least up even if it does not follow UMP Bekasi West Java. From the result the researcher suggests are made the employees are not satisfied with their remuneration provided by the organization.*

Keywords: *human resources, employee retention strategy*

Abstrak: *Seperti penerapan strategi di CV dr BL Skincare yang tidak sesuai dengan standar kerja yang ada atau standar operasional prosedur (SOP). Penelitian ini bertujuan untuk mengidentifikasi bagaimana strategi mempertahankan karyawan di CV. dr. BL Skincare Bekasi, di Jawa Barat. Jenis pendekatan penelitian ini adalah deskriptif dengan metode kualitatif diterapkan dalam penelitian ini karena akan ada observasi dan wawancara mendalam diperlukan sebagai alat untuk mengumpulkan data dan analisis. Penelitian ini menggunakan metode sampling jenuh dan hanya akan digunakan dalam populasi kecil seperti karyawan dan dr. between Lutam sebagai pemilik di CV. dr. BL Skincare, terdapat 7 informant dalam penelitian ini dengan menggunakan wawancara mendalam. Ada lima indikator yang akan digunakan dalam wawancara mendalam yaitu: Sifat Pekerjaan, Remunerasi, Jam Kerja, Hubungan Tim, dan Keamanan Kerja. Hasilnya karyawan di CV. dr. BL Skincare berpikir bahwa strategi mempertahankan karyawan dalam indikator remunerasi adalah penting, harus ada perubahan. Strategi yang digunakan adalah gaji situasional setidaknya naik sekalipun tidak mengikuti UMP Bekasi Jawa Barat. Sebaiknya CV. dr. BL Skincare dari hasil tersebut, peneliti menyarankan memperbaiki remunerasi yang diberikan kepada karyawan.*

Kata Kunci: *sumber daya manusia, strategy mempertahankan karyawan*

INTRODUCTION

Research Background

Human resources is the most important thing for an organization to achieve sustainable condition and to be survived for competitive advantage. An organization is operating in a cycle and dynamic for reaching an competitive advantage, they need to build or make a new existing strategies to acquire and retain the skilled workforce in business environment. Employee is an important aspect that determines the success of a company to become more competitive in global business environment. Recently, most of organization required highly talented and skilled employee in line with providing high quality products to their customers. Meanwhile, the competition to get achievement is part of employee motivation and human resources not just based on knowledge but that it already also become implementation as the company needed. So motivation is the act of stimulating someone or oneself to get desired course of action or to push the right button to get desired reactions.

In addition to reward system strategies to employee potential is the one of important elements to motivate the employees for contributing their best effort to generate innovation ideas that lead to better business functionally and further improve company performance both extrinsic and intrinsic. This system will help the employee to be motivated and more actively in doing the work. A well rewarded employee feels that is being valued by the employee working for. They are also encouraged to work harder and better if they are aware that their well-being is taken seriously by their employers, and that their career and self development are also being honed and taken care of by their organization. The development of skincare industry today is growing rapidly. Indonesia become one of the countries whose society is very concerned to beauty. Indonesia's population of 250 million people gives enormous potential in the skincare industry. The potential appears because the Indonesian population is dominated by women who want always look beautiful, and now also followed by the men who began to want to follow women are beautifying themselves, with the meaning of the men start paying attention to their overall appearance at all times.

One of the skincare business existed in Indonesian West Java is CV dr. BL Skincare with their employees dominant by female from Javanese people. To handle a relationship between the management of skincare business is not easy. Such as the implementation of the strategy in CV dr. BL Skincare that is not in accordance with existing work standards or standard operational procedure (SOP). This implementation will be dissatisfied and affect some of employees such as working hours have passed from the limit of work standards because there are patients or waiting patients, finally time to go home so obstructed. Otherwise there is no limit for work where Monday to Sunday, employees at CV dr. B.L Skincare should stay in. This will lead to job stress on some employees who can not stand the implementation of existing strategies. Job stress is the problem that coming up after working life conflict when the employee have no way to refresh their mind because of the pressure that they got in company or some other place. Stress can be defined as work pressure that felt by the employees when they can not fulfill the task. It means that stress occurs when the employees are not be able to fulfill the job demands.

