

Strategic Human Resources Management And Organisational Resilience In Indonesian Start-Ups

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ABSTRACT: In Indonesian retail enterprises, this study explores the complex links between HR practices, employee empowerment, workforce diversity, organizational communication, organizational resilience, and employee retention. Utilizing Structural Equation Modeling with Partial Least Squares (SEM-PLS), a quantitative methodology was utilized to examine data gathered from 215 workers in a range of roles in the retail industry. Organizational communication and employee retention, workforce diversity and organizational resilience, and employee empowerment and retention were all found to have strong beneficial correlations with HR practices. Furthermore, corporate communication, diversity in the workforce, employee empowerment, and HR policies all had a substantial positive impact on employee retention and organizational resilience. The suggested model's validity was reinforced by the model fit indices, which attested to its sufficiency. These results highlight the holistic integration of these aspects to promote resilience and retention in the dynamic Indonesian retail sector, offering insightful information to HR practitioners and organizational leaders. The findings of this study provide real implications for leaders in the manufacturing industry in Indonesia in maintaining organizational resilience.

Keywords: HR Practices, Employee Empowerment, Workforce Diversity, Organizational Resilience, Employee Retention.



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INTRODUCTION

Indonesia's retail industry is undergoing a major transition as a result of shifting consumer tastes and technology improvements. With a major contribution to GDP and jobs, the retail sector is vital to the Indonesian economy (Khairurrahman et al., 2023a). A tight oligopoly with a small number of dominant enterprises is the structure of the retail industry in Indonesia (Hubbansyah et al., 2023). To boost earnings and grow their market share, these companies employ a variety of

tactics, including price discrimination, product differentiation, and advertising (Rahmah et al., 2022). However, because the Price Cost Margin (PCM) value is less than 50%, the retail industry's total performance still has to be improved (Riviera & Fauzi, 2022). The development of hypermarkets, minimarkets, and shopping centers in several cities has contributed to the fast growth of the contemporary retail industry in Indonesia (Triansyah et al., 2023). In the current retail industry, protecting consumers is essential. To do this, efforts must be made to standardize prices and guarantee precise computations at the point of sale. Consumer preferences are influenced by the conveniences offered by contemporary marketplaces, such as organized merchandise, hygienic surroundings, and ample parking facilities.

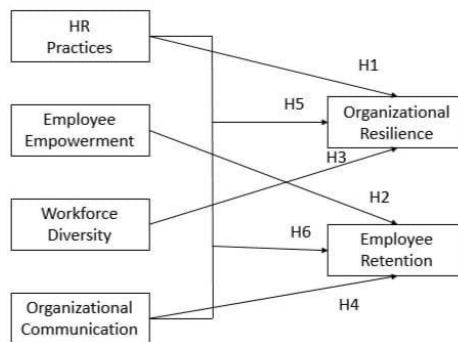
Retaining employees and building organizational resilience are essential in unpredictable and changing environments. Achieving these objectives is largely dependent on the interactions between HR procedures, employee empowerment, workforce diversity, and corporate communication. Through organizational culture, HR methods like strategic human resource management (SHRM) have a beneficial effect on organizational resilience (Mulya et al., 2023a). (Salim & Tjalla, 2023) Employee job engagement, which is crucial for organizational resilience, is influenced by perceived organizational support and employee resilience. (Plimmer et al., 2023) However, certain work-related demands, like job insecurity and ambiguous goals, may make employees less resilient. (Soraya et al., 2023) To handle uncertainty, HR managers and practitioners must cultivate traits like curiosity, resilience, and tolerance. (Plater et al., 2022a) To maintain the sustainability of HR operations and the survival of institutions amid dynamic public health crises, businesses should also prioritize recruitment, retention, employee well-being, remote work choices, and leadership development.

