



# Managing Employee Retention and Separation

Pertemuan ke-7

Mata kuliah Manajemen Sumber  
Daya Manusia



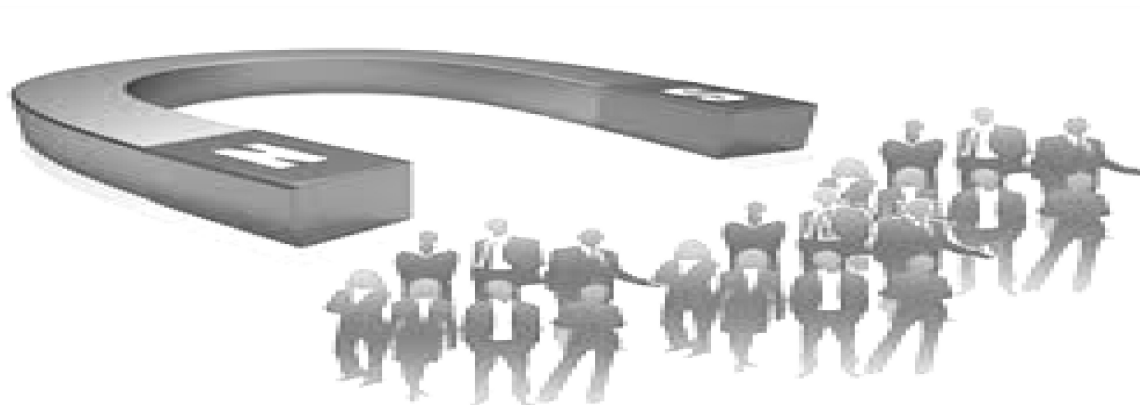
# Learning Objectives

- Explain how employee retention and separation align with overall HR strategy
- Explain the employee turnover process and describe methods that an organization can use to reduce undesirable turnover
- Discuss the potential benefits and problems associated with employee layoffs
- Describe effective methods of employee discipline, including the principles of due process and the actions of progressive discipline
- Describe effective methods for dismissing employees from an organization



