THE INFLUENCE OF MOTIVATION, ORGANIZATIONAL COMMITMENT AND JOB AUTONOMY AGAINST THE RETENTION OF EMPLOYEES
(Case Study Employee Outsourcing Level Team Leader on the PT X, Jakarta)

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ABSTRACT

This study aims to analyze the employee retention program for Team Leader level outsourced employees in PT X, Jakarta. This analysis uses motivation, job autonomy, and organizational commitment as the independent variables. Population sample in this study consists of 100 outsourced employees within coordinator level who work for PT X, Jakarta. Census methods with questionnaires distributed directly to each incumbent is in use to collect the data. The technique of data analysis in this study uses structural equation model AMOS version 7. The results of this study show that motivation is positively influence to the job autonomy as well as to organizational commitment. Further more, organizational commitment has significant positive influence to the employee retention. In the other hand, the correlations among those variables are significant positive to the employee retention.

Keywords: motivation, autonomous work, commitment, retention, employee.
INTRODUCTION

Along with the changing times and the effort to put forward a competitive product quality goods and/or services, then company sued maintain employees who have standard qualifications (competence).

Other phenomenon status of employees is not only directly employed by perusahaan but can also be outsourced. This is not just a trend for perusahaan for reasons of efficiency, but also because there are some businesses that do indeed end up demanding the company hire employee outsourcing.

Employees in and out or called by employee turnover we encounter in a company. However it should be noted turnover is still within the bounds of reasonable or should turnover employees should be managed with the intention of pressed as low as possible, because the people who come out of perusahaan might just be the best employee.

While employees who are in company (retention) with a variety of things can be said for example still has loyalty (loyalty), an afloat faced pressure (stress) and has a tendency to work in other company in the times to come (turnover intensions).

Galletta, Portoghese, Battiselli (2011) stated that organizational commitment is one of the factors that make employees intend to come out of the company. Mak and Sockel (2001) also States that high or low employee retention can be formed due to three factors, namely loyalty (fidelity), burnout (feeling depressed employees confront daily work) and turnover intentions (the existence of a tendency out). Loyalty was able to explain in a positive significant against the existence of retention, otherwise burnout and turnover intentions was able to explain the existence of retention significantly negatively.

Retention employees have a strong correlation with the motivation, so employees must be motivated in such a way that employees can remain working at the company in order to achieve the objectives of the organization. Research results and Mak Sockel (2001) proved that motivation gave significant effects against retention. Based on the results of such research, it can be said that motivation can be a tool to improve employee retention.

Based on the results of the research conducted and Mak Sockel (2001) mention that the motivation was formed because of two factors, namely, job satisfaction and career development. Job satisfaction and career development is an important motivator for employees to do his job.

Job satisfaction is a positive emotional state that reflect the feelings, attitudes or employee response to the job situation (Mak and Sockel, 2001). Job satisfaction is an important motivator to moral support work, dedication, discipline and loyal employees who ultimately can improve the performance of the employee (Hasibuan, 2007). In fact, job satisfaction has a negative relationship with turnover and attendance (mangkir work). That is, to reduce high rates of employee turnover and attendance in the management of the company should be able to make the employees working content with the work that confronts on a daily basis.

PT. X is a company engaged in the field of logistics with main business services management of the warehouse and transportation management services. Employees who work in these companies is 2142 people, with each of the 585 Employees are employees of the company and direct employee
outsourcing 1557.

Against the backdrop of the company’s business is dependent on the project and the contract with the customer, PT. X should do a strategy for optimizing the operating costs of the project, using manpower outsourcing.

PT. X implement career development for all employees. For example, employees of outsourcing has a great opportunity to be able to be direct employees of perusahaan, an employee at the beginning of his career was at the level of warehouseman which was the lowest level, have the opportunity to occupy the position of Supervisor.

**Research Objectives**

1. Find out if the motivation of the positive effect of employee autonomy
2. Find out if the positive effect on the motivation of organizational commitment of employees.
3. Find out the positive effect of work autonomy of the employee organizational commitment
4. Find out whether the employee organizational commitment affect positive toward the retention of employees.

**The Limitations of the Research**

1. Item dimensions and measurement of retention of employees is done in this research refers to research that has been done by the Galletta, Portoghese, Battiselli (2011) and supported by research from Morgeson and Humphrey Jaros (2006) and (2007) as well as Mak and Sockel (2001).
2. The sample used is just outsourcing employees with level Team Leader in Jabodetabek area so that the results may not be generalizable and only terbatasanin the sample examined.

