

UDC 331

THE EFFECT OF COMPENSATION ON EMPLOYEE RETENTION WITH JOB SATISFACTION AS A MEDIATING VARIABLE

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ABSTRACT

Companies must strive to retain the best of employees in order to remain loyal to the company and work. The purpose of this study was to analyze the effect of compensation and job satisfaction on employee retention, the effect of compensation on job satisfaction, and analyze the mediating role of job satisfaction variables. This research uses explanatory research. The research location is in four branches of Kasih Ibu Hospital in Bali Province, including Denpasar, Kedonganan, Tabanan, and Saba branches. The total population of the study was 180 permanent nurses using the saturated sample technique. Data collection techniques using interviews and questionnaires. The data analysis technique used was descriptive analysis and Partial Least Square (PLS). The results showed that (1) compensation had a positive and significant effect on employee retention, (2) job satisfaction had a positive and significant effect on employee retention, (3) compensation had a positive and significant effect on job satisfaction, (4) job satisfaction partially mediated The relationship between compensation and employee retention at Kasih Ibu Hospital, Bali Province. The theoretical implication and suggestion from this research is that compensation can be used as a way to increase job satisfaction and employee retention. Companies can provide training, training, and strive to develop employee careers so that employees stay longer in the company.

KEY WORDS

Compensation, job satisfaction, employee retention.

The World Health Organization (WHO) defines a hospital as an integral part of a social and health organization with the function of providing services, curing disease, and preventing disease. Hospitals have a very important role in supporting public health. Facing the era of globalization, every organization is required to always respond to changes quickly and accurately in order to maintain the sustainability of the organization, including the health sector. The number of health services in Bali in 2019 based on data from the BPS Bali Provincial and the Bali Provincial Health Office, shows that health services in Bali are spread evenly in various regions. The number of health services, in this case hospitals in Bali, namely 58 general hospitals, makes the competition between hospitals even more pronounced. Hospitals must be able to compete so that they are not left behind and can maintain their existence, hospitals must be able to provide the best service. Hospital management must prioritize motivating, training, and developing employees who are most in line with the company culture or close to the desired performance (Grensing, 2006:21). It is intended that the hospital has employees who contribute and do not lose the best employees.

Employee turnover from one hospital to another is something that happens because of the need for everyone to look for something better than before. High employee turnover in hospitals has an unfavorable impact such as delays in the service process or vacancies (Prihanjana, 2013). Hospital management must prepare various good and targeted strategies so that employee turnover in the hospital can be minimized. The hospital's real effort in retaining its best employees and preventing employees from leaving their jobs refers to employee retention (Nair, 2009). The main focus of employee retention is to make the best employees stay in their jobs and continue to contribute to the company (Samuel and Chipunza 2009).

Problems related to the low level of employee retention in hospitals most often occur in the nursing department. This is because nurses are the largest resource in hospitals, amounting to 55-65% (Carayon et al, 2003). The nursing profession also provides constant service to patients every day for 24 hours. Therefore, nursing is one of the main problems in the health care industry (AlBattat et al, 2013). This research was conducted in four branches of the Kasih Ibu Hospital, Bali Province, namely Denpasar, Kedonganan, Tabanan, and Saba.

The turnover rate for permanent nurses at Kasih Ibu Hospital in Bali Province is above the reasonable limit of 13.9% in 2019. This shows that the turnover rate for permanent nurses at Kasih Ibu Hospital in Bali Province is high. Employee turnover has an inverse relationship with employee retention. If the turnover rate of a company is high, the employee retention rate tends to be low and vice versa. Permanent nurses who leave every year are dominated by reasons for resigning. The results of a brief interview conducted at the beginning of the study, four of the seven nurses said that the wages for work in other hospitals were higher than the Kasih Ibu Bali General Hospital. The remaining three decided to keep working because they did not have other job opportunities. The results of interviews with management stated that nurses left their jobs because they received job offers in better places or with higher work positions. This can identify that the level of employee retention of Kasih Ibu Hospital in the nursing department is low. Hospital management needs to strive for nurses to be more loyal to hospitals so that hospitals do not lose their best nurses. Employee retention can be increased by conducting more in-depth management both in terms of physical, mental, and employee attitudes so that employees remain loyal and can work productively (Hasibuan, 2017). Mathis and Jackson (2009:118) explain that compensation is an important factor that influences an employee to stay in a company. Employees feel valued when they are rewarded equitably for the contributions they have made to the company.

