

Innovative Human Resource Practices to Improve Work-Life Balance and Talent Retention: Strategic Review and Implementation

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Abstract

This research investigates the impact of new HR practices to WLB and talent retention in a multinational ICT company in Indonesia. Utilising a quantitative descriptive correlational design, this research examines the contribution of innovative HR policies including work flexibility and welfare to the balance between employees' work-life matters as well as how such balances impact on employees' intention to stay in the organisation. Data collection was done with structured questionnaires, with a total of 370 respondents selected using simple random sampling technique. Based on the Multiple Linear Regression Analysis shows that Innovative HR practices has a positive significant both directional influence work-life balance which is signified by regression coefficients (B) = 0.62 and R²=0.38 (Table 3). Additionally, the joint effect of innovative HR practices and work-life balance on talent retention is also meaningful with regression coefficients of 0.40 at innovation HR practices side and 0.45 at work life balance side (R²=0.47). The conclusion that can be drawn from these findings is that organisations which implement innovative HR policies attract a more loyal employee base, reduce staff turnover and can also nurture a positive impact towards the public image of an organisation (Steur et al., 2012). The article also provides theoretical contributions and practical implications for HR management to design polices that address work-life balance so as to facilitate talent retention thereby leading to enhance organizational sustainability and productivity.

Keywords:

Innovative HR Practices; Work-Life Balance; Talent Retention; Work Flexibility; Employee Wellness Programs.

1. INTRODUCTION

In considering innovative human resource (HR) management, it is important to understand the part that innovative practices can play in promoting work-life balance and talent retention. They had done this far too long, with HR management focusing solely on productivity rather than the well being of employees or their other concerns as work demands ceased to be constant. Studies reveal that effective HR management strategies can enhance employee well-being and this directly contributes to the increased productivity and retention of employees. According to Wirajaya (2023), employee physical, mental and emotional health has an important role in the productivity and on staying of the employee in the organization. Wirajaya explained in his research that employees who are in a state of balance between work and personal life can feel more motivated, committed, and loyal to the company. The performance of those well-being promoted through policies such as flexible hours, health programs or similar in the workplace will have a positive impact. Moreover, mental as well as emotional well-being play a part in keeping employees from churning out. Policies like making counselling available, helping with stress management and personal development so that employees are able to cope when the going gets tough in order for them to deliver at optimal level. Similar to the findings from Wirajaya, Fitria (2019) in her research on the banking industry also stated that organizational support that employees feel can influence work life balance. Support can come in the form of

organizational policies that are sensitive to employee requirements, like working from wherever they want and providing infrastructure availability necessary for work-life balance. Employees are likely to stay longer in an organization when they believe that the organization cares for their well-being, be it physical or emotional. And we all know that one of the core functions of successful HR management is to ensure reduced employee turnover. Organizations that Innovate their HR Management practices are able to create a work environment which eases the demands of work and personal life. Implementing practices such as remote work policies, flexible working hours and mental-physical health support enhance employee well-being. As a result, organizations employing these new-age methods gain heightened levels of job satisfaction with the ability to retain quality talent in the long run.

Flexibility is the most significant contributor to employee work-life balance. The implications are that flexibility in work arrangements can dramatically harness the potential of engaging employees as long as workload is effectively handled (Ham & Etikariena, 2021). Employees having control over when and how they work are more happy, satisfied and engaged in their job. It directly affects their retention power in the firm. Employees who perceive that they have control over the work-life balance are more likely to be loyal to the organization and less likely to recover high talent. Furthermore, Syarifah and Etikariena (2021) also stated as "work life balance" is another aspect that can cause stress to employees. As this continued stress can give rise to physical and mental disorders, productivity eventually suffers. With that said, organisations must also ensure that they have developed policies for worklife balance (by providing flexible work options, flexible working hours and mental health support programs). By implementing these policies, organizations not only assist employees with balancing their roles but also set the stage for a more productive and healthier workplace. Organisational support; employee engagement are also some important factors to make an innovative atmosphere. According to Reano (2022), employee performance is boosted by job satisfaction which can be achieved through proper organizational support. Employees will be more engaged in innovation and contribute creativity to the organization as they have a sense of feeling supported when it comes to their growth & development. Implying that Building a collective spirit within organization is kritical for sustaining such an atmosphere that will compel innovation. Therefore, organizations must be mindful of building a conducive culture for innovation and employee engagement for creating an effective and innovative workplace. Appropriate and sustained implementation of flexible work practices can drive higher engagement, improve job satisfaction, and therefore help to retain good talent in the organizations. This way, organizations can meet their strategic goals with committed and innovative teams.