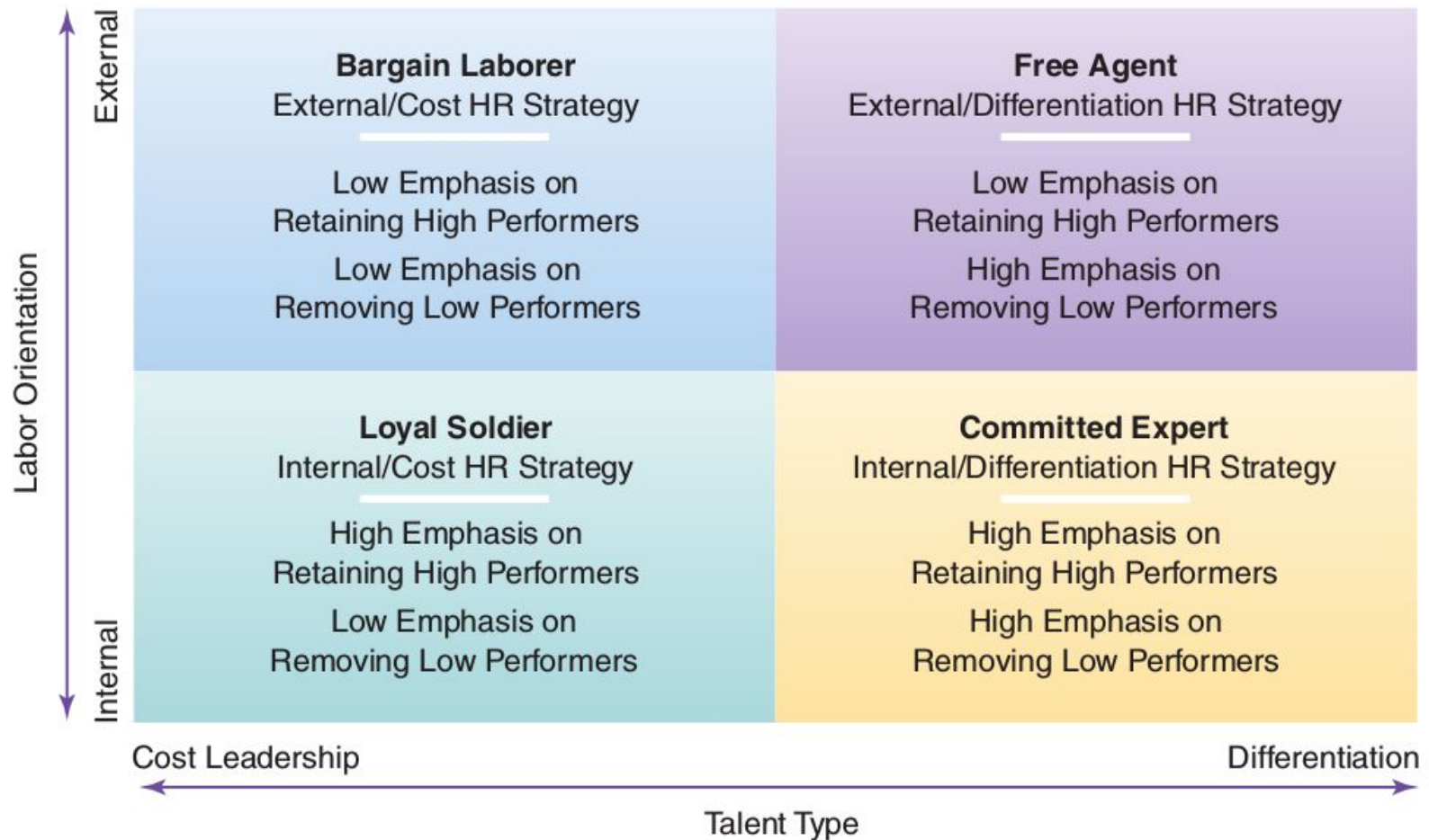
# Pengertian

- **Employee retention**
- Tindakan menjaga karyawan; Sangat penting untuk mempertahankan pekerja yang baik
- **Employee separation**
- Tindakan memutuskan hubungan kerja dengan pekerja





# Strategic Retention and Separation of Employees



Sumber: Stewart & Brown (2011:253)