A compensation must be fair, strong, and true. Giving unfair compensation will cause disappointment to the company so that employees have a desire to leave the company. The company is responsible for regulating the amount of compensation received by employees so that every best employee owned by the company is willing to stay in the company (Muljani, 2002). The conclusion is that employees will feel comfortable to stay in a company if the rights they get are in accordance with what they want. Employees' perception of how well their work will create a job satisfaction.

Richard et al. (2012) define job satisfaction as a person's attitude or feeling towards the work itself, salary, promotion or educational opportunities, supervision, co-workers, workload, and others. Bashir et al. (2011) stated that compensation is an important aspect of job satisfaction. A nurse who feels that the work she does is in accordance with the job description that should be added with promotion opportunities, superiors who are able to protect subordinates, co-workers who can be invited to work together and conducive working conditions will increase the job satisfaction of a nurse, which in the end will increase employee retention (Chipunza and Samuel, 2009).

Mathis and Jackson (2009:128) explain several factors related to employee retention, namely organizational culture, career opportunities, rewards, task design and employee relations. Research by Kwenin (2013) conducted in a company in Ghana shows that the opportunity to be able to develop a career in a company has a significant effect on employee retention. Clear career development in a company is a separate motivation for employees to continue to contribute to the company. Career development in question includes promotions, training, and skills development to support the work of employees in the company (Meyer and Smith, 2000). Training or career development programs carried out by the company make employees more involved in organizational activities (Kwenin, 2013). Engagement with the organization makes employees more emotionally attached to the company which in turn increases the desire to stay in the company.

The results of research by Ruvimbo (2014) show a positive relationship between rewards and employee retention. Awards are one of the determinants of employee retention (Kyndt et al. 2009) which basically means that awards can be interpreted as a company's effort to foster a sense of respect and recognition in the work environment. Most employees

choose to stay in the company because they get an award from where they work. Bustamam et al. (2014) explained that the award consists of financial and non-financial awards. Financial awards include salary increases, incentives or benefits while non-financial awards include recognition from the company for employee contributions. The rewards received by employees will increase the desire to stay in the company.

In addition to the phenomena that occur in the field, there are previous studies that show a research gap, namely according to Terera and Ngirande (2014) which states that reward has an insignificant effect on nurse job satisfaction. This shows that reward is not the only determinant of nurse job satisfaction. Pillay (2009) in his research on nurses also mentions the same thing, namely there is no significant relationship between reward and job satisfaction. Chiekezie et al. (2017) in his research states that there is a weak relationship between salary and job satisfaction of Bank employees at Anambra, but the relationship is positive. Msengeti and Obwogi (2015) state that salary has a weak influence on employee retention. Adeoye and Fields (2014) found that there is a weak correlation between compensation management and employee job satisfaction.

Based on the description above, what is interesting to study in this study is the effect of compensation on employee retention with job satisfaction as a mediator (study on permanent nurses at Kasih Ibu Bali General Hospital). The formulation of the hypothesis and conceptual framework in this study are:

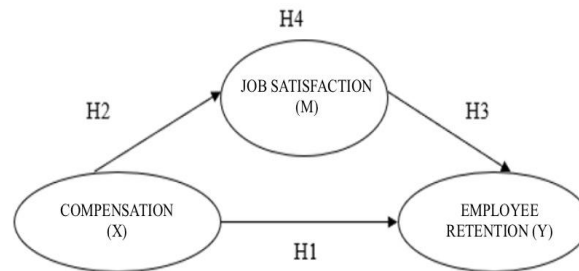


Figure 1 – Conceptual Framework

Based on the conceptual framework, the hypotheses that can be formulated are:

- H1: Compensation has a positive and significant effect on employee retention;
- H2: Job satisfaction has a positive and significant effect on employee retention;
- H3: Compensation has a positive and significant effect on job satisfaction;
- H4: Job satisfaction mediates the effect of compensation on employee retention.

METHODS OF RESEARCH

This study uses explanatory research, which explains a relationship between variables through hypothesis testing. The model used in this study is a causality model, which is a study that aims to determine a causal relationship between two or more variables (Sugiono, 2013:5). The location of this research was carried out in four branches of Kasih Ibu Hospital in Bali Province, including the Denpasar branch, Kedonganan branch, Tabanan branch, and Saba branch. The population in this study were all permanent nurses in the four branches of the Kasih Ibu General Hospital, Bali Province, totaling 180 nurses. Sampling in this study used a saturated sample technique. Sugiono (2018) explains that the technique for determining saturated samples is to make all members of the population as samples, and a good sample is >100 samples.