Kossivi, Ming, and Kalgora (2016), stated the supportive, quality supervision and leadership that values employees has a positive impact on employees retention. Employee retention issues are emerging as the most critical workforce management challenges of the immediate future. Thus employee retention is an the company's ability to retain potential employees company to remain loyal to the company. The ability of an organization to retain it is employees and also the most critical issue facing corporate leader as a result of the shortage of skilled labor, economic growth and employee turnover. Early in 2002 the total of employees at CV dr BL Skincare there are 20 employees, and then continue decreased and the employees was retained it is 7 employees until now. based on the statistical data . Therefore they need to find a new strategies from the organization in order to have a good impact for the continuity of the company. It proposes that organization to adopt critical sustainable retention trends such as establishing a strategic plan, involving employees in decision making process, initiating personalized compensation plans, and building flexible work programs.

It is apt to help organization retain core employees, a fact that will drive the competition advantage wheel in the organization in this era globalization. Therefore based on all opinion and the facts on described, the author is interest to this study that looked at Analysis of Employee Retention Strategy at CV dr BL Skincare Bekasi, in West Java.

Research Objectives

Based on the formulation of the problems above, the research objectives to be achieved is to identify of employee retention strategy at CV. dr. BL Skincare Bekasi, in West Java to be more involved in the organization HR.

THEORETICAL REVIEW**Human Resources Management**

The term "Human Resources Management" has been commonly used for about the last ten to fifteen years. Prior to that, the field was generally known as personel admnistration. Human Resources Management is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques. Bohlander and Snell in Warouw and lapian (2015), stated that HRM is "the process of managing human talent to achieve an organizational "objectives". Rumambie (2014), stated that the overall purpose of human resource management is to ensure that the organization is able to achieve success through people. For activity such personnel systems also include a valid selection procedure in hiring new employee and promoting the old one to the higher level. Performance assessment and review systems are needed in order to receives an accurate feedback and make sure that employees are doing according the standard and working to achieve the right goals. Effective training procedures are needed for the development process and also strong relationship to lead to employee motivation (Storey in Warouw and Lopian, 2015).

Employee Retention

Employee Retention not only important just to reduce the turnover costs or the cost incurred by a company to recruit and train. But the need of retaining employees is more important to retain talented employees from getting poached. Meanwhile Wakabi (2016), stated retention is a voluntary move by an organization to create an environment which engages employees for long term. Msengeti and Obwogi (2015), stated employee retention could be described as the efforts by any business or organization to develop strategies and initiatives that support current staff into remaining with the organization. Retention of human resources refers to the attempts to ensure that employees stay in the organization and that voluntary turnover is minimized. There are many factors which show the importance of the employee retention.

According to Haider (2015) they may be the turnover cost which includes hundreds of thousands of rupiah to the company's expenses. In fact, it is difficult to calculate the turnover cost which includes hiring costs, training costs and productivity loss, industry experts often quote 25% of the average employee salary as a conservative estimate. Company information loss is the next factor which shows the significance of retention. When an employee leaves the organization, he/she takes with him the valuable information about the organization, the customers, the current projects and also the past history of its competitors to the new employee. Lot of time and money has been spent on an employee in expectation that he works for organizations future return (Haider, 2015).

Reward System

A reward system is greatest management principal. If the organization rewards a certain kind of employee behavior good or bad, that is what the company will get more of. Every existing company has some form of reward system, whether it is outspoken or not, it exists. Azemi (2015) stated A well rewarded employees feel that they are being valued by the company they work for. They are aslo encouraged to work harder and better if they are aware that their well-being is taken seriously by their employers, and that their career and self development are also being honed and taken care of by their company. A reward system puts together employees natural self-interests with the organization's objectives and provides three types of management control benefits, informational, motivational and personnel related.

