

The effect of compensation and organizational commitment on employee satisfaction and retention

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ABSTRACT: Employee retention is a process when employees are motivated to stay in the organization for a long period of time. Employee retention refers to a variety of strategies and practices, which allow employees to adhere to the organization for a long time. The purpose of this study was to determine the effect of compensation and organizational commitment on job satisfaction and employee retention at PT. BPR Gianyar Partasedana. This research was conducted at PT. BPR Gianyar Partasedana, Bali, Indonesia. By involving 45 respondents with saturated sample collection techniques. The data collection used a questionnaire, while the data analysis technique used descriptive statistical analysis, path analysis and single test. The results of this study found that compensation has a positive and significant effect on employee retention, organizational commitment has a positive and significant effect on employee retention, job satisfaction has a positive and significant effect on employee retention, compensation has a positive and significant effect on job satisfaction, organizational commitment has a positive and significant effect on employee retention. job satisfaction, job satisfaction mediates the effect of compensation on employee retention and job satisfaction mediates the effect of organizational commitment on employee retention. The implication of this research is that all variables, namely compensation and organizational commitment, have a positive and significant effect on job satisfaction and employee retention. In this way, the BPR management is expected to be able to manage and retain good quality employees for the long-term health of the company.

Keywords: *compensation, organizational commitment, job satisfaction, employee retention.*

I. INTRODUCTION

Advances in science and technology make business competition even tighter. Whether it's industrial, service, and trade companies, generally the goal of the company is to make a profit. For this reason, service companies are required to compete in providing quality services. Like a banking business that serves the interests of the general public, a company must strive to provide services in promoting all types of business fields so as to stimulate and attract the public's interest to become customers. So that financial services companies can survive in the midst of increasingly fierce competition (Candraningrat et al. 2021).

To achieve this, it requires quality human resources in order to achieve company goals. The main factor in the success of an organization is human resources (HR). Quality human resources are human resources who have good skills, abilities, knowledge and attitudes at work. Ardana et al(2012: 3) state that human resources are the most valuable and most important assets owned by an organization / company, the success of the organization is largely determined by the human element because humans act as planners, implementers and controllers of the realization of organizational goals. If the organization / company wants to achieve maximum performance, it requires qualified human resources in carrying out company operations. Dessler(2013: 85) states that the development of a company cannot be separated from various internal support from the company, one of which comes from the management of human resources (HR) in a company. According to Teresa et al. (2019) so that companies can be successful and survive the increasingly fierce competition, companies must have employees who are loyal to the company.

Bank Perkreditan Rakyat is one of the banks in Indonesia that is present and growing as a bank with spiritual values that underlie every activity of its operations. One of them is PT. BPR Gianyar Partasedana, which has a vision, is to become the best BPR in Bali that focuses its activities on MSMEs and happiness is achieved if you still want to be grateful and share one another through the spirit of togetherness and professionalism of BPR Gianyar towards a successful future.

To achieve the company's vision and mission, PT. BPR Gianyar Partasedana must have employees who are full of enthusiasm in doing all the assigned tasks. Dessler(2013: 85) states that the development of a company cannot be separated from various internal support from the company, one of which comes from the management of human resources (HR) in a company. Employees who feel cared for by the company will reduce their desire to leave the company. If the rights of employees cannot be realized by the company, employees can do something that can harm the company and hinder the process of achieving company goals.

PT. BPR Gianyar Partasedana is located on Jalan Raya Buruan No. 88, Blahbatuh Village, Blahbatuh District, Gianyar Regency, is known to have problems related to employee turnover. From January to December 2019, there was an employee turnover at PT. BPR Gianyar Partasedana. According to Gillies (1994) in Dewi (2019), employee turnover is said to be normal if employees leave around 5-10 percent per year, and high if more than 10 percent per year. Employee turnover data of PT. BPR Gianyar Partasedana, which is presented in Table 1.1, shows that the percentage of employees leaving is still high at 11 percent and is categorized as above the normal limit. So with high turnover, job satisfaction and retention in the company are still low. For this reason, companies are required to increase job satisfaction and employee retention so that the company's performance and productivity are maintained. Initial interviews were conducted with ten employees at PT. BPR Gianyar Partasedana.

The results of the interview show that the average employee who wants to leave the company because the salary received is not in accordance with the workload, lack of commitment to the organization, and the work obtained does not match their abilities. So it is important for companies to increase compensation and employee organizational commitment in an effort to increase job satisfaction and retain quality employees.

