



**THE EFFECT OF COMPENSATION ON EMPLOYEE
RETENTION THROUGH WORK SATISFACTION AND
EFFECTIVE COMMITMENTS AS A MEDIATING VARIABLE
(STUDY AT THE JAYAKATHA BALI BEACH RESORT
RESIDENCE AND SPA, INDONESIA)**

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Abstract

The purpose of this research is to analyze the effect of compensation to employee's satisfaction and affective commitment, to analyze the effect of job satisfaction to affective commitment, to analyze the effect of affective commitment to employee's retention, to analyze the effect of employee's satisfaction to employee's retention, to analyze the effect of compensation through job satisfaction to employee's retention, to analyze the effect of compensation through job satisfaction to affective commitment and employee's retention, to analyze the effect of compensation through job satisfaction to, the effect of job satisfaction through affective commitment to employee's retention. This research is classified as causal research which uses descriptive analysis and inferential analysis, with Partial Least Square (PLS) Method. This research uses a proportional random sampling method, a technique which takes its sample from the population of the member which is done randomly by omitting any level in the population with the total respondent are 170 employees. The research's result shows compensation has an effect positive and significant on job satisfaction and affective commitment, job satisfaction has an effect positive and significant on affective commitment and on employee's retention, affective

commitment has an effect positive and significant on employee's retention, compensation through job satisfaction has an effect positive and significant on employee's retention, (7) compensation through job satisfaction has an effect positive and significant on affective commitment and on employee's retention, job satisfaction through affective commitment has an effect positive and significant on employee's retention. At last, the practical implications based on research findings are made.

Keywords: Compensation, job satisfaction, affective commitment, and employee's retention

INTRODUCTION

World tourism and the hospitality industry are among the contributors to the country's foreign exchange. The rapid development of the hospitality industry in Bali today requires companies to provide the best quality service to their guests. The role of human resources in an organization is very important, especially for organizations based on services. In hospitality industry, the success of a company depends on its employees. Employees are not merely objected in achieving goals, but also become subjects or actors. This makes the companies engaged in the hospitality industry aware of the value of employee investment as a human resource. Where currently gathering a skilled and well-performing workforce is increasingly difficult to do, moreover maintaining existing ones. Companies must prioritize finding, hiring, motivating, training, and developing employees who are closest to the hotel culture and desired performance, Pophal (2006).

There are various factors that influence employees to stay in the company, one of these factors is compensation. Through compensation, employees will be more enthusiastic at work. According to Sastrohadiwiryono (2014: 5) compensation is a reward in return for services provided by the company to employees because it has contributed energy and thoughts to the progress of the company in order to achieve its stated goals. In line with the research conducted (Lamba, 2013). Explaining that compensation has a significant impact on the affective commitment which then relates to employee retention further Anis et al (2011) concluded that the results of research on organizational commitment have a strong and positive relationship with employee job satisfaction and employee retention. (Kumar, 2012) explained that their employees feel valued by the company for their performance and contribution if they get a good salary.

In addition to compensation, employees always want satisfaction in working. Good job satisfaction can increase employee retention. If the retention of employees of a company is bad, it will worsen the condition of its employees, which in turn can cause a decrease in employee

job satisfaction. The decrease in job satisfaction is the attitude of employees who can not feel the things that can make employees survive such as less fulfilled compensation or attitude from managers to employees who are less communicative. Wening, (2015). However, employees do not always get the desired job satisfaction, this is due to a non-conducive working atmosphere, such as employees feeling their work is never finished. Thus, employees feel anxious, not enthusiastic, cannot enjoy work, and do not feel at home with work now.

In line with the research conducted by Ricardo S. Biason (2014). The results of the study show that there is a positive correlation between employment, employee satisfaction and retention. Furthermore, Sharon Ruvimbo Terera et al. (2014) explained that the results of work satisfaction research had a positive and significant effect on employee retention. The research conducted by Daisy Ofosuhene Kwenin et, al (2013) job satisfaction and favourable human resource policies have a positive relationship with employee retention.

Affective commitment is an emotional attachment of employees that shows employee involvement in the organization and encourages employees to provide something more for the company. Affective commitment is one of the important factors that can improve employee performance and social relations between individuals in the company. Affective commitment is an emotional attachment that can be identified through the high involvement of an employee towards his organization Casimir et al (2012). Becker, et al (2016) explained that affective commitment can be said that employees who have affective commitment already involve emotional factors, so employees with affective commitment will work with feelings of pleasure and enjoy their role in the company. Employee retention is the company's ability to retain potential employees owned by the company to remain loyal to the company. Employee retention refers to company policies to prevent employees from leaving the company. According to Ragupathi, (2013) states that employee retention is one technique by management to make employees stay in an organization for a long period of time. Furthermore, Karthi (2012) states that employee retention is a process where employees are encouraged to remain in an organization until the project is completed or within the maximum period. Then Susilo, (2013) Employee retention is an effort to maintain potential employees to remain loyal to the company.