Rewards should catch the employees attention and at the same time it works as a reminder for the person in charge of what results should be completed in different working areas. Organizations use reward systems to emphasize on which parameters their employees should exert the extra effort on by including them in their reward program (Svensson in Oyoo, Mwandihhi and Musiega, 2016). Rewards are also used to motivate. People sometimes need an incentive to perform tasks well and

work hard. Organizations also give rewards for many other different reasons e.g. to improve recruitment and retention by offering a compensation package that is competitive on the market (Merchant in Oyoo, Mwandih and Musiega, 2016).

Intrinsic Rewards

Intrinsic rewards are those that exist in the job itself. Examples are achievement, variety, challenge, autonomy, and responsibility. They also include status, recognition, praise from superiors and co-workers, personal satisfaction, and feelings of self-esteem (Mahaney and Lederer in Oyoo, Mwandih and Musiega, 2016). Employees are thought to be motivated to work hard to produce quality results when they have pride in their work, they believe their efforts are important to the success of the team, and their jobs are fun, challenging, and rewarding (Mahaney and Lederer in Oyoo, Mwandih and Musiega, 2016). Recognition means acknowledgment with a show of appreciation. When such appreciation is given to the work performed by employees, they feel motivated to perform work at a similar or higher level (Prasad in Oyoo, Mwandih and Musiega, 2016). Cascio in Oyoo Mwandih and Musiega, (2016), indicates that rewarding a behavior with recognition immediately following that behavior is likely to encourage its repetition.

Extrinsic Rewards

Extrinsic rewards, on the other hand, are external to the job itself. They comprise such elements as pay, fringe benefits, job security, promotions, private office space, and the social climate. Other examples include competitive salaries, pay raises, merit bonuses, and such indirect forms of payment as compensatory time off (Mottaz in Oyoo, Mwandih and Musiega, 2016). Firms are able to improve worker productivity by paying workers a wage premium a wage that is above the wage paid by other firms for comparable labor. Extrinsic rewards are used to show that the company is serious about valuing team contributions to quality. The monetary rewards consist of a cash bonus allocated to each team member. The team bonus would be given separately from the salary. On the other hand, team rewards must be used in ways that avoid destroying employees intrinsic motivation to do their job. The need for continuous improvement requires employees to be innovator devising solutions that improve a work process or that delight the customer.

Job Stress

Job stress has become challenge for the employer and because high level stress is result in low productivity, increased, absenteeism and collection to other employee problem like alcoholism, drug abuse, hypertension and host of cardiovascular problems. Job stress has direct contact with the job performance. However, job stress not only impacts the employees performance, but it can be the cause of versatile negative outcomes such as fatigue, less encouragement towards job, employee turnover, unfaithfulness and less punctuality (Glazer and Beehr in Rani, 2014). Alejandra in Rani (2014) working conditions also poses a lot of pressure over employees. The space they are provided for work, the lights and air in the room, sitting arrangement, the relationship that the employee shares with his peers, sub-ordinates and boss are all the factors that affect the employee retention as these things become a cause of stress for an employee.

Job stress is a natural lesson in the life and every employee even executives and managers should be effected from this issue. According to survey about 100 million workdays are being affected due to stress problem among employees and nearly 50%-75% due to disease cause stress (Bashir in Rani, 2014). Absence and loss of employment are major cause of job stress in the organization. The performance is measured on the basis of skill and motivation level of the individual employee. Due to this approach it easily evaluates the employee in the organization. It show job stress and personal life stress are different approaches. They are positively correlated with each other.

Previous Research

Mathimaran and Kumar (2017), is titled "Employee Retention Strategies–An Empirical Research". Employee retention strategies help organizations provide effective employee communication to improve commitment and enhance workforce support for key corporate initiatives. The research paper is entitled on An Empirical Analysis of Employee Retention Strategies at Yacoo Pharma, which is located in Puducherry State.

Neog and Barua (2015), is titled "Factor Affecting Employee's Retention in Automobile Service Workshops of Assam; An Empirical Study". Automobile service workshops are facing a lot of problems relating employee retention now a day. As employees are the most precious and important asset of an organization so, organization should take measures to encourage employees to stay in the organization for the maximum period of time or until the completion of the project.