One of the factors that influence employee retention is compensation. Putra & Rahyuda (2016) stated that compensation has a positive effect on retention. Good compensation will increase employee retention in a company. This means that compensation is a major factor that employees consider when making the decision to leave or stay with the company. Martini (2020) states that compensation is important for employees as individuals, because wages are a form of value received by employees for their performance given to the company. With satisfactory compensation, employees will feel the company pays attention to employees and employees will stay in the company.

Another factor that affects employee retention is organizational commitment. Organizational commitment is a condition in which employees side with a company and maintain their membership in the company. Commitment is defined as the employee's attitude to remain in the company and be involved in the efforts to achieve the company's mission, values and goals. (Robbins, 2015). Akbar et al. (2017) stated that employees who have a high commitment to the company tend to show good quality, more totality in work and low turnover rates for the company. Arini (2019) states that fostering employee organizational commitment is very important because this is intended to increase work enthusiasm in order to support the company's success in achieving its goals. With organizational commitment, employees consider that the progress and sustainability of the organization is a collective obligation.

Another factor that affects employee retention is job satisfaction. Lai-Bennejean & Beitelspacher (2020) states that job satisfaction is an emotional response to a job appraisal or someone's work experience. This is formed through a process of evaluating what was achieved and what was expected. Kaur et al. (2020) stated that job satisfaction refers to the general attitudes and feelings of employees towards work and job characteristics. Job satisfaction contributes to increasing employee retention. Tarigan (2016) states that maintaining high employee retention will increase the effectiveness and performance of the company because with high retention, of course, turnover will be low. If turnover is low, then the company can save on employee recruitment costs and the higher the level of employee satisfaction, it will increase employee retention.

The better the compensation system provided by the company to employees, the higher the level of employee satisfaction and motivating employees to achieve satisfactory performance Syahreza et al. (2017). Retnoningsih et al. (2016) states that compensation must be carried out fairly and appropriately, so that employees can feel job satisfaction and produce good performance. Index et al. (2020) stated that compensation has a positive and significant relationship with job satisfaction. Rahayu (2019) states that compensation is one that can be pursued related to job satisfaction. Satisfied or dissatisfied employees with the compensation received have an influence on the results of the work they do. For this reason, compensation is a part of organizational policy that must be taken seriously by providing appropriate and proper compensation so that job satisfaction is fulfilled in each employee.

Organizational commitment is an important work attitude because committed people are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to continue working in a company. Teresa et al. (2019). Organizational commitment can be seen as important to understand and is closely related to employee job satisfaction. Employees with high organizational commitment can cause their job satisfaction to increase. Job satisfaction will be better when in an organization the workers have high organizational commitment in the organization so that they can work together properly and comfortably.

Employees who feel that they have a high organizational commitment to organization will feel better job satisfaction otherwise, if not then they will feel less good job satisfaction Fathorrahman (2019). Employee job satisfaction factors are very important for the company because the satisfaction felt by employees will improve performance and impact on increasing the overall productivity of the company. Seran et al. (2018). Fathorrahman (2019) states that organizational commitment and job satisfaction are related. The relationship between organizational commitment and job satisfaction shows that organizational commitment can have a reciprocal effect on job satisfaction. That is, if employees are satisfied at work, then they will have a high commitment to organization.

II. LITERATURE REVIEW AND HYPOTHESES

Based on research conducted by Dewi (2019) on 92 employees at Bintang Kuta Hotel, compensation has a positive and significant effect on employee retention. Research conducted by Martini (2020) on 65 employees of BPR Ekadharma Bhimarharja stated that compensation has a positive and significant effect on employee retention.

Research conducted by Syahreza et al. (2017) on 200 employees from 5 hotels in Medan city that compensation has a positive and significant effect on employee retention. Furthermore, research conducted (Hanai & Pallangyo (2020) on 370 employees from 11 banks in Tanzania stated that compensation has a positive and significant effect on employee retention. Research conducted by Bibi et al. (2017) on 220 employees working at Pakistan Public Sector Universities stated that Compensation has a positive and significant effect on employee retention. From these data, the following hypothesis can be developed.

H₁: Compensation has a positive and significant effect on employee retention

Based on research conducted by Dewi (2019) on 92 employees of Bintang Kuta Hotel, organizational commitment has a positive and significant effect on employee retention. Furthermore, research conducted by Parendu (2016) on 83 permanent employees of PT Primayudha Mandiri Jaya shows that the variable organizational commitment has a positive effect on employee retention of PT Primayudha Mandiri Jaya.