In the face of full-blown business competition, organizations need to develop new HR practices that promote work-life balance and talent retention. So one of the most strategic and proven approaches lies in tech-based HR management. As stated by Iqbal, Ismail, & Anisah. Along these lines, computer aided telecommunication intimidate can also help in letting out each communicate tremendous to use in terms of efficiency and effectiveness communicate e.g. recruitment; training; development etc (2024). Apart from getting quality talents, it also allows organizations to offer flexible training programs where employees can develop their skills without sacrificing personal time. Technologically, it contributes as a part of achieving equilibrium in all demands and needs from work vs personal life that finally adds to employee job satisfaction and loyalty. In addition, Hakim (2023) also points out that overall HR management digitalization among many components such as developing necessary skills and managing the performance efficiently are the key consideration to improve employee well-being in the virtualized environment. Talent retention is not just about money; the physical, mental and emotional well-being of employees is another factor. Nurturing the right kind of development helps your employee to be committed to the organization. According to his study, HR practices where employee individuality is developed also enhances performance and strengthens the relationship between employees and organization. In its execution, companies need to create arrangements that encourage work adaptability like adaptable working hours and the choice for distant work. Doing so will mitigate the time spent by employees hence striking a work-life balance. Furthermore, a vibrant well-being programme such as mental health support and sports activities within the organization can lead to higher employee engagement and better work environment. Organizations should be committed towards this and come up with new-age and responsive HR practices for better work-life balance and retaining talent (Salam, & Imilda, 2024). When organizations leverage on technology and consciously build programs centered around employee well-being, they stand to not just achieve strategic goals but become better employers that contribute to a healthier organizational environment. If you manage this talent well through the right strategy and implementation, it will ultimately pay for itself in time; It will lead to long-term growth and sustainability of the organization.

Flexibility of work is a key enabler for the employee maintaining work-life balance. Research by Ham and Etikariena (2021) found that flexible work arrangements could cause the employees' work involvement to increase significantly, even higher than normal if the workload is controlled properly. When employees have more control over when and how they work, they are likely to be more satisfied with their job and more engaged in doing it. It directly affects their retention in the organization. So long as employees feel empowered to balance out the work versus personal life demands on them, they will take pride in being a part of that organization and will be less likely to lose good talent from within. Syarifah & Etikariena (2021) further emphasize that unfulfilled work-life balance will increase the stress level of employees. Chronic

stress causes mental and physical health issues, along with decreased productivity. As a result, organizations should ensure that policies are put in place for work-life balance by offering them the option of flexible working, flexible working hours, and also mental health support programs among other things. Juggling all the hats these days can be difficult but with these policies organizations not only assist employees but also create a work culture that is healthy and productive. Another several key elements that contribute towards making an innovative workplace is an organization with plentiful support and engaged employees. According to Reano (2022), when organizational support is perceived, the job satisfaction of the individuals increases which motivates them to work innovatively. Employees that get support in developing their skills and furthering their goals tend to be more innovative and produce creative contributions to the organization. Which basically means that building a culture of support and collaboration within an organization is crucial to foster an environment that promotes innovation. As a result, organizations shall pay attention in building a culture that promotes innovation and effective employee engagement to make an organization conducive for productivity and innovation. A combination of effective flexible work practices together with the continual upholding institutional support can help lead to more engaged and satisfied employees, which in turn can aid in retention of quality talent within the organization. This way, organizations are not only able to meet their strategic objectives but also create niche talent pools that are engaged and innovative.

It imparts a very important and atmospheric stake in procuring work reform and entropy of top talents molecule through revolutionary human resource management (HRM) from all across the meadow sectors. AbstractHigh-performance work practices (HPWP) which is having strong association with commitment, motivation, satisfaction and work-life balance of employees (Garg et al., 2019). HPWP helps organizations not only in establishing such an environment which facilitates their employee's well-being but also lead to good talent retention, a major HRM challenge (Rasdi et al., 2018). Among the most effective actions taken to increase work-life balance is offering of flexible work policies. According to Ghimire (2020), such policies provide an opportunity for the employees to cope up with both work and personal life requirements, which is becoming a crucial point in the existing working culture as work demands are overlapping many times with daily life demands. Allowing employees to pick when and where they work gives them the chance to best sync their personal lives with their professional demands. Furthermore, flexible work policies considered to enhance employees job satisfaction, which plays a very essential role in enhancing retention (Alrowwad et al., 2018). Employees will be more loyal and committed towards the organization if they perceive that their organization values their elements of having a healthy balance. In this sense, Fratissier et al. According to (2020), arranging better timetables at work e.g., 12-hour shift cycle expanded work fulfillment among medical caretakers. Not only does it help employees boost their work efficacy, but modifying work schedules that are in line with the employee rhythm of life also provide an opportunity for employees to spend quality time with family and pursue personal interests accordingly. This indicates that it is very pertinent to implement innovative work policies such as more flexible working time arrangements in order to have a more effective and fulfilling workplace. Integrating innovative practices in HR management can create a work culture where the organization not only focuses on achieving expected business results but is also empathetic to employee wellbeing. Not only this but helps the organization as a whole, increasing job satisfaction and reducing turnover rates. Thus, the HR managers should keep experimenting with polices of work-life balance for achieving a long term success.