Oyoo, Mwandih and Musiega (2016), is titled "Influence of Reward System On Employee Retention". The Ministry of Health, staffing trends 2005-2009 indicated that the rate of medical personnel that have existed during the same period stands at: doctors 972, clinical officers 356, nurses 1,964, nursing officer 461, and medical lab technologists were 185 with private and especially faith based hospitals worst hit (KNBS, 2010). The high turnover has been associated with salary delays, poor working conditions, lack of training and development opportunities occasioned by the emergence of new machines (KNUN, 2013).

Conceptual Framework

In this research conceptual framework is provided to create a comprehensive understanding of a phenomenon or phenomena that is being observed.

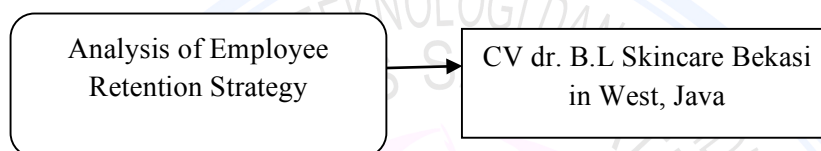


Figure 1. Research Framework

Source: Primary Data, 2018

The figure 1 showcases the core of the research which is to explore the Analysis of Employee Retention Strategy at CV. dr. BL Skincare Bekasi in West, Java.

RESEARCH METHOD

Type of Research

The purpose of this research is to analyze the employee retention strategy at CV. dr. BL Skincare, a qualitative method is applied in this research since there will be observation and interview needed as a tool to gather data and analysis. The type of this research approach is descriptive. The type of qualitative descriptive research used in this study is intended to obtain information on any strategy to retain employees at CV dr. B.L Skincare on depth and comprehensive in addition, A qualitative approach is expected can be disclosed situations and problems encountered in the implementation of current strategies to retain employees

Place and Time of Research

The present research is expected to be on process period of October until November 2017. It will be conducted in Bekasi, West Java, Indonesia. For the observation place it self took place at CV. dr. BL Skincare, Ruko Kemang Pratama Raya, AN. 32.

Social Situations and Informant

Population is the entire group of people, events or things of interest that the researcher wishes to investigate (Sekaran and Bougie in Warouw and Lopian, 2015). According to Spradley in Sugiyono (2007), in qualitative research there is no population term but only social situation, which consists of three elements: place, actors and activity. The population in this research are the employees at CV. dr. BL Skincare.

According to Sugiyono (2007:33) sample is subject of a population that compares some members selected from it. Saturated sampling is a sampling method that use all members of the population as samples, this sampling methods only can be used in a small population such as

employees and dr. Between Lutam as the owner at CV dr. B.L Skincare, which is there are 7 informants in this research in-depth interview.

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Data Collection Method

Data collection techniques are the methods used by researchers to get data in a study. In this research researchers choose the type of qualitative research then the data obtained must be profound, clear and specific. Further explained by Sugiyono (2009:9), that the collection of data can be obtained from the results observation, interview, documentation, and composite/triangulation. On this research the researcher use data collecting technique by the observation, documentation, and In-depth Interview.

Operational Definition of Variable (Journal)

There is one variable on employee retention strategy at CV dr BL Skincare Bekasi, in West Java. It followed by five indicators, namely: Nature of Work, Remuneration, Flexible Working Hours, Team Relationship, and Job Security. The five indicators means the elements of Employee Retention Strategy at CV. dr. BL Skincare, in West Java.

Data Collection and Analysis of Participant Observation

According to Saunders, Lewis and Thornhill (2009), what will be clear from the types of data you will collect as the participant observer is that formal set-piece interviewing is unlikely to take place is likely to be informal discussion. It will be part of the overall approach of asking questions that should be adopted in this research method.

Validity and Realibility in Qualitative Method

Validity and Realibility in qualitative research is needed to test or check the accuracy of data that has been collected from this research process take place. According to Creswell (2010:30) that the validity and realibility in Qualitative research is an examination of the accuracy of research results by applying certain procedures.

Triangulation by Creswell (2010:31) is a technique of collecting different sources of data by examining the evidence derived from these sources and using them to coherently justify themes. Researcher use different types of data sources and evidence from different situations. There are 3 sub types of people, time and space.

