

The Influence of Organizational Climate, Compensation and Career Development on Employee Retention

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Abstract: The purpose of this study is to analyze the influence of organizational climate, compensation and career development on employee retention. Research location at Ayodya Resort Bali. This study uses a quantitative approach. The sample in this study were were 149 contract employees using the nonprobability sampling method, namely purposive sampling technique. The instrument of this study used a questionnaire which was analyzed using multiple linear regression analysis. Based on the results of the analysis it was found that organizational climate, compensation and career development had a significant influence on employee retention. This shows that the more conducive the organizational climate in Ayodya Resort Bali, the higher employee retention. Likewise, the higher the compensation and the better career development provided by the company, the higher employee retention will be.

Keywords: Organizational Climate, Compensation, Career Development, Employee Retention, Ayodya Resort Bali.

I. INTRODUCTION

Human resources (HR) are important assets to support the success of an organization (Kusuma Putra et al., 2018). HR in an organization has a very important role, because without the support of good HR an organization will face problems in achieving organizational goals. Tight competition takes place in the hotel industry which not only competes in the facilities offered, but now every hotel competes in providing the best service to its guests. This of course encourages the hotel to maintain and improve competitiveness by optimizing its resources including HR (Anshori, 2005). The role of HR is very important here because HR is in control of all hotel operations.

The main challenge faced by almost every organization in the world, including in the hotel industry, is about the problem of employee retention (Sinha and Sinha, 2012). Employee retention will be positive if the organization employs competent employees to gain a competitive advantage in the market. Companies prefer to retain competent employees rather than seeking new competent employees (Haider et al., 2015). Poor employee retention will increase employee turnover so that most employees easily leave the company. This condition will have an impact on services to guests in the tourism sector (Sumarni, 2011).

One of important factor that can make employees survive in a company is the organizational climate. Gibson et al. (2000) in Kusmaningtyas (2013) states that organizational climate is the nature of the work environment or psychological environment in the organization that is felt by workers or members of the organization and is considered to influence the attitudes and behavior of workers towards their work. Every organization has a climate that is different from other organizations. A climate in the organization is very supportive of employees in completing work, it will motivate employees so that each employee will have the desire to stay in the company (Kustianto and Iskhak, 2015). Research conducted by Govaerts et al. (2011) prove that organizational climate has a positive effect on employee retention. This statement is reinforced by the results of a study from Setyowati (2017) which states that organizational climate is a significant predictor of employee retention. The research conducted by Muhoho (2014) also states that to ensure that employees remain stable and loyal in the company, it is necessary to maintain a conducive work climate. Shanker Research (2014); Donoghue (2010); Visser (2001) and Hytter (2007) also prove that organizational climate has a positive effect on employee retention.

Compensation is also one of the important things that can attract and maintain the interest of employees in the company (Terera and Ngirande, 2014). According to Mathis and Jackson (2006: 419), compensation is an important factor that influences how and why people choose to work in an organization rather than other organizations. The company must be open to employees regarding any compensation received by employees when working at the company, in accordance with the performance given by each employee (Astuti, 2014). The research conducted by Anis et al. (2011) prove that compensation has a positive effect on employee retention. This statement is made clear by the existence of research from Astuti (2014) which shows that there is a relationship between the two variables, which means that the greater the compensation, the higher the retention rate of employees. The results of this study are consistent with the results of previous studies which concluded that the influence between compensation and employee retention has found a positive relationship (Kumar et al., 2012). This study explains that employees will feel valued by the company if they get proper compensation. They will be motivated and will work better for the company, so indirectly employees tend to stay inside the company. Nawab and Bhatti (2013); Saeed et al. (2013); Ramlall (2003) and Palwasha et al. (2017) also found a significant relationship between compensation for employee retention.

Another factor that affects employee retention is career development. Better career development is expected by every employee because with career development, employees will get better rights than what was previously obtained both material and non-material. Material rights such as increases in income, repairs to facilities and so on. Non-material rights such as social status, feeling of pride and so forth. Research conducted by Kwenin (2013) explained that career development significantly affected employee retention at Vodafone Ghana Limited. This statement is reinforced by research conducted by Chandiook (2012) which states that career development is positively correlated with employee retention. Research conducted by Khan (2014) also states that the results obtained prove that there is a significant relationship between career development and employee retention. The statement was also confirmed by the research of Vos and Meganck (2009); Ongori and Agolla (2009) and Mehta and Kurbetti (2014) which show that career development has a significant effect on employee retention. Companies that provide career development opportunities to their employees will further reduce the intention of these employees to leave the organization.

