

# Job Satisfaction an Intervening in Employee Retention Empirical Study on Logistics Company

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**Abstract:** Objective: Improve the previous research, namely analyzing the influence of Organizational Culture (X1), Compensation (X2), and Employer Branding (X3), on Employee Retention (Y2) through the intervening variable Job Satisfaction (Y1)

**Design / Methodology / Approach:** This study is based on a quantifiable approach with associative analysis by collecting data through observation, and questionnaire answers conducted on 99 YI Logistic Company employees with employee status who have worked for more than 5 years. The data analysis technique uses a supported method using the SmartPLS application version 3.2.9 for Windows.

**Findings:** This study proves that Organizational Culture (X1), Compensation (X2), and Employer Branding (X3) have a significant effect on Employee Retention (Y2) with intervening media through Job Satisfaction (Y1). Simultaneously the variables of job satisfaction and employee retention become the strongest correlation, with this describing high job satisfaction will make employee retention even higher.

**Originality/ Values:** This study proves that the relationship between Organizational Culture, compensation, employer branding through job satisfaction as an intervening variable can have a significant effect on employee retention. This becomes empirical information as an improvement and development for the company.

**Keywords:** Organizational Culture, Compensation, Employer Branding, Job Satisfaction, Employee retention

## I. INTRODUCTION

To develop an organization, it is necessary to manage the organization through the development of human resources in it.. The formation of the organization will also create a culture in it that makes the characteristics of the organization. The effectiveness of the organization can be seen from the organizational culture in it. Organizational culture shows that an organization is something standard, structured, and a communication system of a group of people working together to be able to achieve goals. The step in achieving organizational goals is created not only from the goals to be achieved, but the most important thing is to developed humans as the source of the implementers in the organization.

An interesting thing that can be seen in a logistics company where companies engaged in services are required to be able to provide the best service and experience for customers. The condition of the company that is required to

continue to move and adapt to changes related to organizational changes that include employees. The work environment created provides an overview of how the employees in it interact with each other. Where the employee in it consists of various groups with various lengths of service. This can cause dynamics in the organization to be able to create an organizational culture that is able to help the organization succeed or not in achieving goals.

Based on interviews with several managers, it is shown that there are still values that have not been fully reflected, one of which is the value of the enterprise. This enterprise is interpreted as the value of creativity in work, often employees are passive in carrying out work that is only waiting for direction from superiors. This is shown by several employees who are already seniors in the YI company environment with a passion for work that is usually done as it has been. This shows the habituation of what has been done to make the culture in the YI company environment. The habituation of what is done presents a challenge for the organization in creating a more active work environment to improve employee performance.

Several potential customers have completed their cooperation period with YI company. Customers who have completed contracts with PT YI also have an indirect impact on labour conditions which causes reductions and some employees who have become permanent employees are transferred to other businesses that are still running and this makes some employees among them resign

The picture of organizational culture in YI's company is described as not showing the expected values or company values in carrying out work. So that it brings up responses in the interview results, there is still low employee participation in developing the organization to be even bigger. On the variables that arise from company branding that make employees to be able to survive in YI company. Based on interviews conducted with several managers, it shows that the company still lacks branding, making the company need to be more competitive in finding customers which will also affect the company's operations. Good branding from the company is able to attract more customers and increase income for the company which can increase compensation for employees.

In the compensation variable depicted from the results of exit interviews of employees who have resigned from YI company, it is one of the factors considered to apply

for self-resignation. It becomes interesting to see more deeply how compensation encourages employees to resign. Job satisfaction at YI company is illustrated in the exit interview as one of the indicators indicated by workload as one of the factors for resigning apart from the compensation given.

The author also conducted a Pra Survey to get a deeper picture of the conditions in the company. This pre-survey was conducted with a closed interview with 5 Managers, namely Quality Manager, Operations Manager, Sales Manager, Procurement Manager, IT Manager which showed the role of employer branding that was felt to be lacking.

The branding at YI company based on closed interviews with several Managers said that PT YI is still lacking in branding about the organization itself. This affects when approaching potential customers even though the YI company has been established for more than 17 years in Indonesia, it is not easy to convince customers because of the lesser known branding. With the right branding, it can help the organization to be able to develop potential and get wider potential customers which will certainly add benefits to the organization so that it is able to provide attractive compensation for employees in the organization. This condition is supported by several previous studies related to Organizational Culture, wage benefits, job satisfaction with employee retention (Shuja Iqbal et al., 2017, Madueke, et al., 2017, Remijus, et al., 2019, Pertiwi, et al., 2021, Adil, et al., 2019, Dodik, et al., 2018). Research related to employer branding on employee retention (Hadi, et al., 2018).