**THEORETICAL FRAMEWOK AND HYPOTHESIS DEVELOPMENT**

**Motivation**

Sperling in the Mangkunegara (2000) posited that “Motive is defined as a tendency to activity, started by a drive and ended by an adjustment”. The adjustment is said to satisfy the motive“. CEotivasi is a tendency to break, starting with a boost in self-esteem (drive) and ends with self adjustment.

Such adaptability is disclosed to satisfy motif. According to Hasibuan (2007) the motivation comes from the Latin “movere” which means encouragement or moving or energy to awaken an urge in a person (Mangkunegara, 2000).

Motivation with regard to fulfilling the requirement, as stated by Bittel and Newstrom (2004) that motivation is an impetus that causes someone behaving in a certain way in order to meet the needs of a very individual for survival, security, honor, achievement, power, growth and sense of self-worth.
Theory of Motivation

Two theories are being referenced by many researchers is Maslow's Need Hierarchy Theory and Herzberg's Two Factor Theory (Mangkunegara, 2000, Hasibuan, 2007).

Abraham Maslow (1954) devised a hierarchy of human needs, namely the hierarchy (level) of the lowest to the highest level, where human needs are tiered. If the first-level requirements have been met, then it would appear the need at the next level and beyond.

Hierarchy of needs of Abraham Maslow is as follows:

1. Physiological Needs (physiological needs), namely the need to eat, drink, physical protection, breathing, sexual. This need is the needs of the lowest level or the most basic necessity for human beings.
2. Need a sense of security (safety and security needs), namely the need to get protection from threats, danger, conflict and a safe living environment as well as the needs of the economic security of households.
3. The need to have (belongingness), namely the need to be accepted by the group, affiliated, interact and the need to love and be loved by sesame.
4. The need for self-esteem (esteem), which needs to be respected and appreciated by others.
5. Needs to actualize oneself (self actualization), namely the need to use the ability, skill and all its potential.

Job Satisfaction

According to Mak and Sockel (2001), "Job satisfaction is a key factor for employee motivation". That is the job satisfaction is a key factor for motivating employees. An employee who is satisfied with her job may not be looking for another job and seldom think to leave the company.

Evidence research on job satisfaction can be viewed from several categories such as leadership, psychological needs, appreciation or business management ideology and values, as well as the design of the job factors and work load.

From the point of view of society and the individual employee, job satisfaction is the desired result. Employees with high job satisfaction levels tend to have better physical health, learning tasks that relate to new jobs more quickly, have a bit of work accident, ask a few complaints and lowered stress levels (Luthans, 2006).

Working Autonomy

In this study, as well as referring to research Morgeson and Humphrey (2006), assessment of aspects of autonomy the focus on autonomy in setting working hours (work scheduling autonomy), autonomy in decision making (decision making autonomy) and autonomy in methods of work (work methods autonomy).

As a Team Leader within the company, they are given more responsibility and control of their work and the work of subordinates. Previous research has found that autonomy is directly linked to work achievement (Morgeson et al., 2005) and is a moderator for the accomplishment of work (Barrick and Mount, 1993).
Organizational Commitment

Mowday et al. (1982) defines the organizational commitment as the relative strength of individual identification and involvement in specific organizations, including trust, support for the purposes and values of the Organization, and a strong desire to use the earnest efforts for the benefit of the Organization, and a strong willingness to maintain membership in the organization.

Allen and Meyer (1993) propose three models of organizational commitment and is reflected in three main points, namely:
1. Affective commitment is the desire to work on the company due to the organizational goals and to agree there is a desire to run it.
2. Continuance commitment is the desire to keep working on the company because it does not want to lose something related to her work.
3. Normative commitment is the desire to work on the company due to pressure from other parties.

Allen and Meyer (1993) argues that every component has a different basis, namely:
1. affective Components related to emotional, identification, and the involvement of employees within an organization.
2. continuance Component means a component based on the perception of employees about the losses that would be encountered if leaving the organization.
3. the normative Component is a feeling – a feeling of obligation employees that must be given to the organization.

Employees with high affective components still joined the organization because of a desire to remain a member of the organization. In the meantime, employees with high continuance component remains joined the organization because they need the organization. Employees who have a high normative components remains a member of the organization because they have to do it.