Research conducted (Sari & Dewi (2020) on 126 employees of PT. Bali Ocean Magic stated that organizational commitment has a significant positive effect on employee retention. Research conducted by Pradhan et al. (2017) on 208 executives in the East Indian manufacturing industry stated that organizational commitment has an effect on employee retention. positive on employee retention. Furthermore, the research conducted by Putra et al. (2020) by reviewing 8,059 articles on job satisfaction and organizational commitment to nurse retention. The results of this study stated that organizational commitment has an effect on employee retention. From some of these data, a hypothesis can be developed as following.

H₂: Organizational commitment has a positive and significant effect on employee retention

Based on research conducted by (Aprilia & Mukti (2018) on 64 respondents consisting of 4 departments in the Customer Experience division, it is stated that job satisfaction has a positive influence on employee retention. Research conducted by Seran et al. (2018) on employees of PT. Batara Mahkota Kupang stated that job satisfaction has a positive and significant effect on employee retention.

Research conducted by Karodia et al. (2016) on Lonmin Rowland Shaft employees at Marikana South Africa stated that job satisfaction has a positive effect on employee retention. Furthermore, research conducted (Mohsen & Sarbuland (2020) on employees at Afghan Mili Bank in Kabul Afghanistan stated that job satisfaction has a positive and significant effect on employee retention. Research conducted (Nguyen & Duong (2020) on 351 economic and organizational students in Vietnam stated that job satisfaction has a positive and significant effect on retention. From some of these data, the following hypothesis can be developed.

H₃: Job satisfaction has a positive and significant effect on employee retention

Based on research conducted by Retnoningsih et al. (2016) on 75 employees of PT PLN (Persero) Distribution of East Java, Malang Area, stated that compensation has a positive effect on job satisfaction. Research conducted by Rahayu (2019) on 35 public and HR employees at PT Kereta Api Indonesia, Jakarta 1 Work Area, stated that compensation has a positive and significant effect on job satisfaction.

Research conducted by Pepra-mensah et al. (2017) towards 100 Primary School Teachers in Ghana stated that compensation is significantly correlated with teacher job satisfaction. Research conducted by Tobing (2016) on 175 employees who work at state-owned banks in Jember Regency, East Java, Indonesia states that compensation has a significant effect on job satisfaction. Furthermore, research conducted by Index et al. (2020) on the faculty and administrative staff at six private universities in the city of Jalalabad Afghanistan stated that compensation has a positive and significant relationship to job satisfaction in private universities. From some of these data, the hypothesis is developed as follows.

H₄: Compensation has a positive and significant effect on job satisfaction

Based on research conducted by Kharisma et al. (2019) towards 50 permanent employees of CV Karya Taruna Teknik stated that organizational commitment has a positive and significant effect on job satisfaction.

Furthermore, research conducted by Fathorrahman (2019) on 95 lecturers from various private universities in Malang stated that organizational commitment has a significant positive effect on job satisfaction.

Research conducted (Huynh & Hua (2020) on 125 employees of PT Pharos Indonesia Surabaya, in the warehouse, IT, quality control, accounting, marketing and operational chiefs stated that organizational commitment has a positive and significant effect on job satisfaction. Research conducted (Park & Doo (2020) on 230 female managers in Korea stated that organizational commitment has a positive and significant effect on job satisfaction. Furthermore, a study conducted by Loan (2020) on 547 employees at Vietnamese companies stated that organizational commitment has a positive effect on job satisfaction. hypothesis as follows.

H₅: Organizational commitment has a positive and significant effect on job satisfaction

Based on research conducted (Kanaiya & Mustanda (2020) on 37 contract employees at the Regional Revenue Agency of Bali Province, it is stated that compensation has a positive and significant effect on employee retention by mediating job satisfaction. Research conducted (Wirayudha & Adnyani (2020) on 83 employees at BPR) Lestari Teuku Umar Denpasar stated that job satisfaction mediates the effect of compensation on employee retention.

Research conducted by Pepra-mensah et al. (2017) towards 100 Primary School Teachers in Ghana stated that compensation is significantly correlated with teacher job satisfaction. research conducted by Index et al. (2020) on the faculty and administrative staff at six private universities in the city of Jalalabad Afghanistan stated that compensation has a positive and significant relationship to job satisfaction in private universities. Research conducted (Nguyen & Duong (2020) on 351 economic and organizational students in Vietnam stated that job satisfaction has a positive and significant effect on retention. From some of these data, the following hypothesis can be developed.

