

The Effect of Reward System, Job Motivation, and Job Satisfaction on Employee Retention

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ABSTRACT : This study aims to determine the effect of the reward system, work motivation and job satisfaction on employee retention at Omsa Medic Jimbaran. The location of this research is Omsa Medic Jimbaran. The population uses Omsa Medic Jimbaran employees and the sample used is 87 respondents. The data collection method used a questionnaire. The data analysis technique used is the validity test, reliability, classical assumptions, multiple linear regression, F test and t test and the coefficient of determination. Based on the research results, it can be seen that the reward system has a significant positive effect on employee retention, work motivation has a significant positive effect on employee retention, job satisfaction has a significant positive effect on employee retention. The suggestion in this study is that Omsa Medic Jimbaran is expected to provide appropriate rewards for improving employee performance, providing motivation to employees, providing fostering good relations between employees and always being fair to all employees or not discriminating.

KEYWORDS: *reward system, job motivation, job satisfaction, employee retention*

I. INTRODUCTION

Retention is an effort to keep employees in the organization in order to achieve the goals of the organization (Ripaldi, 2017). This is also supported by the opinion of Putra and Rahyuda (2016) that maintaining high employee retention will increase the effectiveness and performance of the company because with high retention, of course turnover will be low. Therefore, companies are required to increase employee retention so that the company's performance and productivity are maintained.

Based on the results of the pre-research through the interview method with 4 Omsa Medic Jimbaran employees consisting of two nurses, one doctor (contract), and one from the HRD department. This study found a desire to leave Omsa Medic Jimbaran due to high work pressure caused by nurses and doctors to always be on standby or willing to be called outside of working hours at any time or commonly called oncall, because the time it requires more nurses or doctors is not certain. so that from time to time they are required to always be on standby or overtime. The work shift is divided into 2, namely, the morning shift starts from 07.00-14.00, while the next shift is from 14.00 to 20.00. Overtime is also erratic, sometimes it can be all day from 08.00-20.00 or only 2-3 hours outside of working hours.

The reward system is not in accordance with the work that has been done so that the employee's welfare is lacking, such as the absence of a bonus system that is given if the employee in a month has worked more than his working hours, only holiday allowances and BPJS dependents are provided, there is no award given by the boss for improving employee performance. One of the factors that increase employee retention rate is the reward system. The reward system plays an important role for a company, because the reward system shows the company's efforts to maintain human resources (HR), in other words so that employees have high loyalty and commitment to the company. According to Nawawi in Pratama, et al (2015) reward is an effort to foster a feeling of being recognized (accepted) in the work environment, which touches aspects of compensation and aspects of the relationship between workers with one another. Another definition says that compensation is something that an employee receives as remuneration for the work done by Daulay and Kariono (2015). The existence of rewards given by the organization to employees will make employees feel valued and valuable so that employees are motivated to work as well as possible and keep employees working in an organization because employees have pride in their work Oyoo et al., (2016). Research from Bustamam (2014) explains that the components of financial rewards are basic salary, allowances, and salary increases, while for non-financial rewards in the form of everything in the form of contributions, praise, recognition of achievements related to achieving the goals of the company. Every company should have implemented a good system in terms of rewards, especially non-financial rewards, where these benefits can be obtained every day by employees and

compensation in the form of overtime pay is determined by Omsa Medic Jimbaran as a reward for excess working hours of Omsa Medic Jimbaran employees.

Lack of motivation given by superiors so that employees feel less enthusiastic about working so that employee performance is not optimal. Lack of motivation also makes employees feel unappreciated because employees feel that their maximum performance will remain the same in the eyes of their superiors. Motivation is one of the most important factors in influencing and increasing employee retention. Employees who are motivated will feel more appreciated and excited so that they will do their job better. The more motivated someone is to do a job, the performance will increase, and vice versa, the less motivated someone is to do their job, the performance will decrease (Kasmir, 2016). The importance of motivation given by Omsa Medic Jimbaran's supervisor to employees can increase employee morale and employees will also feel more valued.