The instrument used to collect data is in the form of a questionnaire consisting of a set of statements to measure the variables that have been determined. Data collection will be done through a questionnaire that is submitted to the respondents. The statements in the closed questionnaire were made using a Likert scale. This study uses a Likert scale with a score of 1 to 5. The answer to each instrument that uses a Likert scale has a gradation from strongly agree to strongly disagree.

Testing the research instrument used in this study is to test the validity and test reliability. Data analysis used descriptive and inferential analysis techniques, namely Partial Least Square (PLS). Hypothesis testing is done by looking at the value of t-statistics and probability values. Testing the effect of mediation using Variance Accounted For (VAF).

RESULTS AND DISCUSSION

Based on the results of the study showed that there were more female nurses than male with a percentage of 93.9%. The largest nurse age group was <25-35 years old (70%) and the smallest was in the >45 year age group (7.8%). Most of the respondents' last education came from DIII nursing with a percentage of 46.1% and S1 Nursing 42.2%. Assessing the structural model with PLS structural can be seen from the Q-square value for endogenous latent variables as the predictive power of the structural model. The R-square value is a goodness fit model test.

The R-square value of the job satisfaction variable is 0.544, which means 54.4% of the job satisfaction variable can be explained by the compensation variable while the rest is explained by other variables outside the research model. The R-square of the employee retention variable is 0.658, which means that 65.8% of the employee retention variable can be explained by compensation and job satisfaction variables, while the rest is explained by other variables outside the research model.

The inner model test is done by looking at the Q-square value which is the goodness of fit test of the model. If the Q-square value is greater than 0 (zero) it shows that the model has predictive relevance, whereas if the Q-square value is less than 0 (zero) it shows that the model lacks predictive relevance. Calculation of Q-square can be seen as follows:

$$Q^2 = 1 - \{(1 - R_1^2) (1 - R_2^2)\} = 0,844$$

Based on the above calculations, the Q-Square value is 0.844, more than 0 and close to 1, so it can be concluded that the model has a predictive relevance value or the model deserves to be said to have a relevant predictive value.

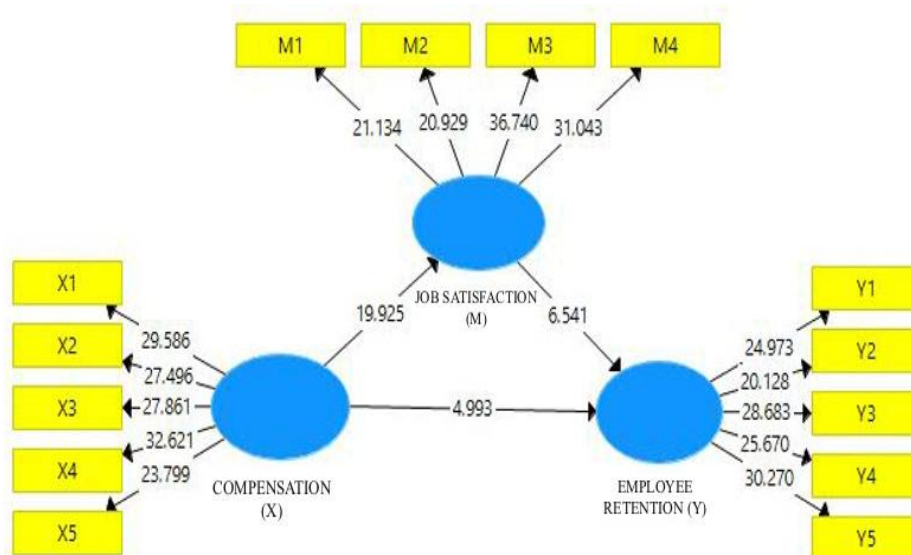


Figure 2 – PLS Bootstrapping Output Results (Source: Data processed, 2020)

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output result for inner weight. Table 5.9 provides the estimated output for structural model testing.