Adoption of a work-life balance policy can serve as an option while retaining employees in the organization. Research by Mabaso et al. have suggested (2021) revealed that work life balance can grow employee commitment which in return helps to add overall productivity when supported by effective policies. May be employees that think their organization values the tussle between work and personal life, are more likely to motivate themselves in order to work at peak efficiency. A good work-life balance policy can also help you reduce costs related to recruitments of new employees due to low employee turnover ratio. It demonstrates the long-term value of investing in such policies for the organization, as the expenditure made to retain quality employees is far less than the expenditure incurred for recruiting and training new personnel from scratch. Another factor affecting the success of a work-life balance is support from management. From the research of Yuile et al. (2012) found that when managers support the implemented policies, this has a positive impact on how employees perceive these policies, leading them to make better use of these entitlements. The employees feel that their managers are engaging and keeping the employees involved with the policy in some way or another, these acts of engagement increase job satisfaction among the employees. It fosters a healthy workplace environment where employees will be more likely to communicate and express their needs in relation to work-life integration. The extent to which work-life balance policies are implemented and their effectiveness depend on managers' attitude toward them. According to McCarthy et al. According to managers who understand and support the importance of such policies are fundamental for effective implementation at the field level (2010). As a consequence, the best outcome will be achieved when organizations take deposit managers to be part of policy development and implementation process. Training and development for managers can be critical as they must fully understand how work-life balance policies translate into practice. Hence, work life balance policy with strong manager support can play a important role to benefit the organization. This is beneficial - not only for

employee retention but it also can help build a more productive and harmonious work environment. With this drive, organizations can build up thriving and viable for a long period of time.

2. RESEARCH METHOD

The quantitative descriptive correlational approach in this study was designed to explore the relationship between HR innovative practices, work-life balance, and talent retention among foreign multinational companies operating in Indonesia within ICT industry. The quantitative approach is selected because it enables to create objective measurable data which can be tested against the hypothesis with a high level of reliability. The statistical analysis in this study aims to clarify how innovation of HR management could impact work-life balance and employees continued retention to the organization. The population of this research are the employees on the most multinational ICT firms doing working in Indonesia. Such companies were purposefully chosen for their inherent traits that typically implement innovations pertaining to work policy, including flexibility and welfare services related directly with the goals of this research. A simple random sampling method was employed to provide a proportion of participants within the target population equal, thus yielding generalizable results. Using the Slovin formular, sample size was calculated to be 370 respondents. But to estimate non-response risk or incomplete questionnaires the number of distributed questionnaire is 400, and their return results meet with a sufficient response rate which can be considered as very adequate (92.5%). This instrument was meticulously created, grounded in extensive theory and related prior research. The structured questionnaire comprised of four sections: demographic data, work-life balance, innovative HR practices and talent retention which are core variables in the present study. The 5-point Likert scale used helped researchers to capture these ranges of nuanced perceptions more clearly, from very strong negative agreement to very strong agreement. Work-life balance section was created using the balance model of Greenhaus et al. and adapted from other surveys (e.g., Hellman, 2003) that have been applied in prior research, thus ensuring instrument validity. Before collecting the actual data, a pilot test of the instrument was performed to make sure that the questionnaire utilized was valid and reliable. This instrument showed a good reliability, with Cronbach's Alpha above the value of 0.7. For data collection, simple widely used survey platforms (Google Forms and SurveyMonkey) were used to conduct surveys on the Internet. This not only makes it easier for employees in different geographic locations to take part but also improves the efficiency and speed of data collection and processing. Informed consent is used to ensure that respondents are aware of the purpose of the study, it is a voluntary survey and their personal data will remain confidential. All of this happens to maintain standards in a level of research ethics and active participation. Once the data is gathered, the analysis occurs at multiple levels. The research method begins with testing the validity and reliability of the instrument, then using descriptive analysis to describe an overview of the characteristics of samples and respondents' perceptions to the variables in this study. Psycho-statistical tests are performed prior to the regression analysis, namely normality test, linearity test and homoscedasticity & constant variance tests; ensuring that all the statistical properties of the model used is correct & reliable. The strength and directions of the relationship between research variables were analyzed using Pearson correlation analysis. On the other hand, multiple linear regression is used to investigate how innovative human resource (HR) practices and work-life balance contribute to talent retention. The subsequent regression will tell how much each predictor variable contributes on average to the variance in employee retention, as captured by the coefficient of determination (R^2) and statistical significance. Ethical considerations are woven throughout this essay. Research ethics A small minority of respondents had to be treated as a result of data collection procedures, and all were conducted in accordance with strict research practice. All data remains anonymous and will be used only for the purposes of this research. The privacy and rights of the respondent will not be violated as the researcher assures that no identification of any person or human can be located in the final results of this study. The resultant research is intended to make an important advancement in the workplace balance pairing and industry talent security literature regarding specialists in multisite, world-wide associations (MNC's).