The relationship between employees is not good due to seniority between old employees and new employees. The work system is not in accordance with the job qualifications where sometimes nurses are also required to be receptionists. This affects employee dissatisfaction at work, employees will feel pressured because they have a work environment that is not supportive and the emergence of pressure on employees when doing work that is not in accordance with their responsibilities. Increasing employee satisfaction is also the key to the success of a business organization, it is the basis for companies to see what employees want, the desired work environment and this will improve employee service Rizwan (2014). When employees feel satisfaction at work, the employee will work to the maximum extent possible. Individuals who are satisfied with their work will have a high commitment to the company and the desire to leave the company will be lower Iqbal et al. (2014). With the high level of employee satisfaction at Omsa Medic Jimbaran, the better the services provided by employees to patients.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Research by Oyoo et al., (2016) suggests that there is a positive and significant influence between the reward system and employee retention. It was explained that the rewards given by the organization to employees will make employees feel valued and valuable so that employees are motivated to work as well as possible and keep employees working in an organization because employees have pride in their work. Njora, G., & Ndegwa, P. (2020) stated that the reward system has a positive effect on employee retention. It can be concluded that a well-structured reward policy is very important in promoting employees. As for research on the relationship between the reward system on employee retention, namely, Kimunge (2014), Terera (2014), and Akhtar (2015) suggest that employees agree that rewards will have an effect on the retention of an employee, which explains the existence of positive and significant influence between reward system and employee retention.

H1: The reward system has a positive and significant effect on Employee Retention

Robbins (2015) states that motivation is a process of explaining the intensity, direction and persistence of a person in achieving his goals. Therefore, work motivation in general is related to the efforts towards organizational goals in this study is work goals. Motivation is one of the things that influences human behavior, motivation is also known as a driving force, desire, support or need that can make a person excited and motivated to reduce and fulfill self-drive Bahri (2017). There are several studies regarding the relationship between work motivation and employee retention, namely, Permata (2016), Azeez (2017), Nurun Nabi, IM, & Dip TM, HA (2017), Shah, M & Asad, M (2018), Aizza Anwar et al., (2018), Suwaji (2019), which resulted in a positive and significant influence between work motivation on employee retention.

H2: Work motivation has a positive and significant effect on Employee Retention

Astuti (2014) concluded that the greater the job satisfaction, the higher the employee retention, it can be said that satisfied employees have a higher intention to stay with the company. Therefore, job satisfaction is the most important factor to consider. Job satisfaction has a positive and significant effect on employee retention, this shows that it is necessary to pay attention to the support from superiors, so employee retention will increase Aditeresna (2018). There are several studies on the relationship between job satisfaction and employee retention, namely, Neog & Barua (2015), Motlou et al . . (2016), Shuja Iqbal et al . . (2017), and Desai (2018) which resulted in a positive and significant influence between job satisfaction and employee retention. Biason (2017) also proves the positive effect of job satisfaction on employee retention

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

III. METHODS

The location of this research was conducted at Omsa Medic Jimbaran which is located at JL. Twin Campus of UNUD No.1, Jimbaran, Bali, Indonesia. Omsa Medic Jimbaran is a health clinic that helps implement BPJS health and provides solutions to health service problems in the world of tourism in Bali. As for the reasons for choosing this location because there are problems with employee retention of Omsa Medic Jimbaran.

Omsa Medic, which is the research location, is a branch office, while the head office is located in Denpasar. The Omsa Medic organizational structure which is the object of research consists of the Head of the Department who is the head of the finance, operations, human resources and marketing department, and all employees of the

Human Resources Development, Finance department, Marketing department, purchasing department and service department. This study does not include directors as a population because director positions are only at the head office. Therefore, the population in this study were all Head of Departments and employees at Omsa Medic Jimbaran, Bali, totaling 87 employees. The method used in determining the sample is saturated sampling method, where all members of the population are used as research samples. Partial hypothesis testing can be tested using the t test formula. The t-statistic test aims to test whether or not the effect of each independent variable (X) has on the dependent variable (Y).

IV. RESULT AND DISCUSSION

Respondent characteristics

Respondents in this study amounted to 87 people according to the sample size used. Research respondents will be described by presenting the characteristics of the respondents consisting of age, gender, latest education, years of service and position which are presented in Table 1 below:

Table 1. Characteristics of Respondents

No	Characteristic	Classification	Total Respondent (Person)	Percentage
1	Age	21 - 30 years	78	89,7
		31 - 40 years	9	10,3
		Total	87	100
2	Gender	Male	33	37,9
		Female	54	62,1
		Total	87	100
3	Educational Background	Diploma	50	57,5
		Bachelor Degree	29	33,3
		Master Degree	8	9,2
		Total	87	100
4	Work Experiences	1 - 5 years	87	100
		Total	87	100
5	Position	Finance	4	4,6
		HOD	4	4,6
		HRD	2	2,3
		Marketing	7	8
		Service	69	79,3
		Purchasing	1	1,1
		Total	87	100

Primary Data, 2021

Table 1 shows the characteristics of respondents can be grouped by age, indicating that the majority of respondents are in the age range 21-30 years, as many as 78 people with a percentage of 89.7 percent while 9 people aged 31-40 years with a percentage of 10.3 percent. This is because the age of 21-30 years is the productive age.