Table 1 – Direct Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STDERR)	T Statistics (O/STDEV)	P Values
Satisfaction → Retention	0,472	0,468	0,072	0,072	6,541	0,000
Compensation → Satisfaction	0,738	0,740	0,037	0,037	19,925	0,000
Compensation → Retention	0,398	0,401	0,08	0,08	4,993	0,000

Source: Data processed, 2020.

Table 2 – Indirect Influence Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STDERR)	T Statistics (O/STDEV)	P Values
Compensation → Satisfaction → Retention	0,348	0,346	0,057	0,057	6,137	0,000

Source: Data processed, 2020.

Table 3 – Variance Accounted For (VAF) results

Variable Effect	Direct Effect	Indirect Effect	Total effect	VAF
Satisfaction → Retention	0,472	-	0,472	-
Compensation → Satisfaction	0,738	-	0,738	-
Compensation → Retention	0,398	0,348	0,746	0,466

Source: Data processed, 2020.

Variance Accounted For or VAF is a measure of how much the mediating variable is able to absorb the previously significant direct influence of the model without mediation. If the VAF value is above 80%, it can be declared fully mediating, and if the value is between 20% and 80%, it can be categorized as partial mediation, but if the VAF is less than 20% it can be concluded that there is almost no mediating effect. Based on the results from Table 5.11, the VAF for satisfaction testing as a mediator of the relationship between compensation and retention is between 20% to 80%, which is 0.466

Hypothesis 1 states that compensation has a positive and significant effect on employee retention. The results of the parameter coefficient test between compensation and employee retention indicate a positive relationship with a coefficient value of 0.398 with a t-statistic value of 4.993 and significant at = 0.05 the t-statistic value is above the critical value of 1.96, thus H1 is accepted.

Compensation according to Panggabean (2004:75) is defined as a form of appreciation given to employees as remuneration for contributions made by employees to the company. Mathis & Jackson (2006:126) explain employee retention as the company's ability to retain potential employees of the company to remain loyal to the company. The results of this study are in accordance with Sarmad et al. (2016) which explains that there is a positive relationship between compensation and employee retention. Employees need to feel financially comfortable to stay committed to an organization that pays them well. This will lead to long life employment or loyalty in working in the company.

Jiang et al. (2009) stated that the compensation provided by the company must consist of a competitive base salary to attract and retain employee talent. The greater the compensation received by the employee, the more likely the employee is to remain in a company. This supports the results of this study and is also in accordance with the research of Akhtar et al. (2015) which explains that there is a significant positive effect between the rewards system and employee retention. This is also in accordance with research by Teru & John (2017) and Haider et al. (2015) which states that compensation has a positive effect on employee retention. Research by Palwasha et al. (2016) stated that compensation is an important factor influencing employee intention to stay. The results of this study contradict the results of research by Msengeti and Obwogi (2015) which states that salary has a weak influence on employee retention. Giving an attractive salary for employees will increase morale and create a sense of wanting to stay working at the company.

Hypothesis 2 states that job satisfaction has a positive and significant effect on

employee retention. The results of the parameter coefficient test between job satisfaction and employee retention show a positive relationship with a coefficient value of 0.472 with a t-statistic value of 6.541 and significant at $\alpha = 0.05$ the t-statistic value is above the critical value of 1.96, thus H2 is accepted. Bangun (2012) states that job satisfaction is related to the feeling of an employee when working, whether it is pleasant or unpleasant to do. Memon et al. (2010) in his research stated that when employees are satisfied at work, they tend to stay. Iqbal et al. (2017) have confirmed that job satisfaction has a positive relationship and has a significant impact on employee retention. Various studies have determined that employees with positive experiences associated with higher levels of job satisfaction have a lower tendency to leave their current organization. Biason (2017) also proves the positive effect of job satisfaction on employee retention. Research by Motlou et al. (2016) stated that job satisfaction has an effect on employee retention.

The results of this study are in accordance with the research of Das & Baruah (2013) which says that there is a significant effect of job satisfaction with employee retention. The higher the level of job satisfaction, the lower the employee's intention to leave the company. Thus the retention rate in the company will be higher. Jugurnath et al. (2016) and Chaturvedi & Kanchan (2016) state that there is a relationship between job satisfaction and employee retention. Neog and Barua (2015) explain that job satisfaction has a positive effect on employee retention. Employees who are happy and satisfied with their work are more productive, creative and more dedicated in working for the company. It was also explained that job satisfaction not only increases employee retention but also reduces the cost of hiring new employees.