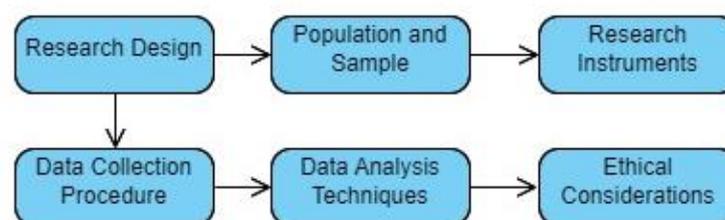


Figure 1. Research Design

As shown in the image above, a flow which is organized and methodical when it comes to research methodology. From research design, which will be used as a guideline in the preparation of a clear research design, followed by population and sample selection to find out who is determined as the subject that will be

sampled or are respondents of this study. Additionally, Research Instruments are the components of the study that measure variables. The next section is Data Collection Procedure, which is about an efficient and systematic way of collecting data. Finally, Data Analysis Techniques validate that the research results can be interpreted as well as tested statistically by analyzing the data collected. Lastly, Ethical Considerations highlight the need to preserve the honesty, confidentiality and safety of respondent data during research. We can observe that clear logical connection diagram between every step which goes into making complete and valid research.

3. RESULTS AND DISCUSSION

3.1. Results

3.1.1. Demographic Characteristics of Respondents

Demographic profile of respondents the demographic data presented in Table 2 gives a clear picture about the employees who took part in this study. It is imperative to comprehend these traits so as to then examine their views toward the variables under investigation such as work-life balance, innovative human resource management (HR) practices and talent retention. The demographic distribution provides an overview of some key characteristics from the descriptive analysis result of 370 respondents. Most of the respondents by gender were male, amounting to 58%; or 214 people and female respondents 42% or 156 people. This corresponding male majority reflects the overall pattern of the ICT sector, where the number of male employees is usually more than female. The distribution gives pointers about the demographics of the people working in the sector who may influence how they view their work-life balance and, also, what HR practices are deployed. When viewed from the age side, respondents were dominated by employees in the productive age group, namely 25-35 years as many as 65% or 241 people. More than 20% or 74 respondents were aged between 36-45 years and by age of over 45 years it was 15% or 55 respondents. While the most common age range for employees in the post, between 25 and 35 years, is generally indicative of an early to mid-career respondent — a critical time in work-life balance even under normal circumstances when these individuals have started to experience some degree of professional responsibility while also attempting to keeping a personal life afloat. In terms of education level, the majority of respondents were held S1 = 70% or 259 persons as for respondents' education background, 5% or 18 people also with diploma or doctorate (S3) education background, meanwhile most respondents had a S1 degree (70%) with the remaining only got master's (S2) making up of 25% or 93 people. Since the ICT sector is one that generally requires higher education qualifications, this composition also indicates that most IT and software personnel are a highly skilled workforce with universities background. It is also associated with employee's comprehension and valuing new policies related to work-life balance, talent retention implemented in the company. Approximately 30 % or 111 respondents have been in the company for less than 3 years, while 45 % or 167 has been there for 3 to five years and lastly, a quarter of them (25% or {blush|92} bad transformer) have worked with the company for more than five years. We can see from this distribution that most of the respondents have a considerable work-experience in their company, particularly between 3 to 5 years. This suggests they have a reasonably detailed knowledge of company policies around work-life balance and talent retention, as well as being exposed to different types of sustainable HR policies which can impact their views on the issues. Despite these similarities however, the characteristics of this population also has much to tell us in terms of differences in the wider profile seen from those who formed part of this research aimed at identifying the demographic details of respondents. Depending on their gender, age group, education level and length of stay in the company, they can assess current HR policies and identify necessary changes needed to build systems for work-life balance and talent retention. Thus, this rich knowledge about these demographic characteristics enables more accurate reading of the outcomes from additional analysis and that the inferences based on the research findings are appropriate for the target population.

