

Influence of Work Motivation, Compensation and Organizational Commitment Towards Employee Retention at STIKES Surya Global

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ABSTRACT

This research aims to analyze the influence of work motivation, compensation, and organizational competence on STIKES Surya Global employee retention. The sample in this study was 45 respondents. A questionnaire is the research instrument and survey method used for data collection. The findings of the instrument test demonstrated the validity and reliability of the data used in this investigation. According to the traditional assumption test, the study's data are normally distributed and result in a regression devoid of heteroscedasticity and multicollinearity. The partial findings of the multiple linear regression test, the simultaneous F test, the partial t-test, and the coefficient of the determination indicate that: (1) STIKES Surya Global employee retention is significantly positively impacted by work motivation, and (2) staff retention is positively and significantly impacted by compensation. (3) The retention of STIKES Surya Global employees is positively and significantly impacted by organizational commitment.

INTRODUCTION

Competitive human resources (HR) are an important asset for a company. A company's goals can be achieved if it has human resources who, in this case, are able to become active drivers and encourage and contribute to the growth and development of the company (Kassa, 2015). Economic, social developments, globalization, technological innovation, and increasingly intense global competition, provide and even suppress the need for companies to maintain their competitiveness. One way is to maintain the skills of human resources or employees in the company. Human resources are assets which are also capital for the company, of course they cannot be replaced. Technological progress is meaningless if there is no one to drive it. This shows that the success of a company is determined by human resources within the company (Gomez-Mejia, Balkin & Cardy, 2012).

The rapid growth of industry encourages the increasing role of human resources needed by companies. This condition requires companies to be able to manage human resources well, one of which is aimed at increasing employee survival or retention levels. Employee retention is a crucial component for the sustainability of a company (Agyeman, 2014). Employee retention problems can be found in various industrial sectors in the fields of technology, information and telecommunications (Kumar, Ramendran & Yacob, 2012; Kwenin, 2013), pharmaceuticals (Suresh & Krishnaraj, 2015), machinery (Sinha & Sinha, 2012), manufacturing (Umamaheswari & Krishnan, 2015), banking (Likhitkar & Verma, 2017), retail (Likhitkar & Verma, 2017), and education (Lee et al., 2016).

Employee retention is a process where employees who are resources are encouraged to stay longer or with the company for a longer period of time or stay until the project is completed (Das, 2013). If the employee retention program has good quality and pays attention to effective approaches to provide employee motivation, one of which is through an innovative reward approach, then it is hoped that it can provide encouragement and enthusiasm to employees, increase work productivity, increase job satisfaction, maintain loyalty and participation in activities in the company and there are many other things so that employees in companies are encouraged to commit to being loyal and staying with the company where they work (Suwaji & Sabella, 2019).

The factors that influence employee retention are: Work motivation (Denjayanti, 2022); Compensation (Chiekezie, et al. 2017), and Organizational Commitment (Mardhani & Dewi, 2022).

Workplace motivation is the outcome of a variety of internal and external factors that influence employees to make the right decisions and exhibit particular behaviors. This behavior should ideally be focused on accomplishing organizational objectives. (Dewi & Hazmanan, 2019). An individual's strength that fosters a degree of perseverance and excitement in performing an activity, whether it originates from within the person or from outside the person, can also be understood as motivation. (Bismala & Handayani, 2017). According to Hasibuan (2016) in Saputra & Parwoto (2020), Work motivation is the ability to serve as a catalyst that increases an individual's work enthusiasm and willingness to work hard and joyfully in order to attain the best possible results.

The higher employee work motivation will have an impact on increasing employee retention, conversely, if work motivation is low it will have an impact on reducing employee retention (Suwaji & Sabella, 2019). The role of work motivation in increasing employee retention has been proven by a number of previous researchers. Soomro, et al (2021) prove that motivation has a positive and significant effect on employee retention, meaning that high and low work motivation will influence the level of employee retention.

Apart from work motivation, there are other factors that can influence employee retention, namely compensation (Chiekezie, et al. 2017). Compensation is defined as something that employees receive in exchange for their service contributions to the company. In providing compensation to employees, companies must pay attention to the principles of fairness and appropriateness so as to reduce dissatisfaction and complaints from employees. In this way, employees can work well and optimally so that organizational or company goals can be achieved (Dunggio & Rosario, 2020).

Compensation is given by the company to employees as a sign of appreciation or gratitude and a reward for services. Compensation is a counter-performance against the use of energy or services provided by workers (Wibowo 2016). To keep workers on board, compensation is made in such a way that potential employees will feel appreciated and are willing to stay in the company (Suwaji & Sabella, 2019).