Characteristics based on gender, shows that the majority of respondents are women as many as 54 people with a percentage of 62.1 percent, while men are 33 people with a percentage of 37.9 percent. This is because they need more female employees as personnel in the service sector.

Characteristics of respondents based on the latest education, show that the majority of respondents have the latest education Diploma, as many as 50 people with a percentage of 57.5 percent, respondents with the latest education S1 are 29 people or 33.3 percent and respondents with the latest education S2 are 8 people 9.2 percent. This is because the minimum education required to work at Omsa Medic Jimbaran is a diploma.

Characteristics of respondents based on tenure show that all respondents have a work experience of 1 - 5 years, as many as 87 people with a percentage of 100 percent. This is because Omsa Medic Jimbaran has only been established for 5 years, so that the maximum employee work period is only 5 years.

The characteristics of respondents based on position show that the majority of respondents are in service positions, as many as 69 people with a percentage of 79.3 percent, respondents in finance positions are 4 people or 4.6 percent, respondents with HOD positions are 4 people with a percentage of 4.6 percent, then respondents

with HRD positions were 2 people with a percentage of 2.3 percent, then respondents with Marketing positions were 7 people with a percentage of 8 percent and then respondents with purchasing positions were 1 person with a percentage of 1.1 percent. This is because it requires more employees in the service sector.

Results of Multiple Linear Regression analysis

The multiple linear regression method is used in this study to determine the effect of the reward system (X1), work motivation (X2) and job satisfaction (X3), employee retention (Y). This method was tested using a computer system in the form of SPSS. The effect of the independent variable on the dependent variable was tested with a confidence level of 95% or $\alpha = 5\%$. The regression model used is as follows $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$. Following are the results of multiple linear regression analysis:

Table 2. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	0,594	1,015		0,585	0,560
Rewards system	0,183	0,053	0,307	3,447	0,001
Work motivation	0,115	0,051	0,214	2,258	0,027
Job satisfaction	0,286	0,065	0,386	4,374	0,000
R	0,734				
R Square	0,539				
Adjusted R Square	0,522				
F Statistic	32,343				
F Significant	0,000				

Primary Data, 2021

$$Y = 0,594 + 0,183X_1 + 0,115X_2 + 0,286X_3$$

The effect of the reward system on employee retention

Based on the results of the analysis of the reward system for employee retention, it is obtained a significance value of 0.001 with a regression coefficient of 0.183. The significance value of $0.001 < 0.05$ and the regression coefficient of 0.183 indicates that H_0 is rejected and H_1 is accepted. The results in this study mean that the reward system has a positive and significant effect on employee retention. This shows that the better the reward system is implemented, it will increase employee retention at Omsa Medic Jimbaran. Rewards are rewards given to motivate employees to have high productivity (Anwar and Duniya, 2016). The purpose of rewarding according to Luthan (2005), the organization provides rewards to employees to try to motivate their performance and encourage loyalty and retention. Rewards can be in the form of money (salary, bonus, incentive salary), rewards and benefits. Sutrayani (2016) The reward system held by a company will have an impact on employee psychology so that employees feel that the work that has been done so far has been appreciated by the company. In return, employees will work even harder so that employee performance can improve later.

These results indicate that the values contained in the reward system have a significant impact on employee retention at Omsa Medic Jimbaran. The reward system is measured based on indicators: suitability of responsibilities with employee qualifications, employee performance is valued, recognition of employee contributions, received salaries and a fair company promotion system has been proven to increase employee retention at Omsa Medic Jimbaran. the existence of a good and fair reward system will increase employee retention.

The results of this study are in accordance with previous research conducted by Oyoo et al., (2016) which states that there is a positive and significant influence between the reward system and employee retention. It was explained that the rewards given by the organization to employees will make employees feel valued and valuable so that employees are motivated to work as well as possible and keep employees working in an organization because employees have pride in their work. Njora, G., & Ndegwa, P (2020) stated that the reward system has a positive effect on employee retention. It can be concluded that a well-structured reward policy is very important in promoting employees. As for research on the relationship between the reward system on employee retention, namely, Kimunge (2014), Terera (2014), and Akhtar (2015) suggest that employees agree that rewards will have an effect on the retention of an employee, which explains the existence of positive and significant influence between reward system and employee retention.

