

**RETAINING EMPLOYEE COMMITMENT: UNDERSTANDING FACTORS IN  
RETENTION MANAGEMENT AT THE MINISTRY OF INVESTMENT/BKPM  
A CASE STUDY IN THE NON-INDUSTRIAL LICENSING DIRECTORATE**

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**ABSTRACT**

This research aims to determine the factors that influence employee retention and commitment within the Directorate of Non-Industrial Licensing at the Ministry of Investment/BKPM. The main goal is to understand how job satisfaction, organizational support, and career development influence employee retention. This research addresses the challenge of retaining a high-performing and committed workforce, which is critical to achieving the Ministry's strategic objectives. The Ministry of Investment/BKPM, since its transformation from BKPM, has made a significant contribution to increasing foreign and domestic investment through improving licensing and facilitation processes. This research was conducted through a qualitative approach using the triangulation method to obtain comprehensive employee insight. The internship program is focused on analyzing retention management practices, organizational support systems, and career development opportunities in the Ministry. Key accomplishments include detailed assessments of employee perceptions of job satisfaction, effectiveness of organizational policies, and clarity of promotion processes. Based on these findings, several recommendations are proposed to improve retention strategies. Continuous evaluation and improvement of organizational practices, policies and processes is essential. Factors such as a supportive work environment and fair treatment were identified as important factors for employee commitment, while ambiguity in the promotion process was an issue. Future internship programs should focus on analyzing these aspects more thoroughly and implementing regular feedback sessions to understand employee perspectives better. This will help in increasing employee commitment and satisfaction.

**Keywords:** Employee Commitment, Job Satisfaction, Organizational Support, Career Development, and Directorate of Non-Industrial Licensing at the Ministry of Investment/BKPM.

**INTRODUCTION**

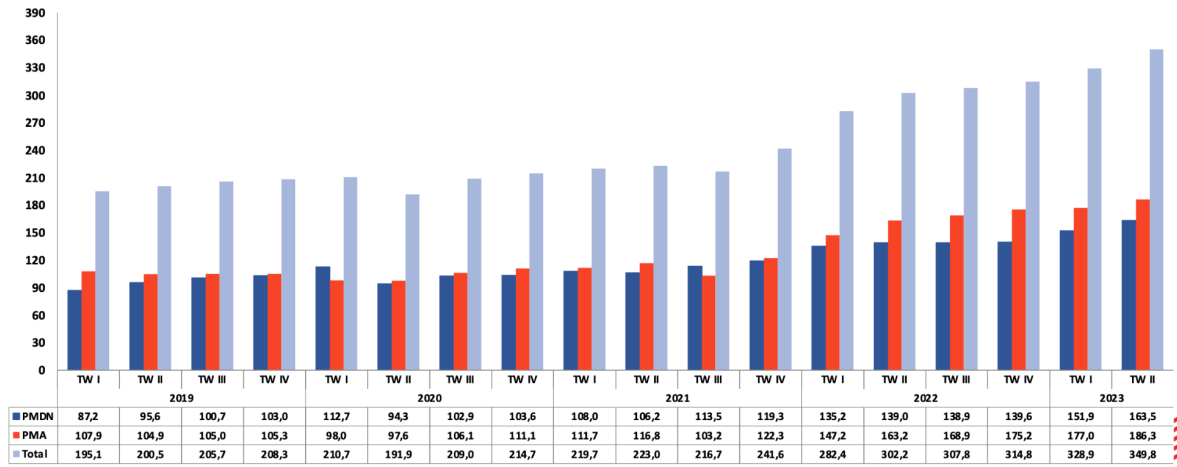
The Ministry of Investment's performance has been excellent since its inception and appreciated by local businessmen, foreign investors, and parliament. The Ministry of Investment uses the expansion of functions and authorities to encourage investment realization through various licensing and facilitation facilities to realize this year's target according to Bahlil Lahadalia as the Minister of Investment in Indonesia (Isdarmadji, n.d.).