Ayodya Resort Bali has a good reputation among tourists because of its friendly employees in providing services. The results of preliminary interviews with 10 contract employees have been carried out, they stated that there were still a lot of contract employees who remained in the company. Contract employees disclose that even though the employee's intention to survive is quite high, there are complaints that arise from the employee. This condition is caused by several factors, among others, the unfavorable climate of the organization in the workplace relating to subordinate relations with superiors. Here there is a relationship that is less harmonious as a result of a superior authoritarian leadership style that often leads to conflict. The conflict sometimes leads to the desire of employees to leave the company. Employees also often experience miscommunication with coworkers because of lack of good coordination.

The problem regarding compensation that is most often complained about by contract employees. This problem is related to the unfair distribution of compensation provided by the company, where compensation received by contract employees is not in accordance with their workload and the compensation is still relatively small compared to other five-star hotels. Contract employees who work overtime do not get bonuses or incentives. Employees continue to receive food, transport, medical benefits, pension and holiday allowances (THR) benefits, while contract employees only receive food, transport, health benefits and THR benefits. This raises the desire of employees to move to other companies that can provide higher compensation.

Other problems related to inadequate promotion programs offered by the company. Employees who are senior will be preferred, compared to junior employees even though the employee has adequate competence. This leads to the emergence of a desire to move to a company that can promise a better career path, because contract employees want to develop their potential and capabilities.

II. CONCEPTUAL MODEL AND HYPOTESIS DEVELOPMENT

The organizational climate has a significant positive effect on employee retention. This is in accordance with the results of previous research from Govaerts et al. (2011), Setyowati (2017), Muhoho (2014), Shanker (2014), Donoghue (2010), Visser (2001), Hytter (2007), Birt et al. (2004). The results of Govaerts's research (2011), Setyowati (2017), Muhoho (2014) show that the employee retention variable is influenced by organizational climate variables. Based on the statement, the hypothesis is

H₁: Organizational climate has a significant positive effect on employee retention

Compensation has a significant positive effect on employee retention. This is in accordance with the results of previous studies from the research of Anis et al. (2011), Astuti (2014), Chandiok (2012). Based on the statement, the hypothesis is

H₂: Compensation has a significant positive effect on employee retention

Career development has a significant positive effect on employee retention. This is in accordance with the results of previous studies from the research of Kwenin (2013), Chandiok (2012), Agolla (2009), Mehta and Kurbetti (2014). Based on the statement, the hypothesis is