1. People : The data are collected from different people who do the same activity.
2. Time : The data are collected at different times.
3. Space : Data are collected in different places.

The most complex form of data triangulation is to combine several sub-types or all levels of analysis. If the data is consistent, then validity is enforced.

RESULT AND DISCUSSION

Result

The Interview Results part will cover the answers encountered for each question. The answers will be ordered per respondent/informant and presented informant by informant from informant 1 to informant 7.

Informant 1

The first informant is female, 55 years old, and she is been working at CV dr. BL Skincare since 2002. According to informant 1, the employee retention strategy at CV dr BL Skincare Bekasi in West Java based on the nature of work or the condition of work, in my position as owner saw my employees is not satisfactory as the nature of the employees are not consistent to only look in terms

of jobs it did not pay attention to other responsibilities of the existing facilities. Maybe there are several factors that informant 1 think is very influence in the nature of work it is the age factor, in education is low, personality are not good, and always felt that the owner of that.

For indicators the remuneration at CV dr BL Skincare is very worth it because it it not to be the size of the company a big profit to pay employees UMP (Upah Minimum Provinsi) Bekasi Jawa Barat was 3.8 million, while the employees and their does not skill even suffiient to receive in accordance with the UMP, as a result of their salaries based on income every month and that the average salary of the 2.1- 3.5 this is not included tip from the customer to give. About flexible working hours is accordance standart procedure because their have one day off. About team relationship between employee to employee or employee to owner there is not appropriate because their is do not ask what can their do the best for company or anything else but sometimes there is bad communication with the others. So there is must be a new employee has an skill better than from the old employees.

Informant 2

The second informant is female, 32 years old, and she is been working at CV dr. BL Skincare until now. According to informant 2, the employee retention strategy at CV dr BL Skincare Bekasi in West Java overall is very good because informant 2 as manager and also as employee handling think that everything it is good. About the indicator of employee retention strategy think it is great, just that indicator about flexible hour is depending on the situation sometimes a lot of patiens or customers sometimes is not customers. For the working hours it is been accordance of procedure. Indicator team relationship with the other employee must be a change because sometimes make it some conflict between employees, well for this indicator is depending on situation but must be concern and be aware.

Informant 3

The third informant is female, 32 years old, and she is been working at CV dr. BL Skincare until now. According to informant 3, the employee retention strategy at CV dr BL Skincare Bekasi in West Java, the owner and employee handling must be getting synergy or input suggestion from employees. About the remuneration included salary increased because her just received 1,5 million rupiah. According to informant 3 her said "overall is getting good however my salary is not accordance UMP in Bekasi" but "the important things i can borrow some money from the owner it sometimes although my salary will be wage cut and salary there must be change at least up even if it does not follow UMP Bekasi West Java".

Informant 4

The fourth informant is female, she is 48 years old, and has been working at CV dr BL Skincare Bekasi in West Java until now and her as employee handling. According to informant 4 about the employee retention strategy, the owner of BL Skincare should be a change of managerial procedure because so far there is no transformation or new strategy which means the example like made every 3 month held it discount or voucher purchase handler. Facilities must be given comfortable both customer and handling employee. There should be job insurance, transparency of fees during salary receipt, about the salary not based on UMP (Upah Minimum Provinsi) Bekasi it is 3.8 million but based on BL Skincare income per month, informant 4 just received 1.6 million and salary there must be change at least up even if it does not follow UMP Bekasi West Java. Overall everything is safe and good, and team relationship with the other employees depending on the situation.

Informant 5

The fifth informant is female, she is 43 years old, and has been working at CV dr BL Skincare Bekasi in West Java for until now and her as employee handling. According to informant 5 about the employee retention strategy and employees will not move, should be make an transformation or renew strategy from management BL Skincare including salary details. The salary given is not in accordance with UMP (Upah Minimum Provinsi) Bekasi 3.8 million because until 2018, i have receipt my salary as 1.6 million but the salary there must be change at least up even if it does not follow

UMP Bekasi West Java. About the nature of work environment and the tools are not upgrade still oldest example tools for handling customers, desk, chair, television and so on.