After BKPM's transformation into the Ministry of Investment, foreign investment/Penanam Modal Asing (PMA) continued to grow significantly, continuing the positive FDI growth (Foreign direct investment) trend since the beginning of 2023 (Kementerian

*Investasi/BKPM, n.d.-e).*

Bahlil Lahadalia said, "With the increase in the percentage of investment realization in Quarter I - 2022, it has increased to double digits compared to Quarter I - 2021 (Kementerian *Investasi/BKPM, n.d.*). Based on the capital investment activity report, PMDN investment growth in Quarter I of 2022 increased by 25.1%, from IDR 108.0 trillion in the first quarter of 2021 to IDR 135.2 trillion. The development of PMA and PMDN investment realization during the period January to December 2022 reached IDR 1,207.2 trillion from the given target of IDR 1,200 trillion, an increase of 34% compared to 2021 (Kementerian *Investasi/BKPM, n.d.*).

ASEAN INDONESIA 2025  
KEMENTERIAN INVESTASI/ BKPM  
PERKEMBANGAN REALISASI: 2019 – JUNI 2023  
PER TRIWULAN



Dalam Rp Triliun

Figure 1. Perkembangan Realisasi

At this juncture, objectively assessing the Ministry of Investment's performance remains premature. However, the strategic utilization of resources for business growth retains its potency as a critical strategy (Vosloban, 2012). This responsibility primarily falls within the purview of managerial roles, where the efficacy of such strategies hinges not solely on the capabilities of management but also on the recruitment and performance of employees (Vosloban, 2012). The outcomes of these strategies are thus influenced by a complex interplay of various factors, ranging from leadership acumen to the skillsets and dedication of the workforce. Therefore, while the Ministry of Investment's performance may be subject to evaluation in due course, its success in leveraging resources for growth will inevitably be shaped by the effectiveness of the quality of its human capital.

One of the significant challenges that BKPM must prioritize is maintaining high-performing and effective human resources. Retention management has emerged as an essential

aspect of business and human resource management (Alias et al., 2019). This means attracting the best talent and nurturing and retaining them effectively to maintain employee performance and effectiveness.

By implementing a retention strategy, BKPM can guarantee the continued quality of its workforce, thereby strengthening its overall capacity to fulfill the company's mission and goals (Vosloban, 2012). Losing employees can also negatively impact company productivity, employee replacement costs, and reputation (Abolade, 2018). Therefore, it is crucial to understand the factors influencing employee retention and develop effective strategies to retain them.

Effective retention strategies contribute to maintaining a stable and skilled workforce and foster a positive work environment and organizational culture. Investing in employee development programs, providing opportunities for career growth, and offering competitive compensation and benefits packages are essential components of successful retention efforts. Fostering open communication channels and

recognizing employee contributions can increase job satisfaction and loyalty, resulting in higher retention rates. By prioritizing employee retention (Alias et al., 2019e), BKPM can create a conducive environment where employees feel valued and motivated to contribute, ultimately driving organizational success.

Job satisfaction is an important factor in employee retention and overall organizational performance (Shahid & Azhar, 2013). This includes employee satisfaction with their roles, responsibilities, work environment, and the level of satisfaction they derive from their work. High levels of job satisfaction are associated with increased employee engagement, motivation, and loyalty, which in turn leads to higher productivity and reduced turnover rates (Alias et al., 2019f). When employees feel their work is meaningful and enjoyable, they are more likely to stay with the organization, make positive contributions, and support the company (Azmi et al., 2023). The Ministry of Investment, by ensuring that its employees feel valued, recognized and satisfied with their roles, can cultivate a dedicated and stable workforce that is essential to achieving its investment goals.

Organizational support refers to the extent to which employees believe that their organization values their contributions and cares about their well-being (Suifan et al., 2018). This support can be realized through various means, such as fair treatment and supportive policies (Ferdiana et al., 2022). Employees who perceive high levels of organizational support tend to develop strong emotional attachments to the organization, demonstrate higher levels of commitment, and demonstrate greater resilience during difficult times (Soythong, 2023).

Career development opportunities are critical to employee retention by

providing a clear path to professional growth and advancement (Kao et al., 2020). Training programs, mentoring, and upskilling opportunities help employees develop their abilities and prepare for future organizational roles. When employees see that their company is interested in their personal and professional growth, they are more likely to stay committed and motivated (Alias et al., 2019d). This investment in human resources is important to maintain high performance and achieve long-term strategic goals (Ferdiana et al., 2023).

Based on these insights, it is evident that job satisfaction, organizational support, and career development opportunities are interrelated variables that collectively influence employee retention. High job satisfaction ensures that employees enjoy their work and feel satisfied, while strong organizational support provides a sense of value and care from the organization. At the same time, career development opportunities offer a vision of the future, helping employees see a clear path for growth and advancement within the organization.