H₃: Career development has a significant positive effect on employee retention

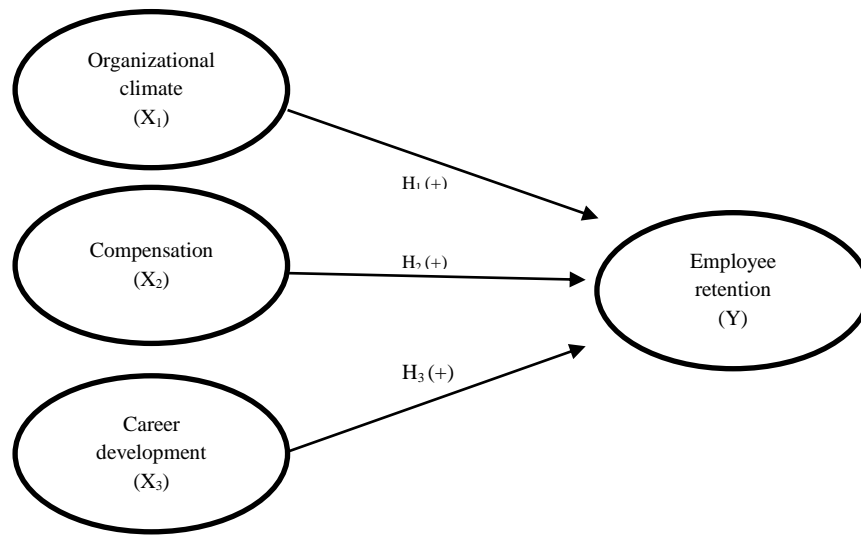


Figure 1: Conceptual Model

III. RESEARCH METHODOLOGY

This study uses an associative quantitative approach that shows the relationship between organizational climate, compensation and career development to employee retention. The population in this study is contract employees of the Ayodya Resort Bali totaling 238 people. The sample used was 149 contract employees using a non-probability sampling method, namely purposive technique. The variables used in this study include: independent variables in this study are organizational climate (X₁), compensation (X₂), and career development (X₃), while dependent variables in this study is employee retention (Y). The method of collecting research data using a questionnaire and multiple linear regression analysis.

All variables studied along with their respective symbols and indicators are summarized in Table 1.

TABLE 1: RESEARCH VARIABLE INDICATORS

| No. | Variabel | Indicator | Reference |
|-----|--|---|----------------------------|
| 1. | Organizational climate (X ₁) | Responsibility (X _{1.1}), Identity (X _{1.2}), Warmth (X _{1.3}), Support (X _{1.5}), Conflict (X _{1.6}), | Lubis (2015) |
| 2. | Compensation (X ₂) | Satisfied with salary (X _{2.1}) Satisfied with facilities (X _{2.2}) Satisfied with allowances (X _{2.3}) | Wijaya and Andreani (2015) |
| 3. | Career development (X ₃) | Work performance (X _{3.1}) Eksposur (X _{3.2}) Network (X _{3.3}) Resignation (X _{3.4}) Loyalty to the organization (X _{3.5}) | Bahri and Nisa (2017) |

| | | | |
|----|------------------------------|--|------------------------|
| | | Advisor and sponsor ($X_{3,6}$) | |
| | | International experience ($X_{3,7}$) | |
| 4. | Employee retention (Y_1) | Skill recognition ($Y_{1,1}$) Job flexibility ($Y_{1,2}$) Cost effectiveness ($Y_{1,3}$) Training ($Y_{1,4}$) Benefits ($Y_{1,5}$) Superior-subordinate relationship ($Y_{1,6}$) Organizational Commitment ($Y_{1,7}$) Communication ($Y_{1,8}$) Employee motivation ($Y_{1,9}$) | Sinha and Sinha (2012) |

Source: previous research study

IV. RESEARCH FINDING AND DISCUSSION

Respondents in this study were 149 people, which were obtained from the distribution of questionnaires to contract employees at Ayodya Resort Bali. Table 2 describes the characteristics of respondents in terms of several demographic criteria which are described through the criteria of sex, age, work period and education.

TABLE 2: CHARACTERISTICS OF RESPONDENT DEMOGRAPHY

| Criteria | Classification | Respondent | % |
|--------------------|--------------------|------------|------------|
| Gender | Male | 110 | 73,8 |
| | Female | 39 | 26,2 |
| Total | | 149 | 100 |
| Age | <20 years | 20 | 13,4 |
| | 21-25 years | 108 | 72,5 |
| | 26-30 years | 14 | 9,4 |
| | 31-35 years | 6 | 4,0 |
| | 36-40 years | 1 | 0,7 |
| Total | | 149 | 100 |
| Work period | < 1 year | 32 | 21,5 |
| | 1-3 years | 112 | 75,2 |
| | 4-6 years | 5 | 3,4 |
| Total | | 149 | 100 |
| Education | Junior high school | 2 | 1,3 |
| | Senior high school | 41 | 27,5 |
| | Diploma | 101 | 67,8 |
| | Bachelor | 5 | 3,4 |
| Total | | 149 | 100 |

Source: Data processed, 2018

Based on the table above shows that respondents in this study were dominated by man, namely as many as 110 people (73.8%) and the rest as many as 39 people (26.2%) female sex. Based on age criteria, age 21-25 years dominated as many as 108 (72.5%). In this study age dominated between 21-25 years, where the age range can be said to be productive. Based on the work period criteria show that the dominant tenure of the employee is for 1-3 years, that is as many as 112 people (75.2%) while the lowest work period of the employee is 4-6 years as many as 5 people (3.4%) This shows that the contract employees have been working long enough at Ayodya Resort Bali. Based on the educational criteria, the most dominant level of contract employee education is Diploma as many as 101 people (67.8%) while the lowest level of education is junior high school with 2 people (1.3%). It means that Diploma is a graduate who specializes in hospitality industry.