The effect of work motivation on employee retention

Based on the results of the analysis of work motivation on employee retention, a significance value of 0.027 is obtained with a regression coefficient of 0.115. A significance value of $0.027 < 0.05$ and a regression coefficient of 0.115 indicates that H_0 is rejected and H_2 is accepted. The results in this study mean that work motivation has a positive and significant effect on employee retention. This shows that the higher the employee's work motivation will increase employee retention at Omsa Medic Jimbaran. Robbins (2015) states that motivation is a

process of explaining the intensity, direction and persistence of a person in achieving his goals. Therefore, work motivation in general is related to the efforts towards organizational goals in this study is work goals. Motivation is one of the things that influences human behavior, motivation is also known as a driver, desire, support or need that can make a person excited and motivated to reduce and fulfill self-drive Bahri (2017)

These results indicate that the values contained in work motivation have a significant impact on employee retention at Omsa Medic Jimbaran. Work motivation which is measured based on indicators: behavior direction, level of effort and level of persistence are proven to be able to increase employee retention at Omsa Medic Jimbaran. The results of this study indicate that if Omsa Medic Jimbaran is able to direct employee behavior, effort and persistence, it will increase employee retention.

The results of this study are in accordance with previous research conducted by Permata (2016), Azeez (2017), Nurun Nabi, IM, & Dip TM, HA (2017), Shah, M & Asad, M (2018), Aizza Anwar et al., (2018), Suwaji (2019), which resulted in a positive and significant influence between work motivation on employee retention.

Effect of job satisfaction on employee retention

Based on the results of the analysis of job satisfaction on employee retention, a significance value of 0.000 is obtained with a regression coefficient of 0.286. The significance value of $0.000 < 0.05$ and the regression coefficient value of 0.286 indicates that H_0 is rejected and H_3 is accepted. The results in this study mean that job satisfaction has a positive and significant effect on employee retention. This shows that higher employee job satisfaction will increase employee retention at Omsa Medic Jimbaran. Astuti (2014) concluded that the greater the job satisfaction, the higher the employee retention, it can be said that satisfied employees have a higher intention to stay with the company. Therefore, job satisfaction is the most important factor to consider. Job satisfaction has a positive and significant impact on employee retention, this shows the need to pay attention to the support from superiors, so employee retention will increase Aditeresna (2018)

These results indicate that the values contained in job satisfaction have a significant impact on employee retention at Omsa Medic Jimbaran. Job satisfaction is measured based on indicators: job itself, superiors, coworkers, and promotions are proven to be able to increase employee retention at Omsa Medic Jimbaran. The results of this study indicate that if Omsa Medic Jimbaran is able to increase job satisfaction it will increase employee retention.

The results of this study are in accordance with previous research conducted by Neog & Barua (2015), Motlou et al., (2016), Shuja Iqbal et al., (2017), and Desai (2018) which resulted in a positive and significant influence. between job satisfaction and employee retention. Biason (2017) also proves the positive effect of job satisfaction on employee retention.

F Test Results

The F statistical test aims to determine the accuracy of the research model regarding the effect of the reward system (X1), work motivation (X2) and job satisfaction (X3) together on employee retention (Y). The results of the F test can be seen from the sig value. $annova < \alpha = 0.05$, then this model is said to be feasible or there is a significant influence between the independent variables on the dependent variable.

Based on the results of the regression analysis in Table 4.11, the independent variables have a simultaneous (simultaneous) effect on the dependent variable. The results of the F test analyzed using the SPSS program obtained a significance value of $0.000 < 0.05$. This result means that there is a significant influence between the reward system, work motivation and job satisfaction on employee retention. Thus, the model is considered fit for testing and proving the hypothesis can be continued.

Coefficient of Determination (R^2)

The coefficient of determination (R Square) defines the effect of the independent variable (X) on the dependent variable (Y). (R Square) has been adjusted to the degree of each number of squares included in the calculation (R Square). The coefficient of determination is 0 (zero) or 1 (one). Small value (R Square) means that the ability of the independent variables to explain the variation of the dependent variable is very limited. A value close to 1 means that the independent variables provide almost all the information needed to predict the variation in the dependent variable. Based on Table 2, the Adjust R Square value is 0.522, this means that 52.2 percent of the variation in employee retention (Y) is influenced by the reward system variables (X1), work motivation (X2) and job satisfaction (X3), the rest is $(100\% - 52.2\%) = 47.8$ percent is influenced by other factors outside the model.

V. CONCLUSION

The results of this study provide an implication for Omsa Medic Jimbaran regarding how the importance of the reward system, work motivation and job satisfaction can affect employee retention. This research is also expected to be a consideration for Omsa Medic Jimbaran to improve the reward system, work motivation and job satisfaction so that later it will increase employee retention. The first implication of the reward system, work motivation and job satisfaction has been proven to positively and significantly affect employee retention, therefore Omsa Medic Jimbaran is expected to implement a reward system that can provide welfare to employees, increase work motivation and employee job satisfaction. Based on the research that has been done, it can be seen that theoretically, this research as a whole supports several existing theories. This research is

expected to provide an empirical contribution to the relationship between reward system variables, work motivation, job satisfaction and employee retention for the development of marketing science.

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