Numerous earlier research has examined the impact of salary on employee retention rates. Sanjaya, Mas & Muryanti (2021) stated that compensation has a positive and significant effect on employee retention levels. Compensation policies that are considered to be in line with employee expectations will have an impact on high levels of employee survival or retention (Suwaji & Sabella 2019).

Another factor that can influence employee retention is organizational commitment. Organizational commitment is the degree to which employees identify with the organization where they work and want to continue to participate actively in that organization (Hulin, 2016). Organizational commitment is the desire of some workers to remain members of the organization (Colquitt & Zipay, 2015). Meanwhile, Gibson in Wibowo (2017) explains that employees' expressions of identification and devotion to the organization or a unit within it are known as organizational commitment. Organizational commitment can have a number of consequences, one of which is job retention. This is proven by Chua, et.al (2013) who stated that higher organizational commitment will have an impact on higher employee retention. However, Paille et.al (2011) presented different research results, where the commitment of employees of organizations was not significant in their desire to stay with the organization.

THEORETICAL REVIEW

Employee Retention

Employee retention is a crucial HRM activity for organizations in an effort to achieve organizational goals and targets. Employee retention is how an

organization retains potential employees owned by the organization with all their abilities to remain loyal to the organization (Susilo, 2013).

Work motivation

Work motivation is an activity that involves, channels, and maintains human behavior. According to Marnis (2014), motivation is often interpreted as encouragement, which means the energy that moves the soul and body to act, so that motive is a person's "driving force" to act in achieving predetermined goals. Work motivation is also a very important subject for a company because by definition leaders must work through other people. A leader also needs to know and understand people who behave in certain ways in order to influence them to work according to what the agency wants (Mujiatun, 2015).

Compensation

Compensation is all income in the form of money or goods, either directly or indirectly, received by employees as compensation for services provided to the company (Marnis, 2014). According to Dunggio & Rosario (2020) compensation is something that employees receive as a replacement for their service contribution to the company. In providing compensation to employees, companies must pay attention to the principles of fairness and appropriateness so as to reduce dissatisfaction and complaints from employees. In this way, employees can work well and optimally so that the goals of the organization or company can be achieved.

Organizational Commitment

According to Gama & Astiti (2020), A person's attitude or behavior toward an organization in the form of loyalty and accomplishing its vision, mission, and goals is known as organizational commitment. When a person exhibits strong beliefs and acceptance of the organization's goals and values, a strong willingness to work for the organization, and a strong desire to stay a member, it can be said that they have a high commitment to the organization. Organizational commitment is important for organizations because by looking at the extent to which an employee is committed to the organization, and the extent to which the employee intends to maintain his or her membership in the organization, one can also measure how committed an employee is to the organization (Lesmana & Prayogi, 2021). A person's psychological condition that is associated with a strong belief in, faith in, and acceptance of the organization's goals and ideals, a strong willingness to work for the organization, and the extent to which he or she stays a member of the organization is known as organizational commitment. (Handoko & Rambe, 2018).

Preliminary Research and Hypothesis Development

Work Motivation and Employee Retention

The influence of motivation and compensation on employee retention has been proven by several previous studies. One of them is research conducted by Suwaji & Sabella (2019) on "The Influence of Motivation and Compensation on Employee Retention at PT. AEROFOOD ACS Surabaya City". Motivational indicators include reward, praise, reward, and punishment. Employee retention indicators include company culture, HR management, job security, job training, promotion, compensation, recognition of achievements, and support from

leadership. The results of this research show that motivation and compensation have a significant effect on employee retention at PT. Aerofood ACS Surabaya City.

Another research was conducted by Natasiah & Arafah (2020) with the topic "The Influence of Incentives and Work Motivation on Employee Retention at Medan Syariah Transit Hotels". Work motivation indicators include vision, mission, potential skills, and driving force. Employee retention indicators include job design, employee relations, rewards, and career opportunities. The study's findings demonstrate a strong and positive correlation between staff retention and work motivation.

Furthermore, research conducted by Parendia (2016) entitled "Analysis of the Effect of Reward Systems, Work Motivation, and Organizational Commitment on Employee Retention, Study of PT Primayudha Mandirijaya Employees" motivation indicators include: Salary, individual and group rewards, Company Recognition, Professional Recognition, Promotion, and Intrinsic rewards. The results of this research show that the variables of the reward system, work motivation and organizational commitment have a positive effect on employee retention.

Employee Compensation and Retention

Another research conducted by Dewi & Riana (2018) with the topic "The Influence of Career Development, Compensation and Organizational Commitment on Employee Retention at Bintang Kuta Hotel". The study's findings demonstrate that pay significantly and favorably affects employee retention. Compensation indicators include salary or wages, incentives, allowances, and facilities. Retention indicators include job promotions, training opportunities, skills development, and educational facilities.