Working hours at BL Skincare is not effective for employee as well as job security has not insurane and occupational accidents. For it is own products the validity period of BPOM has not been extended. There has no job attendance list. About team relationship with other employees is sometimes safe depending on the situation. Well there has not certificate for employee BL Skincare when it has been a long work in there. Also the most important i am still loyal for getting job as employee handling at CV dr BL Skincare.

Informant 6

The sixth informant is female, she is 36 years old, and has been working at CV dr BL Skincare Bekasi in West Java for until now and her as employee handling. According to informant 6 about the employee retention strategy at CV dr BL Skincare, has not been satisfy, examples such as salaries are still stagnant under UMP (Upah Minimum Provinsi) Bekasi 3.8 milliion, informant 6 think that salary there must be change at least up even if it does not follow UMP Bekasi West Java. For the salary problem well enough not enough everything has been enough. So overall is still pretty good.

Informant 7

The seventh informant is female, 24 years old, and she is been working at CV dr. BL Skincare until now and her as employee handling. According to informant 7 is the same like informant 3 stated, and how to make employee retention strategy at CV dr BL Skincare Bekasi in West Java, the owner and manager it must be getting synergy or input suggestion from employees and to make comfortable situation the nature of work and make it an good relationship as a team, example once times be a kind of vacation together and the last about the remuneration included salary increased because her just received 1,5 million rupiah and the salary there must be change at least up even if it does not follow UMP Bekasi West Java.

Discussion

Remuneration on Employee Retention Strategy

The results of this study support the theory that being used on how remuneration can affecting on employee retention strategy. Roberts in Haider (2015), stated remuneration is the foundation on which the employee-employer relationship is determind and also shows the indication of expression of appreciation from an employee. It similar to the findings from the most dominant of the informants said that remuneration shows the appreciation and included salary there must be change at least up even if it does not follow UMP Bekasi West Java. -informants 3, 4, 5, 6, 7.

Team Relationship on Employee Retention Strategy

The results of this study support the theory that being used on how team relationship can affecting on employee retention strategy. Einsenberg in Mathimaran and Kumar (2017), argued team relationship that way employees view an organization is particulary dependent on their relationship with their supervisor. It similar to the findings from the second indicator dominant of our informants said that team relationship with the other employee must be a change because sometimes make it some conflict between employees or employees to owner -informants 1, 2, 3, 4.

Nature of Work on Employee Retention Strategy

The results of this study support the theory that being used on how nature of work can affecting on employee retention strategy. Heneman in Lahida, Pangemanan and Rumokoy (2017), stated nature of work also does allude to the fact that one of the most crucial element of any organization total reward strategy is having a impact work environment. It similar to the findings from the other indicator dominant of our informants said that nature of work is not satisfactory as the nature of the employees are not consistent to only look in terms of jobs it did not pay attention to other responsibilities of the existing facilities -informants 1, 4, 5, 7.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

After evaluating and examining the findings and discussing them, the conclusions acquired in the study are as follows:

1. Employees at CV dr BL Skincare think that employee retention strategy in indicator remuneration is important there must be change. The strategy that being used situational salary at least up even if it does not follow UMP Bekasi West Java.
2. Regarding employee handling to employee handling or the relationship with the owner and manager, must be synergy as the team in organization because team relationship and the satisfaction of the nature work can be make CV dr BL Skincare to become a better company than ever.
3. The findings of the study suggest that certain indicator are crucial the employees decision to either leave or remain in an organization. Such indicator include remuneration, team relationship, and nature of work. Nonetheless, the importance of other indicator should not be under estimated when formulating a retention policy.

Recommendations

Based on the conclusion, here are the recommendation for CV dr BL Skincare Bekasi, in West Java:

1. CV dr BL Skincare HR or management are made the employees are not satisfied with their remuneration provided by the organization. The management of CV dr BL Skincare must give accordance salary at least up even if it does not follow UMP Bekasi West Java.
2. Beside the remuneration indicator the management should focus on their smooth workload the nature of work to reduce the stress on the employees and the team relationship between employees handling and management has to improve.

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