This study aims to improve the previous research, namely analysing the influence of Organizational Culture (X1), Compensation (X2), Job Satisfaction (Y1) Employee Retention (Y2) by looking at how the contribution of Employer Branding (X3) as one of the determinants that influence employee retention. Where the researcher focuses on analysing the influence of Organizational Culture (X1), Compensation (X2), Employer Branding (X3), on Employee Retention (Y2) with intervening variables through Job Satisfaction (Y1). The purpose of this study is to provide an overview as well as empirical information related to organizational culture, compensation, employer branding, employee retention and job satisfaction. As well as making input for YI company in improving organizational management by maintaining the best human resources.

## II. LITERATURE REVIEW

### 2.1 Organizational Culture (X1)

Some definitions of Organizational Culture, including in terms of anthropology and history, are understanding culture by understanding the meaning of culture itself. Organizational culture is envisioned as a set of values, principal, norms and ways of working together for the members of the organization in it that can influence the behaviour and actions of the members in it and become a differentiator from other organizations. (Robbins and Coulter,

2016). According to Luthans (in Hendra 2020) organizational culture is also understood as a set of rules and values that are able to direct the actions of members in the organization. An organization needs to design and develop values that are used as one of the ways to achieve success in the organization.

Organizational culture is also often interpreted as a feature, a symbol that is owned by the organization and understood, adhered to by all members to create an organization that is different from other organizations (Hakim and Hadipapo, 2015). Organizational culture is also often interpreted as a value, a symbol that is owned by the organization and understood, obeyed by all members to create an organization that is different from other organizations (Masud 2004, Hakim and Hadipapo, 2015). Organizational culture is a combination of values, beliefs, and norms that may have an impact on the way employees behave, think, and feel the organization (Schein, 2011).

According to Neagu and Nicula (2012), the three basic components of culture include:

1. A basic postulate that refers to the elements that guide employees in terms of how they perceive, think and feel.
2. Values and norms that are able to exert influence in problem solving and decision making in a way that seeks the meaning and purpose of the organization and the vision of its leaders.
3. Cultural products that include observed organizational artifacts (e.g., mission statements posted or pledged to serve customers) or communications (such as newsletters, company memos, etc).

Characteristics in organizational cultures that are different from each other give rise to new findings that there are seven things that are the main characteristics in organizational culture, namely: (Robbins & Coulter, 2016)

1. Innovation and risk-taking: members in the organization are encouraged to be innovative with the latest ideas and take risks.
2. Attention to detail: the ability to analyze with accuracy.
3. Results orientation: focuses on the end result rather than the techniques and processes used by management in completing the achievements or objectives of the organization
4. People orientation: seeing the extent of the impact of the results of the decisions made by the management to the people in the organization.
5. Team orientation: the ability of members in the organization to carry out organized activities or work in the team rather than in individuals.
6. Aggressiveness: The degree of aggressiveness of the members in it and competitiveness
7. Stability: by increasing the organization's activities for preservation not just growth.

## 2.2 Compensation (X2)

According to the World at Work The Total Rewards Association listed in Marwansyah (in Septiarini et al 2021), it states that compensation is a payment made by an organization or company to workers or to members of the organization in return for services provided to the organization or company. Moorhead and Griffin (2013: 159) define compensation as the total amount (money, salary, and commissions), incentives, benefits, privileges, and gifts provided by the organization. According to Garry Dessler (2013) mentioned employee compensation includes all forms of payment to all employees that arise based on the work done. According to Hasibuan (in Prasetyo 2018), the overall income in the form of money, direct or indirect goods received by employees in exchange for services provided by the company to employees is a meaning understood as compensation.

The understood compensation component consists of two basic components, namely direct compensation in the form of salaries, wages, incentives, commissions, and bonuses and indirect compensation in the form of financial benefits such as employee and vacation insurance payments (Dessler, 2013 in Hadzim 2021);

### 1) Direct Compensation

It is described as a form of compensation which is a component of a tangible reward of a compensation program in the form of financial rewards for the work that has been done and the performance results that have been achieved. Direct compensation consists of;

- a. Salary, which is a repayment of services in the form of money received by the worker based on his position in achieving the goals of the organization
- b. Performance Allowance, is an allowance provided by the company based on the performance that has been carried out
- c. Incentives, are direct rewards given to workers who are able to exceed the standard

### 2) Indirect Compensation

In the form of financial rewards without receiving direct forms of money such as guarantees and health insurance provided by the company to workers as a special program that covers health or care costs if the worker is sick or has an accident.