Organizational Commitment and Employee Retention

Research conducted by Mardhani & Dewi (2022) on "The Influence of Compensation, Organizational Commitment on Employee Retention Mediated by Job Satisfaction at RSU Bhakti Rahayu Denpasar". The results of this research show that organizational commitment has a positive and significant effect on employee retention. Indicators of organizational commitment include affective commitment, ongoing commitment, and normative commitment. Employee retention indicators.

Another study was conducted by Adriati et al. (2023) regarding "Employee Retention as a Mediator on the Effect of Talent Management on Employee Performance and Organizational Commitment". Employee retention indicators include: organizational career opportunities, rewards given and employee relations. Indicators of organizational commitment include affective commitment, continuance commitment, and normative commitment. Employee retention has a significant positive effect on employee performance and organizational commitment.

Hypothesis Development

The Effect of Work Motivation on Employee Retention

One of the factors that influences employee retention is work motivation. Employees' desire to work and stay in an organization depends on the level at which they are sufficiently motivated (Sajjad et al., 2013; Darmawan, 2019).

The role of work motivation on employee retention has been proven by a number of previous studies, namely Permata and Rahardja (2016); Suwaji and Sabella (2019) show that work motivation has a positive and significant effect on employee retention. Another research conducted by Retnowati et al. (2021) states that work motivation has a role in shaping employee retention. The results of this research explain that stronger work motivation will have an impact on increasing employee retention, conversely, if work motivation is lower it will reduce employee retention levels.

H1 = Work motivation has a positive and significant effect on employee retention.

The Effect of Compensation on Employee Retention

Compensation can influence employee retention when compensation meets the principles of appropriateness and fairness for employees. Several previous research results show that compensation has a positive and significant effect on employee retention (Rachmawati, 2018; Putra & Utama, 2018). The results of this research explain that the more attractive the compensation factor, the more it will reduce employees' intentions to leave the organization so that retention is maintained. On the other hand, the lower the level of compensation received, the more it encourages employees to leave the organization and look for alternative work elsewhere so that retention decreases.

H2 = Compensation has a positive and significant effect on employee retention.

The Effect of Organizational Commitment on Employee Retention

Organizational commitment is a supporting factor for employee retention. Commitment is an attitude that reflects employee loyalty to the company and an ongoing process, where company members express their attention and ongoing success and progress towards the company (Dewi & Riana, 2018). Research conducted by Permata and Rahardja (2016) and Purbarini, Hidayat, and Hartono (2021) shows that organizational commitment is positively and significantly related to employee retention. If employee commitment has been obtained, employees will be obtained who have high loyalty, so that company retention can be maintained and even increased.

H3 = Organizational commitment has a positive and significant effect on employee retention.

Research Framework

The researcher outlines the conceptual framework that will be utilized as a guide for the research based on the previously mentioned theoretical review,

the problem's background, and the theoretical underpinnings. This study's framework is as follows:

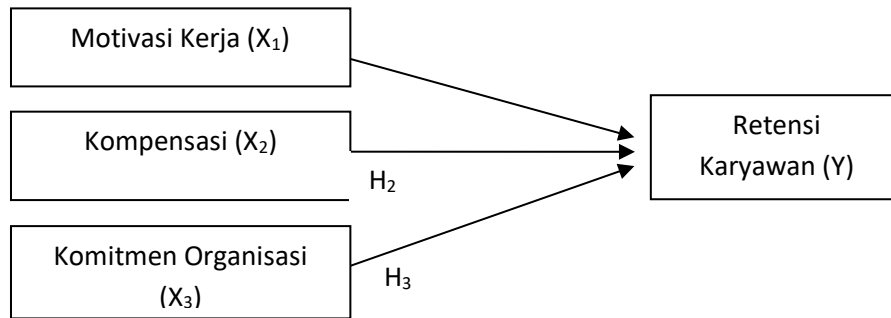


Figure 2.1 Research Framework.

METHODOLOGY

The type of research based on the method used in this Research is done using numbers. Sujarweni (2014) defines quantitative research as a kind of study that relies on findings and makes use of statistical techniques or other quantitative approaches (measurements). Explanatory research is the kind of research that was used in this study. Explanatory research, according to Sugiyono (2013), is a type of study methodology that tries to explain the relationships between the variables under investigation and their relative positions.

RESULTS

The Influence of Work Motivation on STIKES Surya Global Employee Retention

Testing hypothesis 1 (H1) yielded results that demonstrated the positive and substantial relationship between work motivation and the effect on STIKES Surya Global employee retention. In this research, work motivation is a determining factor in employee retention levels. The results of this research explain that stronger work motivation will have an impact on increasing employee retention, conversely, if work motivation is lower it will reduce employee retention levels.