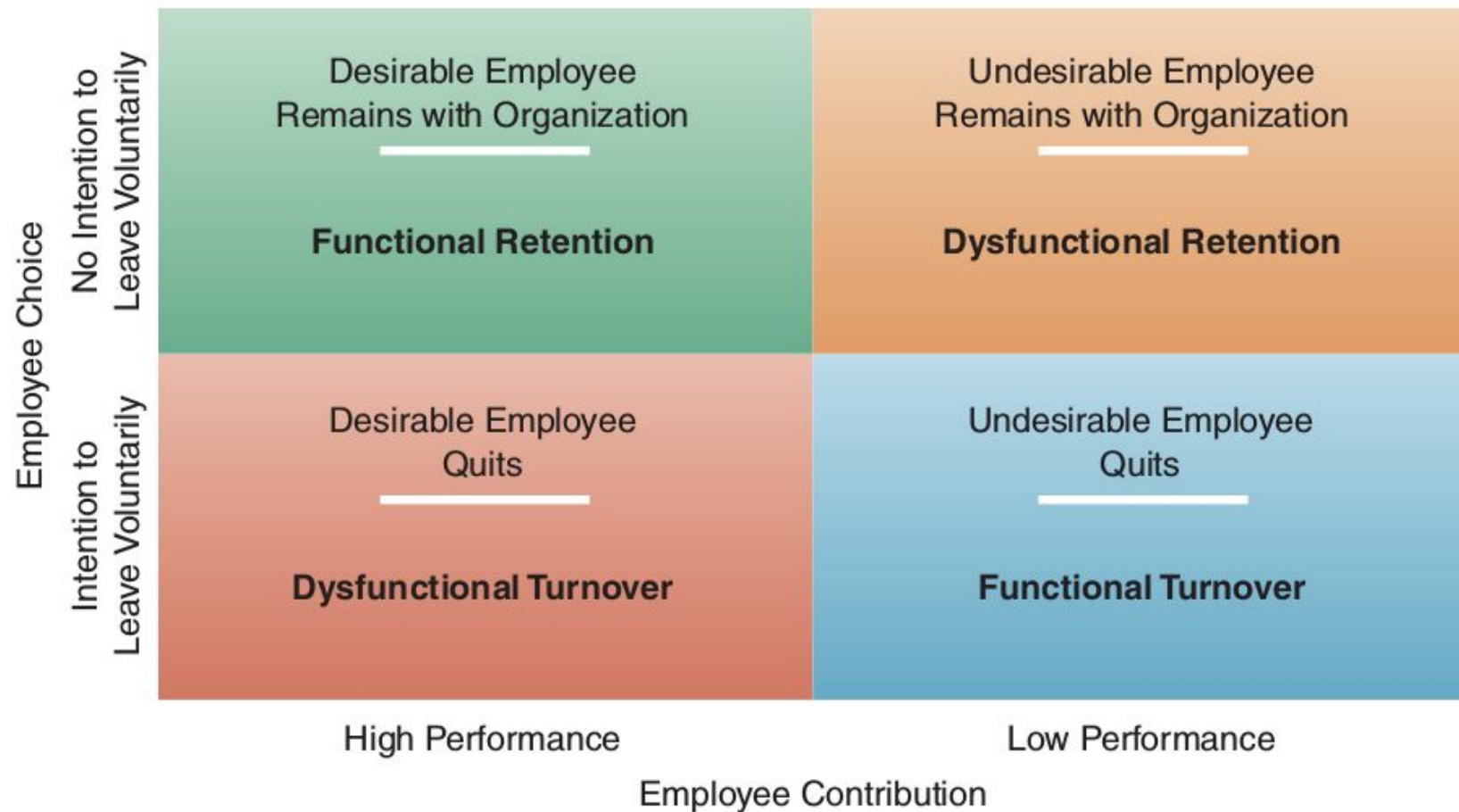


# Employee Turnover

- **Voluntary turnover**
- Karyawan yang keluar atas permintaannya sendiri
  
- **Involuntary turnover**
- Perusahaan mengakhiri hubungan kerja dengan karyawan



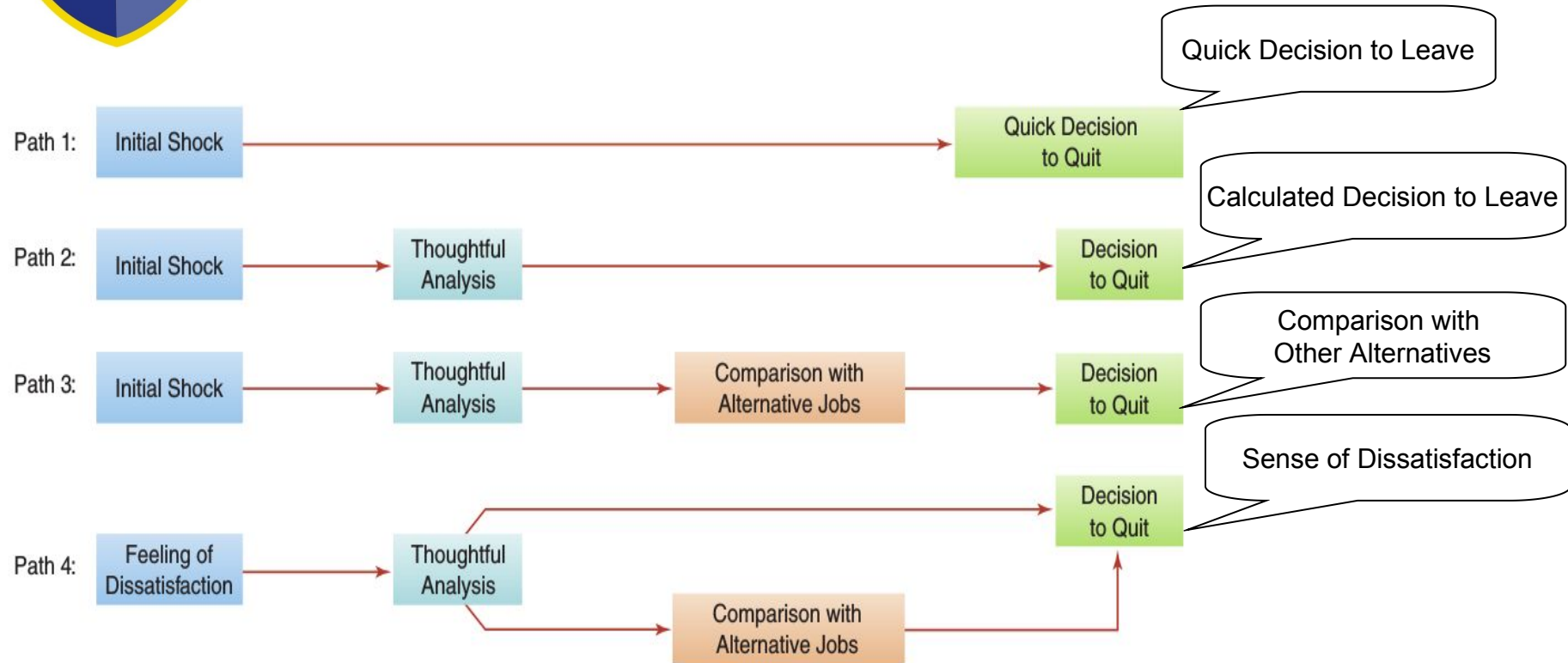
# Types of Employee Turnover and Retention