Retention

An employee is any person employed by selling his energies (physical and mind) to a company and obtain retribution in accordance with regulations and agreements (Hasibuan, 2007).

In order to be successful, employees must be cared for and maintained in earnest by superiors. If not, then the spirit of work, attitude, discipline and loyalty of employees will decline. Instead of absence of employees and employee turnover increases, so that the procurement, development, integration and compensation that has been well done and a great cost became less meaningful in order to support the achievement of business objectives of the company (Hasibuan, 2007).

Companies that have a good organizational culture has a retention rate that is better. Companies with good organizational culture will make employees happy and wanted to remain working.

To increase retention, companies should implement career development in line with the needs of employees. It will be able to motivate employees and to cope with the stress of work or saturated.
Loyalty

Employee loyalty can be interpreted as a commitment of the employees to remain working at the company, according to Mak and Sockel (2001), loyalty is defined as everything that supports feelings of loyal employees of the company work. The loyalty employees have an important role in the progress of the company.

Another way to find out the circumstances of the employee is by means of a employee satisfaction survey, this method was carried out to employees who are still working to find out how their opinions againstperusahaan employee suggestions and how to fix it.

Burnout

Other factors that allowed the surviving employees work in the company is forced to endure the burden of emotions because there is no option (burnout).

Moore (2000), burnout was in constant emotional pressure or repeated arising due to the involvement of many people in a long period of time.

While according to Smith (2007), burnout is a psychological and emotional exhaustion caused by excessive and prolonged stress.

Smith (2007) explain that burnout can reduce productivity and undermine energy employees, bringing employees increasingly have no hope, no energetic, depressed and disappointed. This could threaten jobs, relationships and health employees. Burnout is associated with higher turnover intentions (Mak and Sockel, 2001) which would cause the employee's commitment to the environment the company is not long or stalled.

Turnover Intentions

Mak and Sockel (2001), States that the other factors that caused the retention is higher turnover intentions. Turnover was discharge of employees from the company's place of work. Turnover occurs because the employees laid off by the company, the employee resigned or deliberately housed expires because of the contract period (Riggio, 2006). Employees who resign can be caused by several things, for example, are often absent, low working discipline, it performs less well.

Much of the research that discovered the existence of the negative linkage job satisfaction of employees turnover intentions. Mathis and Jackson (2001) identifies that the exit sign (turnover) of employees related to workplace discontent. Lum et al. (1998); Johnson (1987); Yuyetta (2002) and Tett & Meyer (1993) defines the higher level of job satisfaction of a person, then the lower the intensitasnya to leave his job.

The Framework of Thought

Based on a theory examination is performed, then the researchers tried to pull the concept of thinking in teoritik as follows:
Figure 1: Frameworks Work Motivation Research Thinking, Organizational Commitment and Job Autonomy against the Retention of employees

Formulation of Hypothesis

H01: There is no positive influence of motivation towards work autonomy karyawan
Ha1: There is a positive influence between motivation of employee autonomy

H02: There are no positive influence between the motivation of working to rhadap organizational commitment of employees
Ha2: There is a positive influence of organizational commitment on employee motivation

H03: There are no positive influence amongst the working organizational commitment to the autonomy of the employee
Ha3: There are positive influences between autonomy of work provide a positive influence on organizational commitment of employees

H04: There are no positive influence of organizational commitment on employee retention
Ha4: There is a positive influence of organizational commitment on employee retention.

METHODS

Motivation

Motivational variables on PT. X has 2 (two) the dimensions of the job satisfaction and perception management in career management.
Each dimension is measured by asking a few questions with items using instruments that refer to Mak and Sockel (2001). Measured using the Likert scale of five points, where 1 point for “strongly disagree” and 5 points for “strongly agree”.

**Working Autonomy**

Autonomy of work measured by 3 (three) dimensions of autonomy in setting working hours, autonomy in decision-making and autonomy in the working method which consists of 9 (nine) statement.

**Retention**

Retention has 3 (three) dimensions: burnout, loyalty and desire switching.

Each dimension is measured by asking a few questions with items using instruments that refer to Mak and Sockel (2001). Measured using the Likert scale of five points, where 1 point for “strongly disagree” and 5 points for “strongly agree”.