H₆: Job satisfaction mediates the effect of compensation on employee retention

Based on research conducted by Kharisma et al. (2019) towards 50 permanent employees of CV Karya Taruna Teknik stated that organizational commitment has a positive and significant effect on job satisfaction. Research conducted by Parenda (2016) on 83 permanent employees of PT Primayudha Mandirijaya shows that the variable organizational commitment has a positive effect on employee retention of PT Primayudha Mandirijaya.

Research conducted (Huynh & Hua (2020) on 125 employees of PT Pharos Indonesia Surabaya, in the warehouse, IT, quality control, accounting, marketing and operational chiefs stated that organizational commitment has a positive and significant effect on job satisfaction. Research conducted (Park & Doo (2020) on 230 female managers in Korea stated that organizational commitment has a positive and significant effect on job satisfaction. Research conducted by Pradhan et al. (2017) on 208 executives in the East Indian manufacturing industry stated that organizational commitment has a positive effect on employee retention. the data can be developed the following hypothesis.

H₇: Job satisfaction mediates the effect of organizational commitment on employee retention

III. RESEARCH METHOD

The approach that will be used to examine the source of the problem in this research is a quantitative approach in the form of associative because this study aims to determine the relationship between two or more variables. In this study, the relationship that you want to know is the effect of compensation (X1) and organizational commitment (X2) on job satisfaction (Y1) and employee retention (Y2). The location of this research is at PT. BPR Gianyar Partasedana, which is located on Jalan Raya Buruan No. 88 Blahbatuh Gianyar, Bali, Indonesia.

The definition of job satisfaction in this study is the emotional state of employees at PT. BPR Gianyar Partasedana for his work. Satisfaction arises when the work is done in accordance with what the employees expect. Changgriawan (2017) has an indicator of job satisfaction, namely enjoying his job, loving his job, positive work morale, work discipline, work performance.

The definition of employee retention in this study is the ability of PT. BPR Gianyar Partasedana to retain employees who have good performance and high loyalty to the company. According to Pratiwi & Sriathi (2017), there are 3 indicators that determine employee retention, namely Career Opportunities, Awards, Employee Relations.

The definition of compensation in this study is something that is received by employees of PT. BPR Gianyar Partasedana for the performance performed. According to (Hasibuan, 2012: 86) the indicators for employee compensation are salary, incentives, allowances and facilities.

The definition of organizational commitment in this study is an emotional bond between the employees of PT. BPR Gianyar Partasedana towards companies that arise because of trust, willingness to achieve a goal and desire to maintain membership as part of the organization. Indicator of Organizational Commitment according to Akbar et al. (2017) organizational commitment has three indicators, namely the willingness of employees, where there is an employee's desire to strive for the achievement of organizational interests.

Employee loyalty, in which employees desire to maintain their membership to continue to be a part of the organization. Employee pride, marked by employees feeling proud to be part of the organization they are involved in and feeling that the organization has become a part of their life. The population that will be used in this study are all permanent employees at PT. BPR Gianyar Partasedana, amounting to 45 people. The method of determining the sample in this study is non-probability sampling using saturated sampling technique, in which the entire population of 45 people.

Methods in data collection used in this study are interviews and questionnaires. The questionnaire in this study used a Likert scale, then the variables to be measured were through variable indicators. The data analysis technique used in this research is path analysis.

IV. RESULT AND DISCUSSION

Respondents in this study were divided into some criteria. The male respondents as many as 18 people (40.00%) and female respondents as many as 27 people (60.00%). Employees are dominated by the female gender because the work fields suit women's abilities and have attractive appearances, namely tellers, customer service, accounting, fund marketing, head of general and IT. The respondent's age criterion can be used as a reference to determine the age of the respondent in this study. The company sets the minimum age for recruiting employees, namely the age of 21 and over. Respondents aged 21-30 were 17 respondents (37.79%), ages 31-40 were 20 respondents (44.44%), ages 41-50 were 6 respondents (13.33%), and ages above 50 were 2 respondents (4.44%). The company is dominated by employees aged 31-40 because they are of productive age at work. The education level criteria can be used as a reference to determine the respondent's latest education in this study. The company's policy in hiring new employees is that at least high school education. Respondents with high school education level were 6 respondents (13.33%), Diploma was 8 respondents (17.78%), S1 was 25 respondents (55.56%), and S2 was 6 respondents (13.33%). Employees are dominated by S1 education because the work done requires special skills.