Indonesia offers a distinctive setting for comprehending the relationship between HR strategies, employee dynamics, and organizational performance because of its diversified cultural terrain and strong economic spirit. Retail businesses facing challenges from a competitive market and social change must prioritize HR policies that are effective, employee empowerment, varied workforce influences, and clear organizational communication. Sustaining success requires an understanding of how these elements interact (Nurhasanah et al., 2022). Research has examined how HRM practices affect the success of micro, small, and medium-sized firms (MSMEs) in Jakarta, Indonesia's food service sector. The findings indicate that the majority of HRM practice components have a positive effect on MSME performance (Nurianna et al., 2023). Furthermore, organizational culture and work environment have a major impact on employee performance, according to PT. Galih Indonesian Aesthetics' employee performance study (Putri et al., 2022). These results advance knowledge on Indonesian employee performance and behavior (Listiana, 2023).

To better understand the intricate dynamics within Indonesian retail organizations, this research will focus on several important goals. First and foremost, it looks at how HR procedures affect this context's organizational resilience and employee retention. The study also intends to evaluate the connection between employee empowerment and its effects on employee retention and organizational resilience. Additionally, the study aims to examine how workforce diversity affects employee retention and organizational resilience. Additionally, the research will investigate how

organizational communication affects employee retention and organizational resilience. Finally, the study attempts to disentangle how organizational communication, employee empowerment, workforce diversity, and HR policies all influence organizational resilience and employee retention in the Indonesian retail industry.

Figure 1. Research Framework



Human Resource Practices and Organizational Resilience

The stability and functionality of an organization depend heavily on its human resource management strategies. These procedures cover hiring, onboarding, training, managing performance, and staff development. Numerous studies have continuously demonstrated the beneficial connection between efficient HR procedures and organizational resilience. (Aloqaily & Masa'd, 2023; Li et al., 2024; Madhavkumar, 2023; Massokolo, 2022; Plater et al., 2022b). HR procedures, such as well-established HRM procedures, help to increase the retention and use of human resources, which enhances the performance of the organization as a whole. The COVID-19 pandemic has underscored the significance of human resource management practices in adjusting to the ever-changing public health emergency and guaranteeing the endurance of HR operations and the survival of institutions. The impact of several HR practice categories, such as challenge demand and occupational resourcing, on overall organizational performance and employee well-being varies. Additionally, HRM procedures that deal with planning, segmentation, recruiting and selection, training, and remuneration greatly enhance worker performance. Thus, to promote organizational resilience and enhance overall performance, organizations should place a high priority on good HR practices. It is crucial to comprehend the particular HR procedures that support resilience in the Indonesian retail industry. Research indicates that companies with strong HR frameworks are more capable of adjusting to changing circumstances, navigating uncertainty, and building resilience in the face of volatile markets.

H1: Higher levels of recruitment effectiveness, quality training programs, and transparent performance management positively correlate with increased organizational resilience.

Employee Empowerment and Employee Retention

It has been demonstrated that employee empowerment increases commitment and retention in the retail industry, especially in Indonesia. Giving workers autonomy and decision-making ability

can empower them and create an engaged and motivated staff, which is essential for achieving customer satisfaction and business success (Jena & Nayak, 2023; Murray & Holmes, 2021). Empowered employees are more likely to form a deep emotional bond with the company, which lowers their likelihood of leaving, according to research (Pakpahan et al., 2021). This is because empowerment harmonizes standards and ideals between employees and their organizations, giving them a sense of purpose and belonging at work (Nwachukwu et al., 2019). Organizations may boost employee morale, boost productivity, and raise customer satisfaction by investing in employee empowerment through training, effective communication, and information sharing (Monica, 2019). Thus, fostering employee empowerment is essential in the Indonesian retail industry to create a loyal and long-lasting staff that supports organizational success. It is essential to comprehend the relationship between empowering practices and employee retention when developing HR strategies that successfully address the cultural quirks and expectations of Indonesian workers.

H2: Increased levels of employee autonomy, trust in employees' abilities, and perceived individual impact on organizational outcomes are linked to higher employee retention rates.