Therefore, writing a thesis on the topic of retention management is very important to provide better insight and understanding of best practices in retaining employees which have the potential to improve overall company performance. This thesis discusses retention management, which is highly relevant to providing a deeper understanding of this issue and contributing to companies facing challenges in retaining employees. By examining how these variables interact and contribute to employee retention, this research will propose a hypothesized framework to guide organizations in developing effective retention strategies.

## **RESEARCH METHOD**

### **Methodology**

#### **Qualitative Methodology**

Qualitative research allows for a

nuanced exploration of individuals' lived experiences, providing insights into their motivations, challenges, and perceptions that quantitative methods may not fully capture (Creswell & Creswell, 2017, p. 296). Using this approach, this research aims to uncover the underlying factors that shape the work environment and processes within licensing units, thereby generating valuable insights for potential improvements and interventions.

### **Approach**

#### **Triangulation Approach**

The Triangulation method will be used in this research to increase the validity and reliability of the findings. This approach involves the use of multiple data sources, direct interviews, and observations as primary data collection to verify the results. By integrating various types of data, such as interviews, surveys, and observational data, the Triangulation Method helps overcome the limitations of relying on a single data source and provides a more comprehensive understanding of the research problem. This method allows the identification of consistent patterns and discrepancies, thereby increasing the strength of the conclusions drawn (Moon, 2019). In the context of this research, triangulation will be very useful in strengthening the factors that influence employee retention and commitment in the Ministry of Investment, to ensure that the insights obtained are comprehensive and credible.

Qualitative research methods, such as interviews, offer a flexible and adaptable framework for collecting rich, context-specific data directly from participants. Through in-depth interviews, researchers can engage employees in meaningful dialogue, probing their thoughts, experiences, and suggestions for improving the licensing process (Creswell & Creswell, 2017, p. 313). This interactive approach allows

for exploring multiple perspectives and the emergence of different insights that contribute to a holistic understanding of the research topic. Additionally, qualitative methods will enable the exploration of complex phenomena in their natural context, providing in-depth knowledge that complements quantitative analysis (Creswell & Creswell, 2017, p. 223).

Apart from interviews, observation methods will also be used to complement data collected through direct interaction with employees. Observation techniques will involve researchers immersing themselves in daily activities and routines in non-industrial licensing units, directly observing the processes, interactions, and dynamics that occur (Creswell & Creswell, 2017, p. 302). By conducting systematic observations, researchers can capture non-verbal cues, implicit practices, and contextual factors that may not be explicitly revealed during interviews. This observational approach increases the richness and depth of the data collected, providing a more comprehensive understanding of the work environment and behavior within the licensing unit. Through triangulation of data from interviews and observations, this research aims to achieve a robust and nuanced analysis that captures the complexity of the research topic.

### **Unit of Analysis**

The unit of analysis for this research is employees who work in non-industrial licensing units at BKPM. These individuals served as the focal point of the study, as their roles, experiences, and perspectives were critical to the functioning of the licensing process. By focusing on a specific group of employees, this research aims to capture the intricacies of their work environment, including the factors that influence their effectiveness, the challenges they face, and potential areas for improvement. Understanding the experiences and perceptions of these employees is critical to informing

strategies to optimize the licensing process and improve overall efficiency and effectiveness.

By examining the experiences and perspectives of employees in non-industrial licensing units, this study seeks to provide targeted and contextually relevant insights that can be input into decision-making and policy development at BKPM. By focusing analysis on the experiences of key stakeholders, this research aims to bridge the gap between policy formulation and implementation, ensuring that interventions are grounded in the realities of those directly involved in the licensing process. This approach facilitates a bottom-up understanding of challenges and opportunities within the licensing unit, empowering employees to contribute to meaningful change that improves outcomes for the agency and its stakeholders.