*Adapted from D. Dalton, W. Todor, and D. Krackhardt*



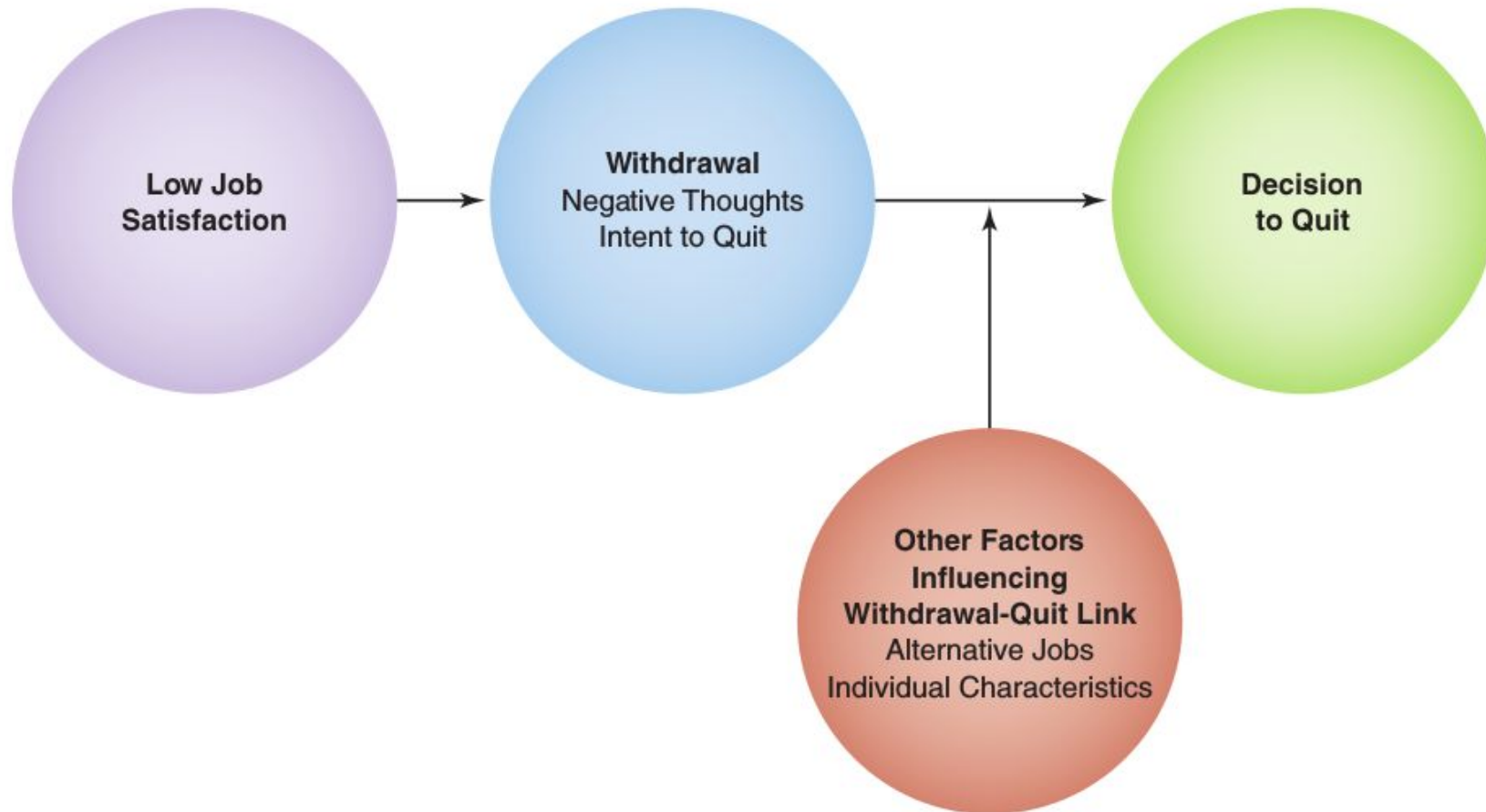
# Paths to Decisions to Quit



Source: Thomas W. Lee and Terence R. Mitchell



# Job Satisfaction Leads to Quitting



Source: Adapted from Peter W. Hom, Fanny Caranikas-Walker, Gregory E. Prussia, and Rodger W. Griffeth