The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. The test results are presented in Table 1. Based on Table 1, it is known that all statements in the studied variables have a correlation coefficient greater than 0.30. So it can be concluded that all statements have met the data validity requirements.

Table 1. Validity Test Result

Indicator	Correlation coefficient	Validity
Y _{1,1}	0.855	Valid
Y _{1,2}	0.756	Valid
Y _{1,3}	0.787	Valid
Y _{1,4}	0.769	Valid
Y _{1,5}	0.828	Valid
Y _{2,1}	0.917	Valid
Y _{2,2}	0.884	Valid
Y _{2,3}	0.909	Valid
X _{1,1}	0.704	Valid
X _{1,2}	0.886	Valid
X _{1,3}	0.875	Valid
X _{1,4}	0.885	Valid
X _{2,1}	0.792	Valid
X _{2,2}	0.870	Valid
X _{2,3}	0.865	Valid

Reliability is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answer to a statement is consistent or stable over time. To measure reliability, the Cronbach alpha statistical test was greater than 0.60. The test results show the Cronbach alpha value as follows.

Table 2. Reliability Test Results

No	Variable	Cronbach Alpha	Information
1	Job satisfaction	0,853	Reliable
2	Employee Retention	0,881	Reliable
3	Compensation	0,853	Reliable
4	Organizational Commitment	0,793	Reliable

Based on the data in Table 2. It can be explained that all variables have a cronbach alpha greater than 0.60, so it can be concluded that all variables have met the data reliability requirements.

Table 3. Coefficients Sub Structure 1 (Model 1)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.103	2.164		2.896	0.006
	Compensation (X ₁)	0.493	0.167	0.391	2.951	0.006
	Organizational Commitment (X ₂)	0.812	0.243	0.498	3.337	0.002

a. Dependent Variable: Job Satisfaction (Y₁)

Table 4. Coefficients Substructure 2 (Model 2)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.273	1.610		2.654	0.011
	Compensation (X ₁)	0.163	0.075	0.172	2.178	0.035
	Organizational Commitment (X ₂)	0.221	0.082	0.241	2.696	0.010
	Job Satisfaction (Y ₁)	0.317	0.110	0.485	2.875	0.006

a. Dependent Variable: Employee Retention (Y₂)

Table 5. Direct Effect, Indirect Effect and Total Effect of Compensation Variables, Organizational Commitment, Job Satisfaction and Employee Retention

Variable		Direct Effect	Indirect Effect	Total Effect
Compensation	Job satisfaction	0.391		0.391
Organizational Commitment	Job satisfaction	0.498		0.498
Compensation	Employee Retention	0.172	0.190	0.362
Organizational Commitment	Employee Retention	0.241	0.242	0.483
Job satisfaction	Employee Retention	0.485		0.485

Based on the results of the empirical test, it was found that the research significance level for the variable compensation to employee retention was $0.035 < 0.05$, so that H₀ was rejected and H₁ was accepted, in other words compensation had a positive and significant effect on Employee Retention at PT. BPR Gianyar Partasedana.

Based on research conducted Dewi(2019) on 92 employees at Bintang Kuta Hotel, compensation has a positive and significant effect on employee retention. Research conducted Martini(2020) on 65 employees of BPR Ekadharma Bhimaraharja stated that compensation has a positive and significant effect on employee retention.

Based on the results of the empirical test, the significance level of research for the variable Organizational Commitment to Employee Retention is $0.010 < 0.05$, so that H₀ is rejected and H₂ is accepted, in other words Organizational Commitment has a positive and significant effect on Employee Retention at PT. BPR Gianyar Partasedana.

Based on research conducted by Dewi (2019) on 92 employees of Bintang Kuta Hotel, organizational commitment has a positive and significant effect on employee retention. Furthermore, research conducted by Parenda (2016) on 83 permanent employees of PT Primayudha Mandirijaya shows that the variable organizational commitment has a positive effect on employee retention of PT Primayudha Mandirijaya.

Based on the results of the empirical test, the research significance level for the variable Job Satisfaction on Employee Retention is $0.006 < 0.05$, so that H₀ is rejected and H₃ is accepted, in other words Job Satisfaction has a positive and significant effect on Employee Retention at PT. BPR Gianyar Partasedana.