## **RESULT AND DISCUSSION**

The main objective of this research is to explore and understand Retention Management factors and their impact on employee commitment, especially in the Directorate of Non-Industrial Licensing at the Ministry of Investment/BKPM. Based on existing literature and previous research efforts, it is known that Retention Management plays an important role in shaping the level of employee commitment towards their organization. Among the various factors covered in Retention Management, job satisfaction, organizational support, and career development emerge as key determinants influencing employee commitment levels. Therefore, there are three hypotheses of this research that require validation, each of which centers on the relationship between key factors and employee commitment in the context of the Directorate of Non-Industrial Licensing. Through careful investigation and analysis, this research

aims to explain the dynamics at play and offer valuable insights into the strategies and practices that encourage increased levels of employee commitment in specific organizational environments. By uncovering different relationships between Retention Management factors and employee commitment, this research seeks to contribute to knowledge in the field of human resource management, providing actionable recommendations to improve organizational effectiveness and employee engagement in the Directorate of non-Industrial licensing in the Ministry of Investment/BKPM environment.

Based on the findings of a comprehensive analysis, it is proven that Hypothesis 1 (H1) is true, which shows that there is a significant influence of job satisfaction on employee commitment, which is strengthened by employee testimonials and observation data. Delving into the intricacies of this relationship, this analysis reveals deep insights into the multifaceted nature of job satisfaction and its profound impact on employee commitment levels in the Non-Industrial Licensing Directorate.

Empirical evidence gathered from employee statements reinforces the important role of job satisfaction in fostering high levels of commitment among individuals. Nurmansyah's assertion that "the job I'm in right now is quite meaningful, especially for me, and has a big impact, especially on the country's economy" underscores the intrinsic satisfaction that comes from meaningful work, while Maulana's testimony that "the work here is fun, there's always something funny, the work environment is positive" highlights the positive side. emotional experiences related to their work role. This sentiment explains the great influence of job satisfaction on work attitudes and overall employee commitment levels.

In addition, employees explained various factors that contributed to their job satisfaction at the directorate. They

emphasized the importance of their work in facilitating the business licensing process for entrepreneurs, reducing investment challenges, and ultimately contributing to the betterment of society. Bhasmara, Yeriska, and Roslita proved how meaningful their work is and emphasized its positive impact on society, especially entrepreneurs who rely on their services to legitimize their businesses. A sense of purpose and social contribution significantly increases employee job satisfaction and strengthens their commitment to their role.

Furthermore, employees highlighted the importance of a positive work environment in fostering job satisfaction and commitment. Yeriska prioritizes comfort and collaboration in the work environment, characterized by mutual cooperation and clear tasks by saying "The working environment at the Directorate of Business Licensing Services in the Non-Industrial Sector is quite comfortable, everyone has a list of tasks, they help each other". Lutfi also highlighted the positive side of the work environment and attributed it to cooperative co-workers and exemplary leadership. Nurmansyah emphasizes the role of supportive and open-minded superiors in fostering a positive work environment that is conducive to job satisfaction. This insight underscores the symbiotic relationship between job satisfaction, organizational culture, and leadership effectiveness in creating a conducive work environment that encourages employee commitment.

In essence, the combination of meaningful work, a positive work environment, and supportive leadership will result in high levels of job satisfaction among Non-Industrial Licensing Directorate employees, ultimately fostering their commitment to their roles and the organization as a whole. Empirical validation of the relationship between job satisfaction and

employee commitment underscores the importance of promoting a conducive work environment and fostering a sense of purpose and satisfaction among employees to drive organizational success and effectiveness.

Based on the findings of a comprehensive analysis, it appears that Organizational Support has a significant effect on employee commitment (H2), which is proven by employee testimonials and observation data. Delving into the complex dynamics of this relationship, this analysis reveals deep insights into the diverse nature of organizational support and its profound impact on employee commitment levels in the Non-Industrial Licensing Directorate.

Empirical evidence gathered from employee statements reinforces the important role of organizational support in fostering high levels of commitment among individuals. Baskara's assertion that "our institution prioritizes performance achievement" underscores the importance of fair treatment and supportive organizational policies in maintaining a work environment that is conducive to employee commitment. In line with Lutfi's assertion that "I feel the company policies are quite supportive, especially in terms of facilities and work environment," highlighting the positive impact of supportive organizational practices on employee satisfaction and commitment.

Furthermore, employees explained various aspects of organizational support that contributed to their commitment to the directorate. Ian emphasized the importance of fair treatment, highlighting the institution's practice of treating employees according to their needs and abilities. Yeriska underscored the importance of supportive policies in facilitating a structured and fair work environment, where tasks are clearly defined and responsibilities are distributed evenly among team members. These insights underscore the critical role that fair treatment and supportive policies play in

fostering a sense of belonging and commitment among employees.