Questionnaires are declared valid if the statement contained in the questionnaire can measure what the researcher wants to measure. The minimum requirement for a questionnaire to fulfill validity is if r is greater than 0.30. In this study all the statement indicators in the variable organizational climate, compensation, career development and employee retention have a pearson correlation that is greater than 0.3 so that it can be concluded that the statement in the questionnaire has met the data validity requirements.

Questionnaires are declared reliable if the results of Cronbach's Alpha produce alpha values above 0.6, then the instruments used are said to be reliable. In this study all statement indicators in the organizational climate, compensation, career development and employee retention variables have Cronbach Alpha which is greater than 0.6 so it can be concluded that all variable indicators in this study are reliable, so that they can be used as research instruments.

The multiple linear regression analysis model is used to obtain a regression coefficient that will determine whether the hypothesis made will be accepted or rejected. The results of this analysis refer to the results of the influence of the organizational climate, compensation and career development on employee retention. The results of the regression analysis using the SPSS For Windows 24.0 program can be seen in Table 3.

TABLE 3: RESULT OF MULTIPLE LINIER REGRESSION ANALYSIS

| Variabel | Koefisien Regresi | | t | Sig |
|------------------------|-------------------|------------|-------|-------|
| | B | Std. Error | | |
| (Constant) | 1,390 | 0,221 | 6,296 | 0,000 |
| Organizational climate | 0,153 | 0,065 | 2,365 | 0,019 |
| Compensation | 0,172 | 0,073 | 2,335 | 0,021 |
| Career development | 0,356 | 0,067 | 5,306 | 0,000 |
| Statistic F | : 44,827 | | | |
| Sig. F | : 0,000 | | | |
| R Square | : 0,481 | | | |
| Adjusted R Square | : 0,470 | | | |

Source: Data processed, 2018

Based on Table 3 the results of multiple linier regression analysis, the equations are as follows:

$$Y = 1,390 + 0,153 X_1 + 0,172 X_2 + 0,356 X_3$$

The multiple linear regression equation can be described as follows.

- $X_1 = + 0.153$, indicating that the organizational climate has a positive effect on employee retention at Ayodya Resort Bali. If the organizational climate increases, then employee retention will also increase.
- $X_2 = + 0.172$, indicating that compensation has a positive effect on employee retention at Ayodya Resort Bali. If compensation increases, employee retention will also increase.
- $X_3 = + 0.356$, indicating that career development has a positive effect on employee retention at Ayodya Resort Bali. If career development increases, employee retention will also increase.
- $R^2 = 0.481$, indicating that 48.1% of the variation in employee retention is influenced by variations in organizational climate, compensation and career development, while the remaining 51.9% is explained by other factors not included in the model.
- Constant = 1,390, shows that if X_1 , X_2 and X_3 are 0, then employee retention is equal to a constant (1,390 units). This means that employee retention is influenced by other factors outside the independent variable.

TEST STATISTICS F

Simultaneous testing aims to determine whether all the independent variables identified (organizational climate, compensation and career development) are used to predict employee retention. Based on Table 3 it can be explained that the significance level is $0,000 < \alpha (0,05)$, so that H_0 is rejected and H_1 is accepted which means that the organizational climate, compensation and career development simultaneously influence employee retention.

HYPOTHESIS TEST (T-TEST)

Testing the proposed hypothesis will use the t-test which aims to test organizational climate variables, compensation and career development have a partially significant influence on employee retention. The testing criteria to explain the interpretation of the influence between each variable are if the significance value is < 0.05 then H_0 is rejected and H_1 is accepted. Conversely, if the significance value is > 0.05 then H_0 is accepted and H_1 is rejected.