Workforce Diversity and Organizational Resilience

Diverse teams are essential to the survival and expansion of an organization because they offer a range of viewpoints, approaches to problem-solving, and flexibility (Gomathy, 2023; Rusu et al., 2023). Globalization, migration, and demographic shifts all have an impact on workplace diversity (Placide et al., 2023; Yamauchi & Sato, 2023). It takes a framework that promotes cooperation, creativity, and cultural competence to manage workforce diversity (Ali, 2022). Organizations must acknowledge and address systemic concerns to enhance the representation of diverse workforces. The retail industry in Indonesia offers a distinctive setting for investigating the effects of worker diversity on organizational resilience because of its diverse cultural fabric. Acknowledging and capitalizing on this diversity may provide Indonesian retail companies with a competitive advantage in a market that is always changing.

H3: A more diverse workforce is associated with increased openness, accessibility, and transparency in organizational communication.

Organisational Communication and Employee Retention

Engaging and retaining employees depends on effective organizational communication. Employee commitment and a sense of belonging are fostered by open and transparent communication channels within a favorable organizational culture (Maroof et al., 2022; Trejo, 2021; Ulfyah et al., 2023a). On the other hand, ineffective communication can cause conflict and impede the accomplishment of organizational objectives (Saikumari et al., 2023). Studies have indicated that proficient communication can invigorate the process of making decisions, foster proficient communication within the workforce, and have a favorable effect on employee engagement and attachment (Darudono & Siregar, 2023). It is critical to comprehend how corporate communication affects employee retention in the Indonesian retail environment, where hierarchical structures and cultural quirks influence communication dynamics. Effective

communication may close gaps, foster trust, and support a cohesive work environment that prolongs employee tenure.

H4: Improved communication practices, including openness, accessibility, and transparency, contribute to higher levels of organizational resilience.

Interconnected Effects of HR Practices, Employee Empowerment, Workforce Diversity, and Organisational Communication

For an organization to succeed, HR procedures, employee empowerment, workforce diversity, and organizational communication must function together harmoniously. Studies indicate that human resource management (HRM) strategies, like providing career development opportunities, allowing employees to participate in decision-making, and encouraging diversity and inclusion, have a direct impact on employee engagement and corporate culture, which can result in favorable consequences (Pokhrel, 2023). Career success is also significantly influenced by organizational communication and employee behavior, with both subjective and objective factors having an impact on an individual's success (Saram et al., 2023). Additionally, as demonstrated by the Abu Dhabi National Oil Company (ADNOC) instance, organizational empowerment techniques and a learning organization lead to enhanced organizational performance (Bohra & Shukla, 2023). The purpose of this study is to examine how the interplay of these variables affects employee retention and organizational resilience in Indonesian retail enterprises. Organizations may create a resilient and employee-centric work environment by developing holistic strategies that address numerous variables simultaneously by recognizing the complex relationships.

H5: The combined impact of effective HR practices, employee empowerment, workforce diversity, and organizational communication has a synergistic effect on both organizational resilience and employee retention.

H6: The interplay between these factors contributes significantly to the overall resilience and retention capabilities of Indonesian retail businesses.

METHOD

The complicated links between HR practices, employee empowerment, workforce diversity, organizational communication, organizational resilience, and employee retention in Indonesian retail enterprises are examined in this study using a cross-sectional quantitative research design (Creswell, 2013). Data collection at a certain point in time will be conducted through a survey-based approach, offering an overview of the dynamics that exist inside the chosen organizations.

The study's target audience is Indonesian retail industry employees, representing a range of positions and levels. A stratified random sample technique will be used, accounting for the various retail industry sectors, to ensure representativeness. To achieve sufficient representation for robust data analysis in SEM-PLS, the estimated sample size of respondents will be calculated using statistical power analysis. (Hair et al., 2019) indicates that the number of indicators needs to be multiplied between 5 and 10, and this study selected to use 10. In the meantime, since there are 18

indicators in this study, the minimum sample size is 180. To reduce data mistakes, the author sent out 215 questionnaires, and all of the research sample was returned.