Research Hypotheses

H1: Compensation has a positive and significant effect on job satisfaction.

H2: Compensation has a positive and significant effect on affective commitment.

H3: Job satisfaction has a positive effect on affective commitment.

H4: Affective commitment has a significant and significant effect on employee retention.

H5: Job satisfaction has a positive and significant effect on employee retention.

H6: Compensation has a positive and significant effect through the workload on employee retention.

H7: Compensation through job satisfaction has a positive effect on affective commitment.

H8: The effect of compensation through job satisfaction has a positive effect on employee retention.

H9: Job satisfaction through affective commitment has a positive effect on employee retention.



Figure 1 Research Framework

In accordance with the objectives and number of constructs identified, a concept and relationship model can be established where the model X has a direct and indirect effect on Y, and there are two or more mediators, with one mediator being the cause of other mediators. The conceptual framework model in this study is illustrated in Figure 1.

Sources:

H1: Hariandja. (2012), Sharon dan Hilanganipai (2014). Meyer, *et.,al* (2014), Rabia, (2013). Carmeli (2012) dan Al-Hussami (2011).

H2: Anis et al, (2011). Abdullah *et.,al*, (2013), Allen (2015). Murtaza *et.,al* (2014). R. Philipus Lewis, (2013).

H3: Meyer *et.,al* (2012). Newstrom (2017). Bohlander, *et.,al* (2010). Milkovich, *et.,al* (2015). Rouse, (2011).

H4: Grub (2016). Koster, F. (2011). Wocke, A. *et.,al*. (2012). Shanock dan Eisenberger, (2016).

H5: Darwin Lie, *et.,al* (2015). Chew, J (2015). Chipunza (2016). Denton, 2010. Mobley *et.,al.*, (2011).

H6: Hanganipai Ngirande *et.,al*, (2016). S.Shah (2013). Donna M Nelson (2013). Ankita Chaturvedi, (2016). Calvin Mzwenhlanhla Mabaso *et.,al*, (2017).

H7: Sharma, *et.,al* (2010). Cohen, Sheldon and Sarah D.Pressman (2016). Deaton and Angus (2017). Diener, *et.,al*. (2006). Winer *et.,al*. (2014).

H8: Near, J.P.,Rice (2014). Strydom, (2011). Tezera, (2014). Verret (2012). Peerbhai, (2006).

H9: Nawab *et.,al* (2011). Martocchio, (2013). Mangi, *et.,al* (2011). Krell, (2011). Hamman Fisher, (2010).

RESEARCH METHODS

This study uses explanatory research, which describes a relationship between variables through testing hypotheses. The model used in this study is a model of causality which is a study that aims to determine the causal relationship between two or more variables (Sugiono, 2013: 5). This study was conducted to explain the effect of compensation on employee retention through job satisfaction and affective commitment as an intervening variable at The Jayakarta Bali Beach Residence Resort and Spa. In this study, there are independent variables (compensation), dependent variables (employee retention) and Intervening variables (job satisfaction and affective commitment).

Table 1. Proportional Total Sample

No	Department	Ni	$\frac{Ni}{N}$	$\frac{Ni}{N} \times n$
1	Accounting	24	0,09	15,3 ~ 15
2	F&B Service	79	0,27	45,5 ~ 45
3	Front Office	34	0,12	20,4 ~ 20
4	Laundry	21	0,08	13,2 ~ 13
5	Engineering	28	0,09	15,3 ~ 15
6	Housekeeping	36	0,13	22,1 ~ 22
7	Human Resources Department	32	0,10	16
8	Executive	28	0,09	15,3 ~ 15
9	Gardeneer	14	0,05	8,5 ~ 9
Total		296 (N)		170 (n)

In Table 1, it is explained that the number of samples is obtained from calculations using the Slovin method. The total number of employees from various departments is 296 employees. From this calculation, a proportional sample of 170 samples can be taken in various

departments. This analysis uses the Partial Least Square (PLS) method with the Smart PLS 3.0. PLS is a Structural Equation Model (SEM) model based on components or variants.

RESULTS AND DISCUSSION

Based on the sex characteristics of the respondents, the majority of male respondents were 92 people 54.1% and women 78 people 45.9%. More dominant male employees adjust to working needs that are more specific to men. Furthermore, based on the age characteristics of respondents, dominated by respondents with ages 26-35 years as many as 80 respondents 47.1%, judging from the age of respondents who dominated between 26-35 due to workload and demands for work with high mobility. Based on the last educational characteristics of the respondents, it was dominated by respondents who took their last senior secondary/vocational education as many as 87 respondents or 51.2%. The more dominating workforce with high school / vocational education level, the proof of the company is concerned with the absorption of local labour. For probability values, the p-value with alpha 5% is less than 0.05. The t-table value for alpha 5% is 1.96. So the hypothesis acceptance criteria are when t-statistics > t-table. The test results can be seen in Figure 2.