Additionally, employees highlighted the impact of supporting policies on organizational support. Bhasmara emphasized the institution's support, especially in terms of personal development opportunities and capacity building through education and training programs. Baskara also underlined the institution's support in facilitating his education abroad and obtaining scholarships, as well as highlighting the real benefits of supportive policies in growing employee commitment. Nurmansyah further emphasized the institution's concern for the families of its employees, highlighting the institution's holistic approach in supporting its workforce.

In essence, a combination of fair treatment, supportive policies and organizational support will foster a conducive work environment thereby encouraging employee commitment within the Directorate of Non-Industrial Licensing. Empirical validation of the relationship between organizational support and employee commitment underscores the importance of cultivating a supportive organizational culture and implementing policies that prioritize fairness, personal development, and employee well-being. By cultivating a culture of support and fairness, organizations can increase employee satisfaction, loyalty, and commitment, ultimately driving organizational success and effectiveness.

Based on the findings of a comprehensive analysis, it is proven that Career Development has an impact on employee commitment (H3), although with varying levels of influence as explained by employee testimonials and observation data. Delving into the dynamics of this relationship, this analysis reveals deep insights into the diverse nature of career development and its implications in fostering commitment

among employees within the Non-Industrial Licensing Directorate.

Although previous research has defined Career Development primarily in terms of training and development opportunities and promotion prospects, the empirical evidence gathered presents a mixed picture regarding its impact on employee commitment. Maulana explained about the coordinated training program held by the Pusdiklat Unit highlighting the organization's efforts in providing training development opportunities for interested employees. Likewise, Basmara's recognition of the many training opportunities offered by the office underscores the importance of continuous learning and skills enhancement in driving career development and employee commitment.

Furthermore, internal observations reveal information on career development, such as training related to updates to OSS applications used by employees and clients, as well as changes in regulations that have an impact on legality. This reflects the organisation's commitment to ensuring employees stay up to date with technological advances and regulatory changes relevant to their roles, thereby increasing the potential for career growth and job satisfaction.

However, the impact of promotions on career development is less than excellent, as indicated by employee testimonials. Although Baskoro admits that there are factors outside of performance that can influence promotions, Yeriska points out that there are rules governing promotions in the organizational structure. However, there needs to be more clarity regarding the factors that determine promotion decisions, with several employees expressing uncertainty regarding the criteria and transparency of the promotion process.

In essence, although training and development programs play an important role in encouraging career development and employee commitment in the

Directorate of Non-Industrial Licensing, the impact of promotions seems to be less pronounced due to the perception of ambiguity in the promotion process. This underscores the importance of increasing transparency, fairness and clarity in promotion decisions to effectively utilize promotions to encourage career development and increase employee commitment. By addressing these challenges and cultivating an environment that supports career growth, organizations can empower employees to pursue their professional aspirations and make meaningful contributions to organizational success.

## CONCLUSION

In conclusion, analysis of the factors that influence employee commitment at the Directorate of Non-Industrial Licensing of the Ministry of Investment/BKPM provides valuable insights that shape organizational effectiveness and employee engagement. These findings highlight the significant influence of various factors, including job satisfaction, organizational support, and career development, on the level of employee commitment within the Directorate.

Job satisfaction appears as the basis of employee commitment, where employees express satisfaction and involvement in meaningful work and a good/positive work environment. Employee testimonials provide information on the intrinsic satisfaction derived from contributing to the Directorate's mission and the supportive atmosphere established within the organization.

Organizational support also plays an essential role in fostering employee commitment, as evidenced by employee perceptions of fair treatment, supportive policies and a conducive work environment. Testimonials provided by employees further illustrate the

importance of supportive leadership, transparent communication, and recognition of employee contributions in cultivating a culture of commitment and engagement.

However, although training and development programs contribute to career development and employee commitment, the impact of promotions is less significant due to perceived ambiguity in the promotion process. Testimonials provided by employees illuminate the complexities surrounding promotion decisions and the need for greater transparency and clarity in promotion criteria and decision-making processes.

These findings underscore the importance of fostering a supportive work environment, providing opportunities for skills development and career growth, and increasing transparency and fairness in organizational practices to encourage employee commitment and organizational effectiveness within the Non-Industrial Licensing Directorate.

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