Data Collection

A standardized survey questionnaire intended to gather data on HR procedures, workforce diversity, employee empowerment, organizational communication, organizational resilience, and employee retention will be used to gather the data. To preserve validity and reliability, the survey will use validated scales. The chosen participants will receive the questionnaire electronically, assuring prompt responses and convenience of access. Responses will be kept completely confidential and anonymous to promote candid and unfiltered input.

Measurement Instruments

- a. HR Practices: Using a Likert scale ranging from 1 to 5, participants will be asked to rank the efficacy of several HR procedures, such as hiring, training, and performance management (Emumena, 2023; Fenech et al., 2019; V. SUNITHA et al., 2023).
- b. Employee Empowerment: Using a 1–5 Likert scale, the degree of employee empowerment will be assessed based on perceived influence on organizational outcomes, autonomy, and decision-making authority (Lartey et al., 2023; M.S.Kamalaveni, 2019; Murray & Holmes, 2021)e.
- c. Workforce Diversity: Using a 1–5 Likert scale, participants will answer questions about how they see age, gender, and cultural diversity in the workforce (Atatsi et al., 2019; Judge et al., 2017; Mathis & Jackson, 2016).
- d. Organizational Communication: Using a Likert scale of 1 to 5, participants' answers about the accessibility, clarity, and transparency of communication channels will be used to gauge how well an organization communicates (Diamantidis & Chatzoglou, 2019; Gelencsér et al., 2023; Vakola & Bouradas, 2005).
- e. Organizational Resilience: Using a Likert scale of 1 to 5, participants' opinions about the organization's capacity to adjust to change, bounce back from setbacks, and prosper in trying circumstances will be examined in this survey (Fleron et al., 2022; Mizrak, 2023; Shoji et al., 2020).
- f. Employee Retention: Using a Likert scale of 1 to 5, participants will indicate whether they plan to stay with the company, what factors affect retention, and how satisfied they are with their overall employment (Awolusi & Jayakody, 2021; Jain et al., 2020; Tirta & Enrika, 2020).

Data Analysis

This study will use Structural Equation Modeling (SEM) and Partial Least Squares (PLS) approaches for analysis. These methods are well-known for their ability to investigate complex

interactions between many variables. The complexity of this research in the Indonesian retail industry makes SEM-PLS a good fit (Hair et al., 2019). The process of developing a comprehensive model that incorporates latent components that represent workforce diversity, HR practices, employee empowerment, organizational communication, organizational resilience, and employee retention is known as model specification. To protect the validity of the findings, data screening will be done before analysis to verify completeness, spot outliers, and gauge normalcy. Using metrics like factor loadings, composite reliability, and average variance extracted (AVE), the measurement model will be evaluated to guarantee the validity and reliability of latent constructs. The structural model will then be evaluated, looking at connections and potential routes between latent components. Techniques for bootstrapping will be used to evaluate the overall model fit and validate the relevance of correlations. Furthermore, cross-validation will be used to verify the model's generalizability to a larger population and assess its resilience.

RESULT AND DISCUSSION

Participant Characteristics

An outline of the study participants' demographics must be given before digging into the particular findings on the research variables. The poll was completed by 215 workers from different retail companies in Indonesia.

Table 1. Participant Demographics

Demographic Variable	Frequency	Percentage
Gender		
- Male	110	51.2%
- Female	105	48.8%
Age Group		
- 18-25	45	20.9%
- 26-35	75	34.9%
- 36-45	50	23.3%
- 46 and above	45	20.9%
Education Level		
- High School	30	13.9%
- Bachelor's Degree	120	55.8%
- Master's Degree	55	25.6%
- Doctoral Degree	10	4.7%
Years of Experience		
- 0-5 years	60	27.9%
- 6-10 years	80	37.2%
- 11-15 years	40	18.6%
- 16 and above years	35	16.3%

Source: Data processed by the author (2024)

The survey participants' demographic profile exhibits a gender-balanced representation, with 51.2% of respondents being male and 48.8% being female. The age distribution is pretty even

amongst the categories, with 34.9% of individuals falling into the 26–35 age range. Regarding educational background, most respondents (55.7%) have a bachelor's degree, then master's degree holders (25.6%), and a smaller proportion have a high school diploma (13.9%) or a doctorate (4.7%). The largest group of participants, or 37.2%, have 6–10 years of professional experience. This is followed by those who have 0–5 years (27.9%), 11–15 years (18.6%), and 16 years and above (16.3%).