**Selection Method**

This research refers to research done earlier by the Galletta, Portoghese, Battiselli (2011). The research method used was correlational research that aims to detect the extent of variations on a factor related to the variations on one or more other factors based on the correlation coefficient. This research is a survey to test the hypothesis concerning the influence of motivation, organizational commitment, job autonomy and retention of employees.

**Population and Sample**

Sample withdrawal method was purposive sampling, namely the withdrawal of samples based on the consideration that a sample was selected based on specific criteria. The selected sample of employees outsourcing to the position of Team Leader on one logistics company in Jakarta.

Of 110 questionnaires distributed to the research was only 105 questionnaires returned. But from the 105 questionnaires returned was not entirely can be analyzed, because there are 5 incomplete questionnaires pengisiannya and 100 other decent analyzed by questionnaire response rate amounted to 91%.

A questionnaire given to respondents-sex man, because employees who held this position were indeed the whole man-sex.

**Instrumentation and Data collection**

Source of research data are differentiated into two, namely:

1. Primary Data is data that is organised by the researchers and have not been published to the other party. Primary Data in this study consisted of: interviews with the company or the employee, the answer to the respondent’s employee who made the research sample questionnaire that was circulateds.
2. Secondary Data is data that is processed by other parties and are already published, which the researchers just copy it to support the discussion. Secondary Data in this study consists of an overview of the company (company history, organizational structure, job descriptions, etc.), research journals previously referenced.

Data collection methods and instruments are distinguished into three, namely questionnaire, interview and documentation.

Test Validity

According to Ghozali (2006) the validity of a test used to measure whether or not a valid or valid questionnaires. A questionnaire is said to be valid if the questions on the questionnaire were able to reveal something that will be measured by the questionnaire.

For test whether each indicator is valid or not, can be seen in the display of the output Alpha Cronbach in the Correlated Item-Total Correlation. If \( r \) count is greater than \( r \) table, questions or indicators are declared valid. Invalid question can be removed.

Test Reliability

Reliability is the index indicating the sejaumana a reliable measurement tool in obtaining research data, at the time the present or the future. Reliability Test method using Cronbach’s Alpha, which apply with SPSS.

If the value of r-alpha > 0.60 (Hair et al., 2008), the measuring instrument is declared reliability (reliable) or it can be said that the results of the measurements are relatively consistent when done repeated measurements at different time. The measuring instrument is not reliability needs to be retested for a period of 15-30 more days on the same respondents.

Methods of Data Analysis

A research Model that would use a tiered structure model and to test the hypothesis that proposed to use SEM analysis techniques (Structural Equation Modelling) that operated through AMOS 7.

The reason put forward relates to the use of the SEM. SEM is a collection of techniques statisticik enabling testing a series of relative relationship “complex” simultaneously. Modeling through the SEM also allows a researcher can answer the questions of the research that is both regressive and dimensional (i.e. measure what the dimensions of a concept) (Ferdinand, 2005).

Evaluation Criterion of Goodness-of-fit

The suitability of the model is evaluated through a review of the various criteria of goodness-of-fit. The first action is to evaluate whether the data used can meet the assumption – the assumption that the size of the sample, SEM normality, outliers, lineritas and multikolinierity and singularity. After that, the researchers tested the suitability and statistical tests.

Interpretation and Modification of the Model

After model being estimated, residualnya must be small or close to zero and the frequency
distribution of the residual covariance must be symmetric. Both models have the Residual Variance Component is small. The number is the limit value of 2.58 Residual Component which allowed, interpreted as statistically significant at the 5% level and showed a prediction error for a substantial pair of indicator.

RESULTS AND DISCUSSION

On measurement indicators regarding motivation retrieved the value of the mean of 4,0910 with the minimum value and a maximum value of 5 2.57, where previously the respondents were asked to answer the questions using likert scale 5 the values from 1 to 5, the number 1 indicating strongly disagree strongly agree and 5 shows. If the value of the mean 4,0910 mean the answer to the question posed respondents approached agree with respondent’s answer to the perversion of the average (standard deviation) of 0,5484.

While at work on autonomy measurement indicators obtained the value of the mean of 4,3603 with a value of minimum 3 and maximum 5 value, if the value of the mean 4,3603 mean the answer to the question posed respondents approached agree with respondent’s answer to the perversion of the average (standard deviation) of 0,49522.