Table 1. Demographic Characteristics of Respondents

Characteristics	Category	Amount	Percentage (%)
Gender	Man	214	58
	Woman	156	42
Age	25-35 Years	241	65
	36-45 Years	74	20
	> 45 Years	55	15
Education	Bachelor degree	259	70
	Master (S2)	93	25
	Others (Diploma/Doctoral)	18	5
Length of work	< 3 Years	111	30
	3-5 Years	167	45
	> 5 Years	92	25

Table above shows the Demographic characteristics of respondents which includes gender, age, education level and duration of service (in years) in the firm. The majority of respondents are male (58 percent), and most belong to the productive age group of 25-35 years (65 percent). The majority of respondents (70%) hold a bachelor degree, which aligns with the professional profile in the ICT sector. Considering the length of service, 45% of the respondents worked for 3 to 5 years. Such data illustrates the profile of respondents that is pertinent in exploring work-life balance impact as well as talent retention at organizations.

3.1.2. Validity and Reliability Test

Before analyzing the raw data that had been collected, a validity and reliability test was performed on the questionnaire instrument first to confirm that these instruments were capable of measuring variables such as work-life balance (WL-BAL), Innovative practices in HRM (HRM-INNOVATION) and talent retention (TR). With this test, we would want to evaluate how valid and reliable the questionnaire is able to measure these variables.

3.1.2.1. Validity Test

Exploratory Factor Analysis (EFA) was performed to test the validity of the instrument, which is a statistical method for examining the factor structure in an instrument. To determine if the items in the questionnaire can be clustered into factors consistent with the underlying theoretical constructs being assessed, this analysis is conducted. Construct validity was tested in this study through the value of factor loading for each item. Factor loading A statistic that expresses the extent to which all variables correlate with any underlying factor. In EFA results (Appendix 1), all items had a factor loading value more than 0.50 in the questionnaire. This means that all parts correlate highly with the measured factor and thus are valid in measuring work-life balance, innovative HR practices and talent retention variables. In social research, for example, a factor loading greater than 0.50 is considered sufficient (i.e. more than 50% of the variability of each item can be explained by its underlying factor). Therefore, the concretizing validity (constructing validity) in this instrument are satisfy all items. Moreover, since the variables of the present study are grouped well into pre determined factors (work-life balance, innovative HR practices and talent retention) it enhances construct validity through factor analysis. These results reaffirm that the questionnaire instrument utilized can validly assess the constructs of interest in this study.

Table 2. Validity Test Results

Variables	Questionnaire Items	Factor Loading
Work-Life Balance	Item 1	> 0.50
Work-Life Balance	Item 2	> 0.50
Innovative HR Practices	Item 1	> 0.50
Innovative HR Practices	Item 2	> 0.50
Talent Retention	Item 1	> 0.50
Talent Retention	Item 2	> 0.50

The factor loading analysis of each item in the questionnaire used for this study is shown in Table 6, which displays the validity test results. This validity test is done to ensure that the instrument can measure precisely and accurately what variables will be examined, in this case work-life balance, innovative practices in human resource management (HRD), and talent retention. All items of the questionnaire had factor loading values larger than 0.50 meaning that each item has a high correlation with the prevailing factor i.e. These results prove that the questionnaire instrument has adequate validity so that it can be used as a measurement tool for the desired construct, and confidence in the use of data obtained from this measure which is used to conduct further analysis and interpret research results which are relevant to each other.

3.1.2.2. Reliability Test

Besides validity, reliability test is also performed in order to test the internal consistency of the instrument, i.e. how closely related a set of items are as a group (how reliably measure a specific domain). The reliability test is conducted based on the Cronbach's Alpha coefficient, which is one of the most commonly used measuring instruments for internal reliability. Results from the reliability test in this study presented Cronbach's Alpha;

Work-Life Balance: $\alpha = 0,88$

Innovative HR Practices: $\alpha = 0,91$

Talent Retention: $\alpha = 0,85$

An instrument with a Cronbach's Alpha value of more than 0.70 means it is highly reliable tool. For social researches, as a rule of thumb, Cronbach's Alpha values larger than 0.70 are interpreted as an adequate internal consistency of the instrument (Nunnally & Borkenau, 1994). Cronbach's Alpha values greater than

0.85 obtained in this study also shows that the questionnaire used is proved to have a very good consistency as a measuring device of research variables. This means that all the items within each of the subscales of work-life balance, innovative HR practices and talent retention measure the same concept.