Based on research conducted by Aprilia & Mukti(2018) on 64 respondents consisting of 4 departments in the Customer Experience division, it is stated that job satisfaction has a positive influence on employee retention. Research conducted Seran et al.(2018) on employees of PT. Batara Mahkota Kupang stated that job attractiveness has a positive and significant effect on employee retention.

Based on the empirical test results, the research significance level for the compensation variable on Employee Job Satisfaction is $0.006 < 0.05$, so that H₀ is rejected and H₄ is accepted, in other words compensation has a positive and significant effect on Employee Job Satisfaction at PT. BPR Gianyar Partasedana.

Based on research conducted Retnoningsih et al.(2016) on 75 employees of PT PLN (Persero) Distribution East Java Malang Area, compensation has a positive effect on job satisfaction. Research conducted Rahayu(2019) on 35 public and HR employees at PT Kereta Api Indonesia, Jakarta 1 work area stated that compensation has a positive and significant effect on job satisfaction.

Based on the results of the empirical test, the significance level of research for the variable Organizational Commitment to Employee Job Satisfaction is $0.002 < 0.05$, so that H_0 is rejected and H_5 is accepted, in other words Organizational Commitment has a positive and significant effect on Employee Job Satisfaction at PT. BPR Gianyar Partasedana.

Based on research conducted Kharisma et al.(2019) on 50 permanent employees of CV Karya Taruna Teknik, organizational commitment has a positive and significant effect on job satisfaction. Furthermore, research conducted Fathorrahman(2019) on 95 lecturers from various private universities in Malang stated that organizational commitment has a significant positive effect on job satisfaction.

Based on the results of the empirical test, it is obtained $Z_{\text{test}}(2.004) > Z_{\text{table}}(1.96)$, thus H_0 is rejected and H_6 is accepted, in other words that Job Satisfaction is able to mediate the effect of the Compensation relationship on Employee Retention at PT. BPR Gianyar Partasedana.

Research conducted Pepra-mensah et al.(2017) on 100 primary school teachers in Ghana stated that compensation is significantly correlated with teacher job satisfaction. Research conducted Index et al.(2020) on faculty and administrative staff at six private universities in the city of Jalalabad Afghanistan stated that compensation has a positive and significant relationship to job satisfaction in private universities. Research conducted Nguyen & Duong(2020) on 351 students of economics and organizations in Vietnam stated that job satisfaction has a positive and significant effect on retention.

Based on the empirical test results obtained $Z_{\text{test}}(2.128) > Z_{\text{table}}(1.96)$ thus H_0 is rejected and H_7 is accepted, in other words that Job Satisfaction is able to mediate the effect of the relationship between Organizational Commitment on Employee Retention at PT. BPR Gianyar Partasedana.

Research conducted Huynh & Hua(2020) on 125 employees of PT Pharos Indonesia Surabaya, in the warehouse, IT, quality control, accounting, marketing and operational chiefs stated that organizational commitment has a positive and significant effect on job satisfaction. Research conducted Park & Doo(2020) on 230 female managers in Korea stated that organizational commitment has a positive and significant effect on job satisfaction. Research conducted Pradhan et al.(2017) on 208 executives in the East Indian manufacturing industry stated that organizational commitment has a positive effect on employee retention.

V. CONCLUSION

Based on the results of data analysis and discussion, it is concluded that compensation has a positive and significant effect on Employee Retention at PT. BPR Gianyar Partasedana. Organizational Commitment has a positive and significant effect on Employee Retention at PT. BPR Gianyar Partasedana. Job Satisfaction has a positive and significant effect on Employee Retention at PT. BPR Gianyar Partasedana. Compensation has a positive and significant effect on Employee Job Satisfaction at PT. BPR Gianyar Partasedana. Organizational Commitment has a positive and significant effect on Employee Job Satisfaction at PT. BPR Gianyar Partasedana. Job Satisfaction is able to mediate the influence of the Compensation relationship on Employee Retention at PT. BPR Gianyar Partasedana. Job Satisfaction is able to mediate the influence of the relationship between Organizational Commitment on Employee Retention at PT. BPR Gianyar Partasedana.

This study has limited generalizability, where this research was only conducted at PT. BPR Gianyar Partasedana. This research also has limited time and energy coupled with the Covid-19 pandemic which requires people to reduce activities outside the home so that they cannot research other companies. Future researchers who raise similar topics are expected to add indicators that have not been included in this study, use other banking companies, and measure other variables that affect job satisfaction and employee retention.

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