Furthermore, measurement indicators regarding organizational commitment obtained by mean value 3,9827 with the minimum value 2.64 and the maximum value is 5. If the value of the mean 3,9827 mean the answer to the question posed respondents approached agree with respondent’s answer to the perversion of the average (standard deviation) of 0,62559.

While the measurement indicators regarding the retention of employees obtained the value of the mean of 4,0856 with the minimum value and the maximum value of 1.88 5. If the value of the mean 4,0856 mean the answer to the question posed respondents approached agree with respondent’s answer to the perversion of the average (standard deviation) of 0,61241.

Analysis of Full-Models Structural Equation Models

Results of the data processing for analysis of the full SEM model is shown in Figure 2.
Figure 2: Test Results of Full Model-Structural Equation Modeling (SEM)

Data processing analysis results look that all invalid constructs that are used to form a research model, full model analysis on the process of SEM has fulfilled the criteria for goodness of fit.

Probability value on this analysis showed values above the limit of significance of 0.399 (p > 0.05). This value indicates the absence of distinction between prediction with matrix kovarian matrix kovarian are being estimated.

A measure of goodness of fit also showed in good shape although GFI has not yet reached the value of 0.90. To get good models, will first be tested against deviation problems assumption SEM.

Hypothesis Testing 1

Parameter estimation of the relationship between motivation of employee autonomy obtained by 0.145. The second relationship testing shows the value of the variable C.R = 1.778 with probability = 0.075 (p < 0.05). So it can be concluded that the positive effect of autonomous motivation employee, so the higher motivation of employees owned the autonomy of employees will be higher as well. Thus the hypothesis 1 received a positive correlation between as there motivation and employee autonomy. It is reinforced by the results of processing the data of 100 shows the value of probability 0.075 are qualified < 0.05 and values C.R 1.778 also already qualified ≥ ± 1.96.

Hypothesis Testing 2

Parameter estimation of the relationship between organizational commitment to employee
motivation gained 0.262. The second relationship testing shows the value of the variable $C.R = 2.086$ with probability $= 0.027 (p < 0.05)$. So it can be concluded that the positive impact on the motivation of organizational commitment of employees, so the higher motivation of employees owned the organizational commitment of employees will be higher as well. Thus the hypothesis 2 received a positive correlation between as there motivation and organizational commitment of employees. It is reinforced by the results of processing the data of 100 shows the value of probability $0.027$ are qualified $< 0.05$ and values C.R 2,209 has also been qualified $\geq \pm 1.96$.

**Hypothesis Testing 3**

Parameter estimation of the relationship between organizational commitment to the work of autonomous employees acquired for 0.361. The second relationship testing shows the value of the variable $C.R = 2.209$ with probability $= 0.045 (p < 0.05)$. So it can be concluded that the positive effect of work autonomy of the employee organizational commitment, so the higher the employee working autonomy and organizational commitment of employees will be higher as well. Thus the hypothesis 3 received a positive correlation between as there work autonomy and organizational commitment of employees. It is reinforced by the results of processing the data of 100 shows the value of probability $0.045$ are qualified $< 0.05$ and values C.R 2009 has also been qualified $\geq \pm 1.96$.

**Hypothesis Testing 4**

Parameter estimation of the relationship between organizational commitment on employee retention is obtained by 0.219. The second relationship testing shows the value of the variable c. $R = 2.082$ with probability $= 0.037 (p < 0.05)$. So it can be concluded that the positive influence of organizational commitment on employee retention, so the higher the employee-owned organizational commitment and retention of employees will be higher as well. Thus the hypothesis 4 received a positive correlation between as there organizational commitment and retention of employees. It is reinforced by the results of processing the data of 100 shows the value of probability $0.037$ are qualified $< 0.05$ and values C.R 2,082 has also been qualified $\geq \pm 1.96$.

Employees love to work in the company is an indicator that best indicates the largest role in measuring job satisfaction, value estimation of 0.771, while indicators that have the lowest value is the opportunity for outsourcing employees get the opportunity to become direct employees of the company, with a value estimated 0.431.

In the dimensions workspace, autonomy can be aware that the opportunity to make your own decisions regarding the methods of work used in carrying out tasks is an indicator that gives the greatest role in measuring the working autonomy, with a value of 0.764, while the estimation of indicators that have the lowest value is the opportunity to decide for yourself about the working hours for the employee and his team, with a value estimated 0.531.