Table 3. Reliability Test Results

Variables	Cronbach's Alpha
Work-Life Balance	0.88
Innovative HR Practices	0.91
Talent Retention	0.85

However, the reliability test results are indicated in the following table — taking Cronbach's Alpha of the studied variables which include work-life balance, innovative HR practices and talent retention. As per the findings below, it is observed that all variable's Cronbach's Alpha are greater than 0.70 which depicts good internal consistency (Table 3). This result indicates that the analysed instrument has a good reliability and as such it is appropriate for further measurement and analysis.

3.1.2.3. Implications of Validity and Reliability Tests

The validity and reliability tests yield a good foundation to conduct further analyses on the obtained data. A high reliability makes sure that the results are reliable and valid, i.e. measuring what has been designed to measure for the variables given to study are appropriate. This will allow the analysis conducted in the subsequent stage, for example correlation and regression tests, to be valid and reliable; and therefore, can produce more precise and accountable result. The results obtained in the test also show that the research instrument is applicable to larger samples or for further studies on human resource management, work-life balance, and talent retention in other organizations. The instruments used in this study have been valid and reliable making us sure about the accuracy of measurement to depict employee perceptions towards work-life balance policies, innovations in HR management practices and talent retention antecedents.

3.1.3. Descriptive Analysis

In this study descriptive analysis was conducted to describe respondent's perceptions regarding few important variables that affects work (will continue in future as well) experience of employees, i.e. Work-Life Balance, Innovative Human Resources (HR) Practices and Talent Retention. This assessment consists a questionnaire form of Likert scale between 1-5, where mileage defined by higher numbers indicates greater positive perception towards variables being measured. A description of the analysis findings follows.

3.1.3.1. Work-Life Balance

In a scale of 1 to 5, the work-life variable gained an average score of 3.9 which is relatively high. However, it can be observed that the majority of respondents indicated that the balance between work and personal life is relatively good. The survey results show that respondents do not experience an excessive workload and still have time to relax, interact with their family, and engage in other personal activities. That means the company is keeping their employee well-being in mind and doing an alright job at it, but have room to get better. That is also a reflection of result from implementation of company policy which has provide the best in term of working hours, permit to take leave anytime and availability to work from home. But as a great place to work 'score' isn't the only thing that matters here, and flexibility along with concern for employee welfare should be improved by this company when dealing in circumstances wherein employees have to personally alter their lives on a major basis.

3.1.3.2. Innovative Human Resources (HR) Practices

The innovative HR practices dimension, which was to be the next variable under analysis, had a mean score of 4.2. These results mean that most respondents perceived the innovations in workforce management related to HR policies of the company as very good. Things like flexible working hours, wellness programs and an individual approach to employee development had a very positive perception. Moreover, this gives the employees flexibility to work whenever they want to as per their comfort without hampering productivity which is definitely one of the most appreciated ways of working in modern workplaces. The high score here emphasizes the need for innovation in HR policies to create a flexible working environment that addresses the varying needs of its workforce. Not only does this improve job satisfaction, but it also aids in retaining employees and generating productivity.

3.1.3.3. Talent Retention

The average variable of talent retention in this research was 3.8. This value means that most responders are willing to stay in the company for a longer time but there is still much to progress. This score suggests that while the company has practices which help employees stay, there are multiple other factors which deter them from wanting to eventually stay with the company. These could be career growth opportunities, a more competitive salary structure, and the setting of higher incentive schemes. Through careful evaluation and

revision of these policies, businesses can keep their talent around longer and provide the employees with a sense of value and a better long-term outlook.

The results of this descriptive analysis provide an overview that the company has shown some good efforts in improving work-life balance, adopting innovative practices in HR management, and retaining talent. However, there are still some areas that need improvement in order to further maximize employee satisfaction and retention.

3.1.4. Pearson Correlation

This study uses Pearson correlation analysis to find the relationship between the core variables. This analysis is done in order to measure strength and significance of association between variables i.e Innovative Human Resource (HR) Practices, Work-Life Balance and Talent Retention. Data collected from this analysis allows understanding of the effects and depth of how different HR policies impact balance between employee life and personal life leading them to stay or leave the company. Here is the summary of the set of Pearson correlation results.

3.1.4.1. The Relationship between Innovative HR Practices and Work-Life Balance

There was a positive relationship between Innovative HR Practices and Work-Life Balance with the correlation coefficient of $r = 0.62$ with $p < 0.01$ which is strong and significant (Table 1). The implication of this result is that the higher degree of work-life balance perceived by employees is related to the more innovative HR policies implemented since these (HR) practices have a positive impact on employee behaviour in general. In simpler terms, well-being practices enhance overall employee well-being and innovative policies support work flexibility, employee health and self-development. These practices not only help alleviate employees from work-related stress however also foster a new productive, healthy workplace that is bound to improve the quality of life of an employee outside work as well.