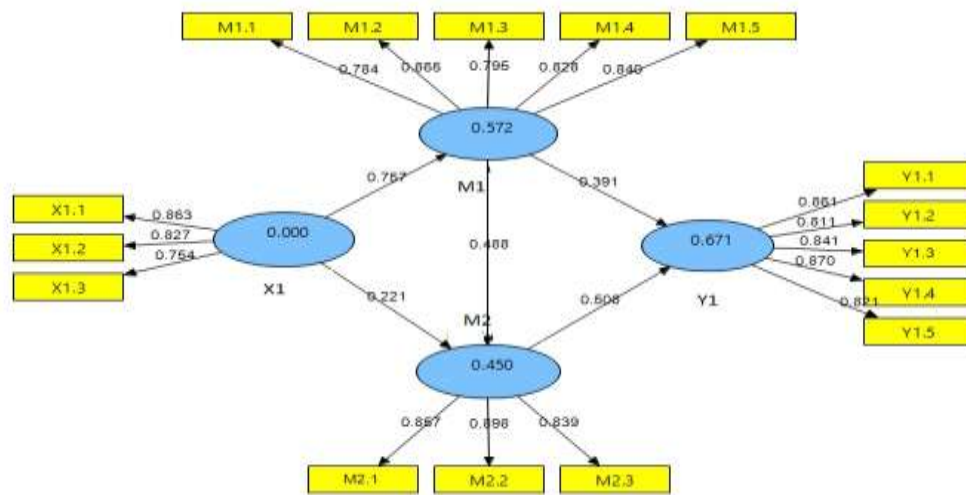


Figure 2 Analysis Results of Partial Least Square (PLS)

Table 2 Outer Loading of Research variable

	Original Sample (O)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
M1.1 <- Job Satisfaction	0.784	0.027	0.027	28.564
M1.2 <- Job Satisfaction	0.865	0.018	0.018	47.840

M1.3 <- Job Satisfaction	0.795	0.025	0.025	32.048
M1.4 <- Job Satisfaction	0.828	0.023	0.023	35.254
M1.5 <- Job Satisfaction	0.840	0.016	0.016	50.999
M2.1 <- Affective Commitment	0.857	0.016	0.016	53.385
M2.2 <- Affective Commitment	0.898	0.012	0.012	72.197
M2.3 <- Affective Commitment	0.839	0.021	0.021	40.307
X1.1 <- Compensation	0.863	0.019	0.019	44.703
X1.2 <- Compensation	0.827	0.022	0.022	37.526
X1.3 <- Compensation	0.754	0.039	0.039	19.342
Y1.1 <- Employee Retention	0.861	0.020	0.020	42.110
Y1.2 <- Employee Retention	0.811	0.019	0.019	43.571
Y1.3 <- Employee Retention	0.841	0.021	0.021	40.860
Y1.4 <- Employee Retention	0.870	0.014	0.014	60.000
Y1.5 <- Employee Retention	0.821	0.023	0.023	35.035

Table 2...

Table 3 *Cross Loading* of Research variable

	Job Satisfaction	Affective Commitment	Compensation	Employee Retention
M1.1	0.784	0.477	0.554	0.554
M1.2	0.865	0.579	0.636	0.641
M1.3	0.795	0.577	0.579	0.546
M1.4	0.828	0.499	0.666	0.566
M1.5	0.840	0.557	0.670	0.660
M2.1	0.606	0.857	0.493	0.677
M2.2	0.589	0.898	0.520	0.677
M2.3	0.500	0.839	0.520	0.626
X1.1	0.647	0.462	0.863	0.602
X1.2	0.653	0.589	0.827	0.689
X1.3	0.542	0.365	0.754	0.495
Y1.1	0.554	0.599	0.620	0.861
Y1.2	0.612	0.621	0.564	0.811
Y1.3	0.626	0.625	0.612	0.841
Y1.4	0.675	0.729	0.652	0.870
Y1.5	0.562	0.623	0.656	0.821

The results of Tables 2 and 3 can be concluded that the cross loading obtained from each latent variable is higher than the other latent variables. So that it can be interpreted that the latent variable has fulfilled discriminant validity.

Discriminant validity

Discriminant validity is said to be good if the square root of average variance extracted (AVE) latent variables is greater than the correlation of all other variables. The AVE value of all variables can be seen in Table 4.