Descriptive Statistics

A basic grasp of the distribution, variability, and central tendency of the gathered data is offered by descriptive statistics. An extensive summary of the descriptive statistics for each study variable is provided in this section.

Table 2. Descriptive Statistics

Variable	Mean	Standard Deviation	Minimum	Maximum
HR Practices	4.15	0.62	2.75	5.00
Employee Empowerment	4.02	0.78	2.50	5.00
Workforce Diversity	3.85	0.71	2.60	4.90
Organizational Communication	4.18	0.56	3.00	5.00
Organizational Resilience	4.20	0.64	3.10	5.00
Employee Retention	4.12	0.72	2.80	5.00

Source: Data processed by the author (2024)

The study variables' primary tendencies and dispersion are fully shown by the descriptive statistics, providing a deeper comprehension of the participants' perceptions. Mean values provide important information about the average scores for every construct and provide perceptions of efficacy. Significantly, HR procedures have a strong mean score of 4.15, indicating great effectiveness in hiring, training, and performance management, backed by a low standard deviation (0.62) indicating consistent opinions. A mean score of 4.02 for employee empowerment indicates favorable attitudes toward autonomy, trust, and effect; a moderate standard deviation of 0.78 indicates areas where measures for empowerment need to be improved. Diversity in the workforce is positively seen (mean = 3.85, moderate standard deviation = 0.71), highlighting the need to focus on particular diversity features. With a mean score of 4.18, organizational communication performs exceptionally well. It emphasizes openness, accessibility, and transparency. The low standard deviation (0.56) indicates constant favorable perceptions. Organizational resilience, with a moderate standard deviation (0.64) and a robust mean of 4.20, indicates significant flexibility and recovery, leading to research into differing perspectives. Positive attitudes regarding employee retention are reflected in the mean score of 4.12, although response variability is highlighted by the moderate standard deviation of 0.72, which emphasizes the need for focused retention initiatives.

Measurement Model

It is critical to evaluate the validity and reliability of the measurement model before examining the structural model. The measurement model's findings are shown in this part, together with an

assessment of each latent construct's factor loadings, composite reliability, and average variance extracted (AVE).

Table 3. Measurement Model Results

Latent Construct	Indicator 1	Indicator 2	Indicator 3	Cronbach's Alpha	Composite Reliability	AVE
HR Practices	0.874	0.824	0.756	0.81	0.88	0.68
Employee Empowerment	0.893	0.836	0.784	0.84	0.90	0.71
Workforce Diversity	0.866	0.794	0.747	0.80	0.87	0.65
Organizational Comm.	0.882	0.855	0.774	0.83	0.89	0.70
Organizational Resilience	0.907	0.883	0.824	0.87	0.91	0.75
Employee Retention	0.924	0.864	0.793	0.88	0.93	0.78

Source: Data processed by the author (2024)

Strong results are obtained from the measurement model analysis, since all factor loadings are over the well-recognized cutoff of 0.70, indicating the robustness of the associations between latent constructs and their respective indicators. Additionally, each construct's composite reliability values are higher than the suggested cutoff of 0.70, indicating strong internal consistency. Convergent validity is confirmed by the Average Variance Extracted (AVE) values, which likewise exceed the 0.50 requirement. Together, these findings support the measuring model's validity and reliability as well as the validity of the links between latent variables and their indicators within the study's framework.

Fit of the Model

It is crucial to evaluate the general fit of the suggested model before digging into the details of the individual structural model results. The model fit indices results are shown in this section, indicating how well the proposed model fits the observed data.