3.1.4.2. The Relationship between Work-Life Balance and Talent Retention

The analysis results indicate that Work-Life Balance & Talent Retention are positively correlated ($r = 0.54$, $p < 0.01$) moderately strong relationship between work-life balance & talent retention. This means an improved work-life balance will lead to employees being more likely intend to stay with the company. Thus, demonstrating that the professional-personal balance plays an important role in a long-term employment organization or otherwise. Improving this balance helps businesses cut turnover rates and hang on to good people longer.

3.1.4.3. The Relationship between Innovative HR Practices and Talent Retention

The analysis conducted further confirms a reasonably significant positive relationship Innovative HR Practices and Talent Retention ($r = 0.48$, $p < 0.01$). It suggests that fresh HR policies reflect how much employees want to be retained in the company. Employees who think that the company cares about their needs in terms of flexibility, skill advancement or personal well-being are likely to be more loyal and stick around for the long haul. New-age policies tend to create a more emotional attachment between an employee and the organization, which eventually helps with better talent retention.

The results of this Pearson correlation indicate that innovative HR practices, good work-life balance, and talent retention are interrelated and influence each other. The company's efforts to improve the quality of HR policies and create an optimal work-life balance will have a positive impact on employee commitment to continue their careers in the long term.

3.1.5. Multiple Linear Regression Analysis

Multiple linear regression analysis is one of the statistical methods used to analyze the relationship between two or more independent variables with a dependent variable. In the context of this study, multiple linear regression analysis is applied to test the effect of Innovative Practices in Human Resource Management (HRD) and Work-Life Balance on Talent Retention. This method allows researchers to evaluate the influence of both variables simultaneously, as well as see how much each independent variable explains the dependent variable.

3.1.5.1. Model 1: The Impact of HR Innovative Practices on Work-Life Balance

The first model tested the impact of Innovative HR Practices influencing Work-Life Balance. The analysis results indicates the β (beta) for innovative HR practices is 0.62 so the coefficient with dependent variable work-life balance are found to be positive, and human resource innovative practices increase the working carry out balance positively. This implies that each one unit of innovation in HR practices will cause work-life balance to rise by 0.62 units. Moreover, the R^2 of 0.38 shows that the 38 per cent variation in work-life balance is being explained by variation in innovative HR practices. In other words, a major contribution to the balance between work and personal life comes through innovation in HR policies. These are also

evidenced by the p-value lower than 0.01, which means that innovative HR practices have a statistically significant effect on work-life balance in the confidence level of 99%. Aspects of innovative HR policies like flexible working schedule, mental health support leave and development programs for employees directly influence workers ability to meet their job demands vs maintaining a healthy personal life. This, in turn, leads to improved job satisfaction with less job-related stress and a greater likelihood of the employee remaining with the organization for the long-term.

3.1.5.2. Model 2: The Impact of HR Innovative Practices and Work-Life Balance on Talent Retention

The motive of the second model is to examine the simultaneous association of HR Innovative Practices and Work-Life Balance with Talent Retention. The regression coefficient (β) of HR innovative practices is 0.40 and of work-life balance is 0.45 in this model. The regression coefficients give similar evidence, suggesting that both ultimately strengthen talent retention (the greater the number of free tokens and supply price, t value equals $23.121564 < 0$), with a significant positive relationship here (p-value association between pair free token and talent retention equal to $+ 2.0613E-107$ p-value correlation coefficient within supply price and talent retention is equal to $+ 1$) } Which means HR innovative practices and work-life balance have positive impact on employees which leads them to stay in the company. In particular for HR innovative practices, an increase by one-unit in the level of HR innovative practices leads to a respective 0.40 unit increase in talent retention, and the same for work-life balance where an increase by one-unit leads to a 0.45 unit increase in talent retention. This combination of these two independent variables explains 47% of the variation in talent retention ($R^2 = 0.47$). This is quite a high figure and reflects the importance of things like innovation in HR management and a positive work-life balance, to employee retention rates. More concretely, the quality or non-quality of HR policies and the company's ability to support employees' work-life balance explains almost half of employee decisions on whether to stay or leave a company. In addition, the significance of these two variables is low ($p < 0.01$), which highlights the validity of using this analysis. But organizations that effectively implement such innovative HR policies and ensure work-life balance among the employees are likely to retain better talent. Talent retention is a more than just employee satisfaction; it also directly affects company productivity, operation funding and the time and money spent on recruiting new employees.

The results of this analysis provide strong evidence that innovative HR practices and work-life balance are key factors in talent retention. For companies, understanding and implementing these strategies will provide long-term benefits in retaining quality employees, reducing turnover, and increasing competitiveness in the market.