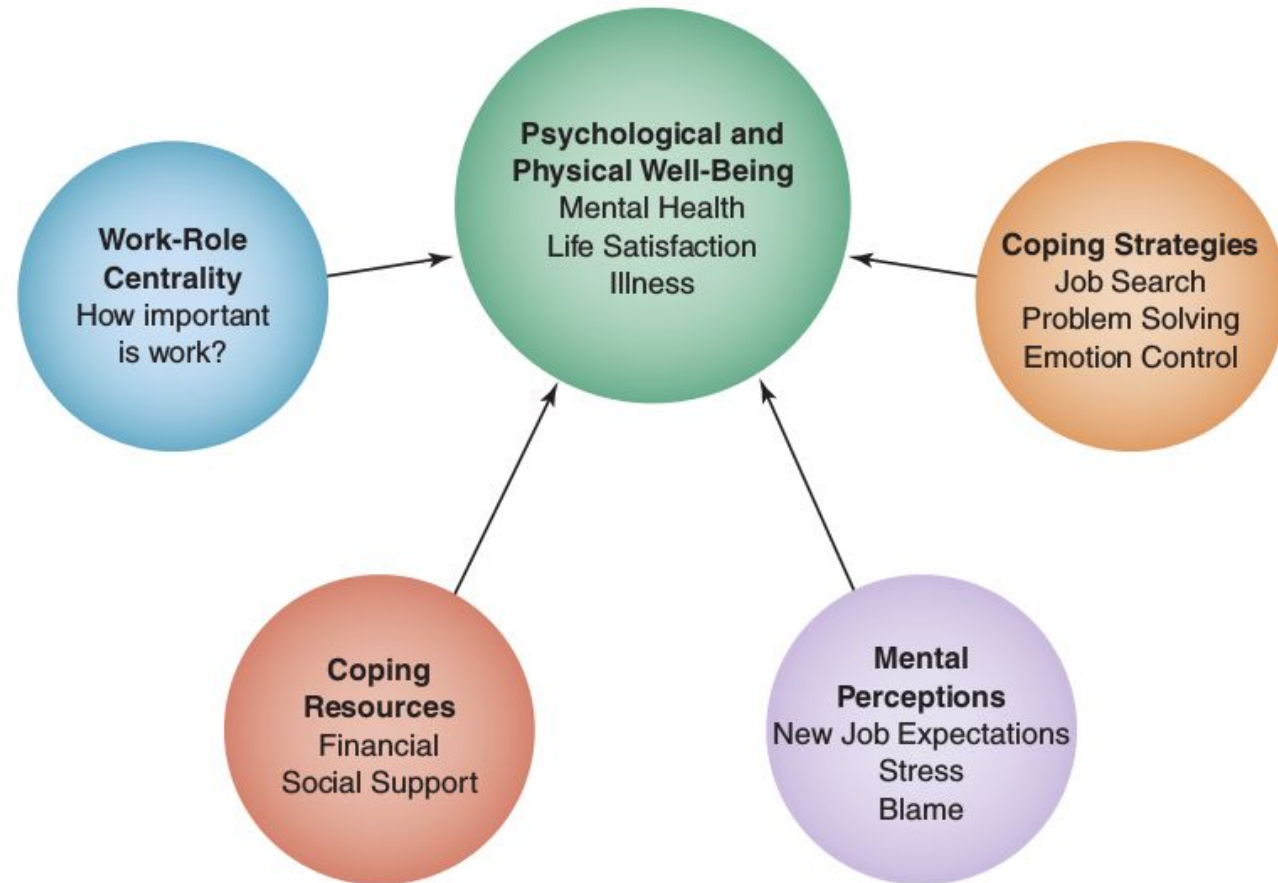


# PRACTICES THAT REDUCE TURNOVER

- Assessing Employee Satisfaction
- Socializing New Employees
- Building Perceptions of Organizational Support
- Promoting Employee Embeddedness



# THE EFFECTS OF LAYOFFS ON INDIVIDUALS



Source: Adapted from Frances M. McKee Ryan, Zhaoli Song, Connie Wanberg, and Angelo J. Kinicki



# Steps for Progressive Discipline

## Step 1: Verbal Warning

- The supervisor meets with the employee to discuss the problem behavior and consequences of future occurrences of the behavior



## Step 2: Written Warning

- The supervisor completes a written form that describes the problem behavior and consequences of future occurrences of the behavior



## Step 3: Suspension

- The employee is not allowed to work for a period of time and generally receives no pay



## Step 4: Dismissal

- The employment relationship is terminated



# How Should Employee Dismissals Be Carried Out

- **Outplacement services**
- Bantuan profesional disediakan untuk membantu karyawan yang telah diberhentikan untuk mengatasi kehilangan pekerjaan dan mencari posisi baru
- **The dismissal meeting**
- Komunikasi verbal yang baik dalam proses pemberhentian



Thanks for your attention