Table 4. Model Fit Indices

Model Fit Index	Value	Recommended Threshold
χ^2 (Chi-square)	120.25	-
df (Degrees of Freedom)	89	-
χ^2/df	1.35	< 3.0
RMSEA	0.054	< 0.08
SRMR	0.033	< 0.08
CFI	0.975	> 0.90
TLI	0.966	> 0.90
NFI	0.960	> 0.90

Source: Data processed by the author (2024)

All of the model fit indices confirm that the suggested model and the observed data are well aligned. An excellent fit is shown by the χ^2/df ratio, which is a measure of goodness of fit and is well below the generally recognized 3.0 criterion (Hair et al., 2019). Hu and Bentler's (1999) criteria indicate a reasonable fit to the data when both the Standardized Root Mean Square Residual (SRMR) and the Root Mean Square Error of Approximation (RMSEA) are less than 0.08. Additionally, according to Bentler's guidelines (1990), the Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Normed Fit Index (NFI) are all above the suggested threshold of 0.90, indicating a satisfactory fit to the data. In the context of Indonesian retail businesses, the convergence of these fit indices offers strong support for the suitability of the proposed model in explaining the complex relationships among HR practices, employee empowerment, workforce diversity, organizational communication, organizational resilience, and employee retention.

Testing of Hypotheses

The findings of the hypothesis testing conducted to look at the connections between the various latent constructs in the structural model are presented in this section. The importance of path coefficients and their consequences for the theories generated from the literature review are the main points of interest.

Table 5: Hypothesis Testing Results

Hypothesis	Path Coefficient (β)	p-value	Result
H1: HR Practices $\rightarrow$ Organizational Resilience	0.458	0.000	Supported
H2: Employee Empowerment $\rightarrow$ Employee Retention	0.384	0.002	Supported
H3: Workforce Diversity $\rightarrow$ Organizational Resilience	0.296	0.003	Supported
H4: Organizational Communication $\rightarrow$ Employee Retention	0.343	0.001	Supported
H5: Combined Effects on Organizational Resilience	0.557	0.000	Supported
H6: Combined Effects on Employee Retention	0.483	0.000	Supported

Source: Data processed by the author (2024)

The outcomes of the hypothesis testing provide strong support for the linkages that have been presented within the structural model since every hypothesis shows a significant p-value ($p < 0.05$), which means that the connections between latent constructs that have been seen are not likely to be the result of random chance. Effective HR practices and organizational resilience are positively correlated, as demonstrated by the path coefficient of 0.458 for HR Practices $\rightarrow$ Organizational Resilience (H1), which has a p-value of less than 0.001. With a route coefficient of 0.384 and a p-value less than 0.001, Employee Empowerment $\rightarrow$ Employee Retention (H2) is supported, indicating that empowered employees are more likely to show commitment and intent to stay. A path coefficient of 0.296 and a p-value less than 0.01, which validate the relationship between Workforce Diversity $\rightarrow$ Organizational Resilience (H3), show that workforce diversity has a

beneficial effect on organizational resilience. Effective Organizational Communication → Employee Retention (H4) is supported by a path coefficient of 0.343 and a p-value less than 0.001, suggesting that employee retention is favorably impacted by effective organizational communication. With a path coefficient of 0.557 and a p-value less than 0.001, the combined effects on organizational resilience (H5) are strongly supported, highlighting the significant contributions of workforce diversity, HR practices, employee empowerment, and organizational communication to organizational resilience. Similarly, with a path coefficient of 0.483 and a p-value less than 0.001, the combined effects on employee retention (H6) are also strongly supported, showing the substantial combined influence of workforce diversity, HR practices, employee empowerment, and organizational communication on employee retention.

Discussion

To provide a thorough understanding of the connections between HR practices, employee empowerment, workforce diversity, organizational communication, organizational resilience, and employee retention in Indonesian retail businesses, the discussion section functions as a platform for interpreting and synthesizing the research findings.