3.2. Discussion

Abstract- This paper emphasizes innovative HR practices that can effectively improve work-life balance and retention of talent, which in turn may lead to higher productivity at workplace. Analysis of results through multiple linear regression shows that innovative HR practices significantly affect work-life balance ($\beta = 0.62$). This demonstrates that innovation policies like flexi working time, welfare, and long-term career development have a great role to play in creating an environment appropriate for the well-being of employees. This research further validates that flex schedule and policies regarding the physical and mental health of employees are extremely important aspects. The availability of job autonomy enables employees to cope with work demands while avoiding personal life costs which ultimately translates into higher job satisfaction. This study aligns with previous studies which indicate that employee well-being enhances the commitment and retention of employees in the organization. The simultaneous impacts of innovative HR practices and work-life balance on talent retention are also demonstrated in this study with regression coefficients (β) at 0.40 and 0.45 respectively. The above discussed finding signifies that the ability of an organization to implement the innovative policy and the support given by the company towards balancing life inside and outside professional area became a predominant factor for retaining employees. The R^2 value of 0.47 indicates that these two variables are able to explain 47% of the variation in talent retention, which underlines the extent to which HR policy innovation, or rather its delivery will determine whether employees stay where they are Wellness and flexibility-based innovations in HR management directly affect employee performance. When employees believe that the company is concerned for their well-being, both personal and professional that would directly boost enthusiasm to work. Furthermore, these policies also assist in minimizing the expenses borne by organizations on high employee turnover. Having policies that foster employee well-being and work-life balance may help companies retain top talent, reducing the need for or frequency of recruiting new workers, do they. Such ground-breaking HR policies not only help with retention but also the branding of the company. Businesses with a stellar reputation for getting great tender love and care to their employees tend to have a greater labour market standing. In turn, this means that the company attracts and has to hire fewer people as they are happy soldiers (employees) that do not have low morale thus competition for top talents looms large. It is equally important that companies ensure they are implementing the policy consistently. This is why flexibility and well-being policies with a lack of strong managerial support may not be implemented in their best forms. Consequently, organizations ought to engage managers

within the course of crafting and rolling out creative HR practices in order that such practices are really practiced at all levels of the organization. Such studies further affirm that innovative HR policies, which provide proper support of a work-life balance are pivotal in enhancing talent retention and employee productivity. When it comes to companies staying focused on these policies will pay dividends over the long-term in the form of higher productivity, lower turnover costs and market competitiveness.

4. CONCLUSION

The purpose of this study is to assess the impacts of innovative HR management practices and work-life balance on talent retention among multinational ICT companies in Indonesia. It has been concluded from the results that HR practices innovation, especially flexible working hours, welfare programs and sustainable career development strategies boost employees work-life balance. Thus, the implication of this finding for organizations that effectively encourage innovative policies, is that they are more likely to benefit from enhanced well-being and lower stress, so that employees will stay with them in the long run. In the initial model, the regression coefficient indicates that innovative HR practices explain 38% of variance in work-life balance, affirming the significant role flexibility and welfare policies play in enhancing employee quality of life. Work-life balance improves employee focus, helps boost motivation, and contributes to overall productivity. It has been proven that employee productivity and loyalty are maternally dependent on policies that stimulate their emotional, and physical wellness. The second model that holds for the regression analysis of innovative HR practices and work-life balance on talent retention jointly is statistically significant with a coefficient of determination (R^2) = 0.47. This means that they explain about half of the employee's decision to stay in the company. Those that manage to put in place groundbreaking policies which cater for work-life balance will be uniquely placed to retain quality talent over the long-run. So, talent retention is the sign of how successful your HR policies are creating a good climate or culture that must be reflected in terms of the sustainability of operations and maintaining the competitive advantage for a company. The key takeaway for practitioners from this study is that HR management strategies which prioritize employee well-being and work-life balance are worth pursuing in order to retain high-quality employees and lower the turnover rate. Novel HR practice has been proven to enhance loyalty among existing employees, diminish costs associated with hiring and training new employees and help in the overall accomplishment of corporate strategy (Jiang et al. Moreover, organizations that are known to promote policies that encourage employee health and wellness naturally gain a more outstanding reputation in the labor market, thereby improving their appeal to prospective talent. Practical Implications The results of the current study urge organizations to innovate their human resource management functionalities and continuously monitor the effectiveness of applied policies to keep abreast that these policies meet employees — expectations which are mainly dictated by the dynamicity of business environment. By emphasizing the importance of maintaining a healthy work-life balance and prioritizing employee welfare, organizations can create an environment that fosters stable growth while improving their competitiveness in the marketplace.

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