## 2.3 Employer Branding (X3)

Employer branding defined by Figurska and Matuska (in Pawar, 2018) is articulated as a corporate identity that includes existing values in the organization, policies and company behavior aimed at attracting, motivating and retaining potential employees. According to Lloyd in Sagita (2018) mentioned employer branding as an effort made by companies to show current employees and prospective employees that the company where they work is the desired

place to work. Ruzkyhaq, et al (2016) showed that Employer Branding has two attributes as an organizational attraction consisting of instrumental and symbolic attributes. This condition is carried out to maintain worker loyalty, promote internally and externally the view of the uniqueness of the organization and become a desirable thing to be part of the company (Backhaus & Tikoo, 2004 in Radhinda 2020).

Employer Branding is a tool for management that can serve to retain staff and reduce compensation levels (Mouthon, 2019). The existence of employer branding is able to show that companies with strong branding can reduce the cost of recruiting new employees, be able to improve employee relationships, and increase employee retention (Berthon et al, 2005 in Sagita 2018). Branding in the company also holds value for employees and provides contribution so that employees stay in the organization (Hasan, 2017). Because with the right branding to be a preferred and distinctive organization, this is an important asset for the organization (Carpentier et al., 2017).

According to research conducted by Hewitt associates, The Conference Board and The Economist in Barrow & Mosley with the presence of employer branding, companies will have three advantages, three factors of which can contribute significantly to overall business performance (Barrow & Mosley, 2011);

### 1) Cost

The most significant cost in an organization is in the Recruitment section and this can be one way to reduce those costs. Where replacing employees is a burden in most industries with various processes carried out.

### 2) Customer Satisfaction

The advantage that can be felt by the company is the satisfaction of customers in the form of increasing recruitment, retention and attachment / commitment of employees

### 3) Financial Results

The efforts made by the company in reducing the costs that exist in the process of managing the organization and increasing customer satisfaction will have an impact on financial results.

Employer branding has several dimensions that refer to research owned by Rathee and Ritu (2015) which refers to the opinions of Berthon, P.Ewing.M and Hah, L.L. The dimensions that exist in employer branding consist of:

### 1) Economic value,

Includes the amount of wages received which includes compensation, guaranteed security in the job, and the opportunity to develop a career path.

### 2) *Development Value,*

Includes the development of abilities of both hard skills and soft skills, such as the development of self-confidence and leadership.

### 3) *Social Value,*

Includes a pleasant working environment and a comfortable communication environment

### 4) *Reputation Value,*

Including the quality of products and services, a successful and developed company image, the pride of a brand occupied as a place to work, a good company image

## 2.4 *Job Satisfaction*

According to Luthans (in Fidyah 2020) job satisfaction is a set of results from the perception interpreted by members in the organization regarding how well the work is considered capable of providing things that are considered important and valuable. The three dimensions contained in job satisfaction in general are;

- 1) Job satisfaction is interpreted as an emotional response to a work situation.
- 2) Job satisfaction is also related to how well the results can be achieved, whether it meets or exceeds the expectations given by the organization
- 3) Job satisfaction in it represents several related and interrelated attitudes

According to Wexley & Yulk in Prahara (2020) stated job satisfaction as a form of feelings from workers towards their work, which is interpreted by an assessment of how far their work as a whole is able to satisfy their needs. Another view of Job Satisfaction which is defined as an attitude that is generally carried out by a person towards his work, where the difference between what the worker receives and what the worker should receive as a reward for his work (Robbins in Aliya, 2020). Priansa (2018) expresses a set of feelings lived by employees towards the work done as a result of interaction with the environment or as a mental perception of attitudes and finally as a result of an evaluation of the work done. According to Strauss and Sayles (in Rafiie 2018) mentioning the importance of job satisfaction as one of the stages of self-actualization, this is one of the psychological factors in achieving what is done. If you don't achieve satisfaction in work, it can cause frustration.

Some of the conditions shown when job satisfaction is not achieved, such as by leaving a job, complaining about the napa being done, disobeying, until the behavior of stealing property belonging to the company or organization appears, besides that it can be by avoiding the work responsibilities given to him (Robbins, 2011). Some aspects of job satisfaction that can be used to measure job satisfaction according to Luthans (2006, in Fidyah 2020) are;

- 1) The work itself (work itself)
- 2) Salary/Wages,
- 3) Supervision,
- 4) Co-workers

## 2.5 *Employee Retention*

A form of effort to retain employees carried out by an organization includes 5 dimensions listed in employee retention with the main dimensions, namely company components, career opportunities, awards, job designs, and Mathis & Jackson employee relationships (in Murtiningsih 2020). Employees who are offered a number of competencies and benefits in the form of a supportive work culture and at the same time with the balance of work and life activities that exist in an organization are able to increase the retention rate of the employees themselves. (Messmer, 2006 in Sumarni 2018).