Effect of Organizational Climate on Employee Retention

This study obtained results in accordance with the first hypothesis (H_1) which states that the organizational climate has a positive effect on employee retention. The results of the hypothesis test analysis indicate that the organizational climate has a positive and significant influence on employee retention with a regression coefficient of 0.153 and a significance level of 0.019. This explains that the higher the sense of responsibility of the employees towards their work, the sense of pride and sense of kinship that exists and the employees who support and avoid conflict with their colleagues, the higher employee retention.

The results of this study support previous studies conducted by Govaerts et al. (2011); Setyowati (2017) which is also supported by the research of Shanker (2014) and Visser (2001) which suggests that organizational climate has a positive effect on employee retention. Donoghue's research (2010) also suggests that a positive organizational climate contributes to a decrease in employee intention to leave the organization, which means increasing employee retention.

Effect of Compensation on Employee Retention

This study obtained results in accordance with the second hypothesis (H_2) which states that compensation has a positive effect on employee retention. The results of the hypothesis test analysis indicate that compensation has a positive and significant effect on employee retention with a regression coefficient of 0.172 and a significance level of 0.021. This explains that the higher the salary and bonus provided by the company and the availability of social security, health insurance, food allowances, transport allowances and fulfillment of employee facilities, the higher employee retention will be.

The results of this study support previous studies conducted by Anis et al. (2011); Nawab and Bhatti (2013); Saeed et al. (2013) and Chandio (2012) who suggest that compensation has a positive effect on employee retention. Astuti's research (2014) proves that there is a relationship between the two variables, which means that the greater the compensation, the higher the retention rate of employees. The results of these studies are also supported by the research from Palwasha et al. (2017) who suggested that proper compensation can increase employee retention.

Effects of Career Development on Employee Retention

This study gets results that are in accordance with the third hypothesis (H_3) which states that career development has a positive effect on employee retention. The results of the hypothesis test analysis indicate that career development has a positive and significant influence on employee retention with a regression coefficient of 0.356 and a significance level of 0.000. This explains that the better the opportunity, guidance for measuring career needs and information dissemination of career development provided by the company, as well as employees who are always loyal and have the desire to stay in the company, the higher employee retention at Ayodya Resort Bali.

The results of this study support previous research conducted by Kwenin (2013); Chandio (2012); Khan (2014) and Vos and Meganck (2009) who suggest that career development significantly influences employee retention. Research by Mehta and Kurbetti (2014) explains that great career development opportunities keep employees in the company. Companies that provide career development opportunities to their employees will further reduce the intention of these employees to leave the organization.

V. CONCLUSIONS AND SUGGESTIONS

Based on the results of the discussion of the research, it can be drawn some conclusions that 1) Organizational climate has a positive and significant effect on employee retention at Ayodya Resort Bali. The results of this study indicate that the more conducive organizational climate felt by contracted employees will further increase contract employee retention at Ayodya Resort Bali. 2) Compensation has a positive and significant effect on employee retention at Ayodya Resort Bali. The results of this study indicate that the higher compensation obtained by contract employees will further increase contract employee retention at Ayodya Resort Bali. 3) Career development has a positive and significant effect on employee retention at Ayodya Resort Bali. The results of this study indicate that the better career development given to contract employees will further increase contract employee retention at Ayodya Resort Bali.

Based on the results of the analysis of the research, the results of the discussion, and the conclusions, the suggestions that can be given to Ayodya Resort Bali are as follows. 1) The company is expected to be able to maintain and improve the organizational climate that has been felt by contract employees. The boss is expected to be able to strengthen the sense of kinship that exists in the organization, by holding recreation, gathering, or outbound with all contract employees. This

condition can keep contract employees in the company. 2) The company is expected to be able to make contract employees satisfied with salaries, bonuses and benefits so that employees feel valued. Companies should pay more attention to bonuses to contract employees to be equal to overtime and their workload, so that employee retention will increase. 3) Companies are expected to continue to develop their existing careers so that contract employees still have the intention to work in the company. The company must also support contract employees to take part in professional training and seminars to increase the knowledge and skills of contract employees. This condition is expected to increase retention of contract employees. 4) For the next researcher, it is expected to conduct research in the fields of banking, government agencies and hospitals. Further researchers are advised to add variables that can influence employee retention such as job satisfaction, work stress and work motivation. Further researchers are also expected to develop the analytical techniques used, for example by using mediation and intervening.

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