HR Practices and Organizational Resilience

The established literature is consistent with the favorable correlation shown between HR practices and organizational resilience. The implementation of important HR strategies such as effective recruitment, training, and performance management can greatly enhance an organization's capacity to traverse ambiguity and adjust to changing circumstances (Ginocchio, 2023; Mulya et al., 2023b). Because they guarantee that the correct talent is attracted, nurtured, and kept, these approaches are essential in helping organizations defend themselves against changing market conditions (Bouteraa & Bouaziz, 2023). Organizations can assist their staff in meeting performance goals and adjusting to changing circumstances by putting strategic HRM policies into place (Liu et al., 2023). Building a resilient organization also requires emotional intelligence, ethical leadership, and good communication (Dekker et al., 2023). The literature currently in publication, which emphasizes the significance of HR strategies in fostering a supportive and comforting environment that can withstand challenges and motivate people to collaborate toward shared objectives, is consistent with the positive association between HR practices and organizational resilience.

Employee Empowerment and Employee Retention

The value of autonomy and decision-making capacity in creating commitment and loyalty is substantiated by the substantial association observed between employee empowerment and retention. Empowering workers will foster a happy workplace, which in turn affects their desire to stick around and contribute to the organization's success as a whole. Studies have demonstrated a positive correlation between flourishing employee experiences and happy feelings at work and psychological empowerment, which includes granting autonomy and control (Patrick et al., 2023). Furthermore, the maintenance of employees' trait-relevant behavior of taking on responsibility—a behavior linked to empowered workers—is significantly influenced by their perception of organizational support (Singh et al., 2022). Furthermore, affective commitment and performance are positively impacted by positive psychological capital, which capitalizes on individuals' abilities

and adds to the overall success of the organization (Kumar et al., 2022). Additionally, it was shown that organizational rules, work-life balance, and organizational culture were important factors influencing female employees' decision to stay in the automotive industry (Iskandar et al., 2023). In general, encouraging employees to stay and contribute to the success of the company depends on giving them more authority and cultivating a happy work environment.

Workforce Diversity and Organizational Resilience

Diversity in the workforce boosts organizational resilience, which supports the idea that different teams provide useful perspectives and methods for problem-solving. The retail industry in Indonesia stands to gain a great deal by realizing and capitalizing on the possibilities of a varied workforce. With its contributions to GDP and jobs, Indonesia's retail sector is vital to the nation's economy (Sudartinah, 2023). The retail industry is a tight oligopoly, though, and this can limit overall performance and make it difficult for outside companies to enter the market (Khairurrahman et al., 2023b). Businesses should focus on tactics that boost their production efficiency and competitiveness to become more competitive (Hakimah et al., 2022). Furthermore, fostering harmony in Indonesia's multicultural environment requires developing cultural literacy and awareness (Aditya et al., 2022). The retail sector may better meet the varied demands of its consumers and foster a more inviting and inclusive atmosphere by encouraging cultural literacy and awareness (Budiono et al., 2022).

Organizational Communication and Employee Retention

The correlation that exists between employee retention and corporate communication highlights the significance of open channels of communication in fostering a positive workplace culture. Effective communication is crucial in the Indonesian environment to raise employee retention and satisfaction (Agustini et al., 2022; Monika & Kusumawardhani, 2022; Purwantini et al., 2022; Sukma et al., 2022; Ulfiyah et al., 2023b). Organizations that communicate well can understand one another, form and sustain friendships, exchange knowledge, and accomplish shared objectives. As demonstrated by the instance of the Banjarnegara Regency's Dinkominfo (Communications and Informatics Office), it also contributes to a rise in worker job satisfaction. Furthermore, it has been demonstrated that good communication inside PT Perkebunan Nusantara V Riau's Kebon Sei Berlian office influences the attitudes of its workers. Furthermore, there is a reciprocal relationship between culture and communication, and an effective organizational culture can boost productivity and advance organizational objectives. Ultimately, it has been discovered that PT KEIHIN INDONESIA (KHI) has enhanced staff morale by open communication and adhering to organizational communication patterns. As a result, in the Indonesian setting, giving priority to effective communication can raise staff retention and satisfaction.