Table 4 AVE Values

	AVE	Akar AVE
Job Satisfaction	0.677	0.823
Affective Commitment	0.748	0.865
Compensation	0.665	0.816
Employee Retention	0.707	0.841

The results of Table 4 can be concluded that the AVE value for compensation, job satisfaction, affective commitment, and employee retention variables has AVE values above 0.5 so that the research model can be interpreted as having good discriminant validity.

Composite validity

Evaluation of composite validity is used to find out the construct reliability in Table 5 shows that the value of the composite reliability is variable.

Table 5 Composite Reliability

Variable	Composite Reliability
Job Satisfaction	0.856
Affective Commitment	0.913
Compensation	0.899
Employee Retention	0.923

Can be seen Table 5 shows that the composite reliability value of each variable has a value above 0.7 So that it can be interpreted latent variables in this study have been reliable and can be carried out further testing.

Evaluation of Goodness of Fit Inner Model

Evaluation of inner model can be seen from R-square (R²) in the equation between endogenous variables by calculating predictive relevance values (Q²) = 1 - 1 - (1 - R²/1 - R²) Value R-square can be seen in Table 6.

Table 6 R-square (R²) Values

Variable	R Square
Job Satisfaction	-
Affective Commitment	0.572
Compensation	0.450
Employee Retention	0.671

Table 7 Q-square (Q²) Values

Variable	Q Square
Job Satisfaction	-
Affective Commitment	0.572
Compensation	0.450
Employee Retention	0.671

Path coefficient results

Based on calculations using PLS, it is known that the direct effect, the influence is not significant and the total influence between variables. The coefficient between variables can be seen in Table 8.

Table 8 Direct Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
Job Satisfaction -> Affective Commitment	0.488	0.491	0.079	0.079	6.176
Job Satisfaction -> Employee Retention	0.638	0.639	0.057	0.057	11.106
Affective Commitment -> Employee Retention	0.508	0.503	0.055	0.055	9.282
Compensation -> Job Satisfaction	0.757	0.756	0.031	0.031	24.224
Compensation -> Affective Commitment	0.590	0.590	0.043	0.043	13.830
Compensation -> Employee Retention	0.595	0.595	0.047	0.047	12.623

CONCLUSION

Based on the discussion of the results, it can be concluded that:

1. Compensation has a positive and significant effect on employee job satisfaction, this means that an increase in compensation will increase a sense of employee satisfaction at work.
2. Compensation has a positive and significant effect on affective commitment, this means that the more compensation increases, it will affect the increase in emotional feelings for employees' commitment to work.
3. Job satisfaction has a positive and significant effect on affective commitment. The increasing sense of employee satisfaction in work, a sense of commitment will increase.
4. Affective commitment has a positive and significant effect on employee retention. The higher the commitment that employees have, the desire to survive for employees will increase.
5. Job satisfaction has a positive and significant effect on employee retention. Increasing the satisfaction of each employee will also increase the feeling of wanting to continue working in the company.
6. Compensation through job satisfaction has a positive and significant effect on employee retention. The more compensation increases, job satisfaction as a mediator will be able to increase employee retention.
7. Compensation through job satisfaction has a positive and significant effect on affective commitment. Increasing compensation for employees will experience a sense of satisfaction and satisfaction that will increase emotional feelings, namely commitment to employees.
8. Compensation through job satisfaction has a positive and significant effect on employee retention. increasing compensation through job satisfaction will be accompanied by an increase in employee retention.
9. Job satisfaction through affective commitment has a positive and significant effect on employee retention. Satisfaction felt by employees increases so that affective commitment as a mediating variable increases employee retention.

SUGGESTIONS

From the results of the analysis and discussion, the suggestions given by the author to The Jayakarta Bali Beach Residence Resort and Spa are theoretically the variables that play a role in determining employee retention in this study are compensation, with significant results. It is recommended for further research to consider other variables. Practically the company's efforts

to improve employee work, the company should pay attention to dimensions or indicators that are still below the average, namely the salary dimension with indicators I am satisfied with the salary that I receive. The dimensions of working conditions with physical design indicators can affect employee psychological conditions. The dimensions of the willingness of employees with indicators to connect me to the company where I work because of my own desires. The compensation variable is dominant in influencing employee retention, so in taking company policy to pay attention to compensation given by employees in order to foster the desire of employees to stay within the company. Further research is expected to be carried out in the hospitality industry, so as to further develop further research, the next researchers are researching other industries such as micro-small businesses and micro-enterprises (MSMEs). And using other research methods such as moderation. Such are the conclusions and suggestions that the writer can present from the results of research and observations on The Jayakarta Bali Beach Residence Resort and Spa. Hopefully, the results of this study can be beneficial for the company and all parties in need.

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