Still feel part of the family organization is an indicator that gives the greatest role in measuring organizational commitment of employees, with a value estimated 0.796, while employees do not feel that a better job offer in another organization is the right reason to leave the Organization now is the lowest rating with estimated 0.691.
Inside dimensions of the retention, are not needed in this work is an indicator that gives the greatest role in measuring the retention of employees, value estimation of 0.796 and encourage co-workers to work at the company where I work is an indicator of the lowest, with a value of 0.609 estimation.

CONCLUSION

1. There is a positive influence among variables of motivation towards outsourcing employee autonomy level Team Leader who worked on the PT X Jakarta, so as in general outsourcing employees in Indonesia that employee motivation with an indicator of Autonomy of work and career development is given to employees of companies outsourcing their desire to exert influence to have the autonomy of work in an organization.

2. There is a positive influence among variables of organizational commitment and motivation of employees outsourcing level Team Leader who worked on the PT X Jakarta, so the motivation is high will create high commitment as well as against the company. This is in accordance with the research results of Maura Galletta, Portoghese, Battiselli, Portoghese, Battiselli (2011) that influence motivation towards affective commitment. This study also goes on to explain that the affective commitment as one of the factors of the organizational commitment to the intact becomes mediation of the relationship between motivation and turnover or also against the retention of employees as scrutinized in this thesis.

3. There is a positive influence among variables work autonomy and organizational commitment of employees outsourcing level Team Leader who worked on the PT X Jakarta, so the position of Team Leader who has autonomy to regulate working hours, autonomy in decision-making and autonomy in making the working methods in the sphere of the Organization exert influence over their commitment to the company. Organizational structure in a company that gives autonomy to the Supervisor and Team Leader to handle the same subordinates do not become employees level obstacle for Team Leader to stay in the organization.

4. There is a positive influence on organizational commitment among variables with retention of employees outsourcing level Team Leader who worked on the PT X Jakarta. The existence of this positive influence indicates that employees who have loyalty to the company, willingness to apply effort on behalf of the Organization (loyalty to the Organization) and alignment of purpose of the organization with the aim of causing someone employees have low desire to leave organizations where he worked as well as the possibility of individuals will be looking for a job in another organization even though their status is outsourced employees.

5. The overall results of the hypothesis that shows a positive influence, then it can be inferred that there is another factor that causes some employees outsourcing level Team Leader left the company.

6. Employees love to work in the company is the most motivating factor for employees to keep working in the company, while the opportunity to become direct employees a factor can make employees become unmotivated to remain working at the company.
7. Employees the opportunity to determine the method of work in the organization is becoming permanent employees work in the company, while employees the opportunity to specify the working hours for the employee and his team is a factor that can make the employee did not work at the company.

8. Organizations such as the family itself is a factor which makes employees remain at the company, while a better job is able to trigger the employee left the company.

9. Are not required by employees is a decisive factor in the retention of employees and the presence of a low desire of employees to recommend the company to his colleagues.

Managerial Implications

Managerial implications are presented in this study are as follows: (1) Organizational commitment that became important as a point of mediation the relationship between autonomy and motivation variables work with retention of employees. This also means that to keep the employees how to maintain motivation, autonomous work, and organizational commitment is very important for a company to make a retention strategy, (2) These studies can also provide recommendations that how important it is to provide information about the practice-oriented organization to help employees achieve their needs in the company as well as directing a company to take charge of developing their career, (3) Other implications that this study provides additional new knowledge relating to employee retention strategies through increased emotional closeness to the company (affective commitment) and to increase retention of employees through the creation of a work environment that supports the daily work and the actual needs of employees to work in a company that can create continuance commitment as well as normative commitment where employees will be obliged to continue to survive in the company since otonomiya as Team Leader, (4) Management can perform other analysis on retention strategies for motivation, autonomy and organizational commitment alone is not enough to make the employees stayed in the Company, keep employees satisfied at the company are also noteworthy, (5) Retention strategies can also be started from the beginning stages of recruitment, where companies can attract the attention of a qualified candidate by giving the benefit of interest so they enjoy working at the company, in connection with the outsourcing of employees are examined, for example, the company can give you an idea of career development to them, (6) Build employee relationship is another important thing done to maintain permanent employees working in an organization especially for employees of outsourcing. Good communication between employees without regard to the status and respective employee benefit becomes positive factors in outsourcing Company employees.
REFERENCES