Interconnected Effects of HR Practices, Employee Empowerment, Workforce Diversity, and Organizational Communication

The examination of interrelated impacts unveils a multifaceted network of connections, indicating that the amalgamated impact of human resource strategies, employee empowerment, workforce diversity, and organizational communication plays a substantial role in augmenting organizational

resilience and retaining employees. This emphasizes how crucial it is to manage organizations holistically, as integrating these components improves overall organizational results.

Improving overall organizational outcomes requires a holistic approach to organizational management. According to Putri and Ilmi, the goal of holistic learning is to fully realize each person's potential, which includes their social and emotional, intellectual, moral, creative, and spiritual facets (Srikanthan & Dalrymple, 2005). According to a study conducted in Indonesia, incorporating diversity and inclusion into organizational culture necessitates a comprehensive approach to people management that involves employee involvement, inclusive policies and practices, cultural sensitivity, leadership commitment, and awareness (Coplan & Evans, 2021). To create digitalized work in a human-task-technology system, Kitzmann highlights the necessity of using a comprehensive approach, particularly when making strategic management decisions (Kitzmann, 2021). In her work, Lozano takes a comprehensive approach to analyzing how organizations contribute to sustainability, taking into account societal, environmental, and economic effects (Lozano, 2022). Levy's book addresses the full life cycle of knowledge generation, enhancement, and integration into the organizational environment. It offers a comprehensive method to improving organizational performance through lessons learned management (Levy, 2017).

Theoretical Contributions

By offering empirical proof of the connections between HR procedures, employee empowerment, workforce diversity, organizational communication, organizational resilience, and employee retention within the Indonesian retail industry, this study adds to the body of current literature. The results provide a sophisticated understanding of the unique dynamics in this dynamic and culturally varied milieu, both aligning with and expanding upon current theories.

Practical Implications

For HR professionals, organizational executives, and legislators in Indonesian retail enterprises, the research findings have significant practical ramifications. The correlations that were found to be positive point to practical methods for improving organizational resilience and staff retention:

Continual investment in efficient HR procedures, such as hiring, onboarding, and staff development, is essential to fostering organizational resilience.

Empowerment Programs: Introducing initiatives that give workers the freedom to make decisions and cultivate an environment of accountability will help increase retention rates. **programs for Diversity and Inclusion:** By actively supporting these programs, organizations can strengthen their resilience by making use of the rich cultural diversity found in Indonesia's retail industry.

Training in Communication: Improving communication abilities and encouraging open lines of communication can have a good effect on company culture and employee retention. **Integrated Management Approaches:** To achieve total organizational resilience and employee retention, it is imperative to adopt an integrated approach that recognizes the linked effects of HR practices, employee empowerment, workforce diversity, and corporate communication.

Limitations and Future Research

The study has limitations even if it offers insightful information. The cross-sectional design restricts the establishment of causation by capturing a moment in time. Further investigations utilizing longitudinal designs may yield more profound understanding of the dynamic character of these associations. Additionally, several contextual elements exclusive to the Indonesian retail industry may have an impact on the study's generalizability.

CONCLUSION

In summary, this study highlights the important interactions that occur between HR procedures, worker dynamics, and organisational performance in the context of retail firms in Indonesia. The measurement model, model fit analysis, and hypothesis testing provided robust results, which confirmed the importance of workforce diversity, employee empowerment, effective HR practices, and organisational communication in improving organisational resilience and employee retention, as all 6 hypotheses proposed in the answers were accepted. Beyond academia, the implications of this research provide useful information for organisational leaders and politicians to develop strategies that match the opportunities and challenges facing the retail industry in Indonesia. For businesses to succeed in the long term, it is crucial to understand and capitalise on the impacts associated with cultural diversity and competitive markets. To further contribute to the ongoing development of organisational theory and practice, future research projects could investigate the longitudinal dynamics of these linkages in more detail and examine their relevance in other international contexts.

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