Hypothesis 3 states that compensation has a positive and significant effect on job satisfaction. The results of the parameter coefficient test between compensation and job satisfaction show a positive relationship with a coefficient value of 0.738 with a t-statistic value of 19.925 and significant at $\alpha = 0.05$ the t-statistic value is above the critical value of 1.96, thus H3 is accepted. The results of this study are in accordance with that carried out by Hariandja (2012) proper compensation will stimulate work passion and employee job satisfaction. Abadiyah & Purwanto (2016) show that compensation has a positive and significant effect on job satisfaction. This explains that the existence of compensation in accordance with the wishes of employees will lead to employee job satisfaction. Odunlade (2012) stated that compensation has a positive and significant effect on job satisfaction. This is supported by the results of research conducted by Nawab & Bhatti (2011) and Lambert et al. (2001) which states that compensation has a positive and significant effect on job satisfaction. Qasim et al. (2012) in his research stated that salary is one of the basic components of job satisfaction because it has a strong influence in determining job satisfaction.

Hypothesis 4 states that job satisfaction mediates the relationship between compensation and employee retention. The results of the coefficient test of the indirect effect of compensation on employee retention through job satisfaction show a positive relationship with a coefficient value of 0.348 and significant at $\alpha = 0.05$. Based on the calculation of the VAF value for satisfaction testing as a mediator of the relationship between compensation and retention, the value is between 20% to 80%, which is 0.466 or 46.6% so that it can be categorized as partially mediating. Based on the results of the effect of the compensation variable on the significant job satisfaction variable and the significant effect of the job satisfaction on the employee retention variable, it can be said that the findings of this study support the partially mediated effect.

The test results show that the fourth hypothesis can be accepted. This means that compensation has an effect on employee retention with job satisfaction as a mediating variable. Job satisfaction partially mediates the effect of compensation on employee retention. This means that there is an indirect effect of compensation on employee retention through job satisfaction. High compensation in the company will result in increased job satisfaction which in turn will make employee retention higher.

The higher the compensation provided by the company, the nurse's job satisfaction will increase so that the employee retention rate will be higher. Compensation in this study

consists of salaries, wages, incentives, allowances and facilities. Job satisfaction in this study consisted of the work itself, promotion, supervision, and co-workers. Mabaso and Dlamini (2017) state that reward or compensation has a positive and significant effect through job satisfaction on employee retention. Azeez (2017) and Hong et al. (2012) in his research stated that employee compensation and job satisfaction have a positive relationship with employee retention.

This study provides theoretical implications, namely as follows: the results of this study are in accordance with the RBV theory or Resource-based view theory, which is a theory that shows that the success of a company will be largely determined by how the company manages its resources. The amount of compensation in financial and non-financial terms will affect the level of employee retention. Providing fair compensation will increase employee job satisfaction. Employee job satisfaction can affect employee retention.

The results of this study are used as information and input for the management of Kasih Ibu Hospital in paying attention to factors related to staffing to create high nurse retention at Kasih Ibu Hospital Bali. Managing job satisfaction and paying attention to the compensation given to nurses can create a comfortable work environment for nurses and will support the creation of nurse retention.

CONCLUSION

Based on the results of the research analysis and the discussion in the previous chapter, the conclusions of this study are as follows: Compensation has a positive and significant effect on employee retention. This means that the higher the compensation given by Kasih Ibu Hospital to nurses, the higher the nurse retention rate of Kasih Ibu Hospital. Compensation has a positive and significant effect on job satisfaction. This means that the higher the compensation given by Kasih Ibu RSU to nurses, the higher the job satisfaction felt by the Kasih Ibu RSU nurses. Job satisfaction has a positive and significant effect on employee retention. This means that the higher the job satisfaction of the Kasih Ibu RSU nurses, the higher the retention rate of the Kasih Ibu RSU nurses. Job satisfaction partially mediates the effect of compensation on employee retention. This means that there is an indirect effect of compensation on employee retention through job satisfaction. The higher the compensation provided by the company, the nurse's job satisfaction will increase so that the employee retention rate will be higher.

Based on the conclusions that have been described and the results of the respondents' answers related to this research, the suggestions that can be given are: Hospital management can increase nurse retention by paying attention to compensation and job satisfaction factors. Further research can add other variables that affect employee retention such as work environment, work ethic, organizational commitment or leadership in different research objects such as the banking sector, education or trading.

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