The results of the descriptive analysis can be explained that the average employee assessment of work motivation which consists of indicators of appreciation, financial compensation, company recognition, professional recognition and job promotion is considered to be good. The basics of work motivation are able to influence the level of employee retention. The results of this research are in line with research conducted by Retnowati et al. (2021) and Suwaji & Sabella (2018) which state that work motivation plays a role in shaping employee retention.

The Effect of Compensation on STIKES Surya Global Employee Retention

It has been demonstrated that salary has a favorable and significant impact on employee retention based on the findings of testing hypothesis 2 (H2). This test explains that in this research compensation is a factor that influences employee retention. The higher the level of compensation obtained by employees, the more it will encourage high employee retention. On the other hand, if the level of compensation provided is low, it will reduce employee

retention behavior. This is due to salary factors, benefit incentives, work facilities, comfort at work, and guarantees provided by the organization to employees. The results of this research are in line with research which shows that compensation has a positive and significant effect on employee retention (Rachmawati, 2018; Putra & Utama, 2018).

The Influence of Organizational Commitment on Employee Retention at STIKES Surya Global

It has been established that organizational commitment positively and significantly affects employee retention based on the findings of testing hypothesis 3 (H3). This test explains that in this research organizational competency is an influencing factor in employee retention levels. The better employee commitment to the organization will encourage increased employee retention and vice versa, the lower the employee commitment to the organization, the lower the employee retention rate at STIKES Surya Global.

Based on the results of the descriptive analysis, it can be explained that the average employee assessment of organizational commitment, which consists of commitment to achieving organizational goals, loyalty to the organization, commitment to maintaining the organization's reputation, prioritizing the interests of the organization and pride in the organization, is considered good. This strong organizational commitment can increase employee retention.

The results of this research are in line with research conducted by Permata and Rahardja (2016) and Purbarini, Hidayat, and Hartono (2021) which show that organizational commitment is positively and significantly related to employee retention. If employee commitment has been obtained, employees will be obtained who have high loyalty, so that company retention can be maintained and even increased.

Implications of Research Results

Theoretical Implications

The development of theories pertaining to job motivation, compensation, organizational commitment, and employee retention could benefit greatly from an examination of the effects of these factors on retention rates. The theoretical implications of this research can help further understand the complex interactions between these factors and their relevance in organizational contexts. Thus, the results of this research support a number of previous literature studies that state that work motivation, compensation, and organizational commitment influence employee retention.

Managerial Implications

The results of this research provide managerial implications that provide valuable guidance for STIKES Surya Global leaders in developing strong work motivation, providing appropriate compensation, and designing strategies to increase organizational commitment. Implementing these implications can increase employee participation in employee retention which will ultimately have a positive impact on overall organizational performance and efficiency at STIKES Surya Global.

CONCLUSIONS

It is possible to conclude from the research findings that the following are mentioned in this study:

1. Employee retention at STIKES Surya Global is significantly positively impacted by work motivation. The test's findings clarify that STIKES Surya Global employee retention is influenced by work motivation. Employee retention will be influenced by the degree of motivation at work.
2. STIKES Surya Global staff retention is positively and significantly impacted by compensation. The test's findings clarify that STIKES Surya Global's staff retention policy is influenced by pay. The degree of staff retention will depend on the pay scale.
3. STIKES Surya Global staff retention is positively and significantly impacted by organizational commitment. The test's results clarify that an element influencing employee retention is organizational competency. Employee competency will be influenced by the organizational competency level.

RECOMMENDATIONS

Based on the results of the research that has been carried out, the suggestions that the author proposes so that they can be implemented or applied are as follows:

1. Based on the results of descriptive analysis, it is shown that the average level of financial motivation at STIKES Surya Global is in line with employee expectations. However, employees give the lowest assessment of providing financial motivation. Thus, it is recommended to provide other benefits that can increase employee motivation.
2. Based on the results of the descriptive analysis, it is shown that the average level of compensation at STIKES Surya Global is in line with expectations. However, employees gave the lowest assessment on the compensation variable, it was shown that the benefits given were in accordance with the position occupied by the employee and were considered good. Thus, it is recommended to further improve the welfare of employees through improving the compensation system and providing compensation to employees as a whole.
3. Based on the results of the descriptive analysis, it is shown that on average the organizational competency policy is in line with the expectations of STIKES Surya Global employees. However, employees give a low rating on the organizational commitment variable, which shows that employees who are committed to always loyally developing the organization are considered quite good. Thus, organizations need organizational members or employees who are loyal and willing to participate in organizational development either by existing methods or by new methods that are considered capable of bringing the organization to achieve its goals.

FURTHER STUDY

While writing this essay, the researcher realized there are still many shortcomings in language, writing, and presentation style, which is not surprising given their own limited experience and expertise. To guarantee the work is perfect, the researcher therefore expects insightful criticism and suggestions from a variety of sources.

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