The application of strategies that can be carried out by an organization for members of the organization in it is to design an integrated system with the aim of increasing productivity in the work environment This is done, one of which is increasing productivity in the workplace by developing processes by improving to attract, develop, maintain and optimize the abilities of people with the skills and talents needed to meet current needs and future needs (Lockword, 2006 in Sumarni 2018)

Das & Baruah (2013, in Mayasari 2018) found three elements that exist in employee retention based on previous studies including;

- 1) Social, which is a condition in both internal and external relations between employees.
- 2) Mental, which is a characteristic of a given job and can be flexible work tasks that help in maintaining resources.
- 3) Physical, is a condition of work and wages.

Employee retention has several factors put forward by (Mathis and Jackson, 2006 in Murtiningsih 2020):

- 1) Organizational components
- 2) Career opportunities
- 3) Appreciation
- 4) Design of tasks and work
- 5) Employee relations

This study also aims to prove the hypothesis as a conjecture at the beginning of the study to see whether or not there is an influence on research variables, namely Organizational Culture, Compensation, Employer Branding, and Job Satisfaction on Employee Retention at YI company. The hypothesis is stated as follows;

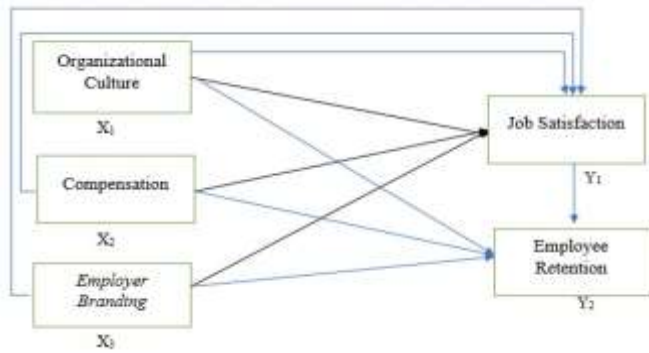


Figure 1. Theoretical Model

III. RESEARCH MATERIALS AND METHODS

3.1 Sample

The population in the study was all employees with the criteria of employees who have worked for more than 5 years at YI company. The reason for the selection is the employee population of more than 5 years by looking at the average length of service of employees at YI company as a whole, the most presentation and passion for the organization is expected to be more in-depth with the policies that have been followed from several years earlier. The number of samples representing YI company employees is 99 employees. Sample selection uses the Purposive sampling technique which is a data source retrieval technique with sample determination with certain considerations.

Table 1. Respondent Description

Category	Description	Total	%
Gender	Male	56	56,6%
	Female	43	43,4%
Education	High School/ Vocasional	27	27,3%
	Diploma	17	17,2%
	Bachelor	52	52,5%
	Magister	3	3%
Position	Staff / Officer	44	44,4%
	Asst Manajer/Manajer	17	17,2%
	Operator	11	11,1%
	Leader/ Supervisor	27	27,3%
Department	Corporate	36	36%
	Operation	63	64%
Year of Join	2012 – 2016	78	78,8%
	2007 – 2011	16	16,2%
	2000 – 2010	5	5%

3.2 Measurement

To obtain the data needed to support this study, the authors used data collection methods by means of interviews and questionnaires. The sizing scale uses a 5-category likert

scale and the questionnaire is distributed privately, sent to respondents and distributed electronically.

Table 2. Ordinal Scale (weight of questionnaire scores)

category	score
Strongly Agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

Table 3. Variable Measurement Instruments

Vaiable	Dimension	Item
Organization Culture (X1)	Innovation & Risk taking	X1.1
	Attention to Detail	X1.2
	Result Orientation	X1.3
	Individual Orientation	X1.4
	Orientation to the team	X1.5
	Aggressiveness	X1.6
	Stability	X1.1
Compensation (X2)	Direct Compensation	X2.1
	indirect Compensation	X2.2
Employer Branding (X3)	Economy Value	X3.1
	Development value	X3.2
	Social Value	X3.3
	Reputation Value	X3.4
	Interest Value	X3.5
	Application Value	X3.6
Job satisfaction (Y1)	Work	Y1.1
	Salary	Y1.2
	Supervision	Y1.3
	Work team	Y1.4
Employee retention (Y2)	Organisation component	Y2.1
	Career opportunity	Y2.2
	Rewards	Y2.3
	Task plan	Y2.4
	Employee Relation	Y2.5

The research design used is a quantifiable approach with associative analysis which is a research method with the aim of determining the causality relationship between variables through a test through a statistical calculation obtained evidence results that show the hypothesis was rejected or accepted by Sugiyono (2017). Before taking the data, the test tool is carried out a validity test by looking at the correlation between items (If  $\geq 0.3$  then valid, if  $< 0.3$  then invalid) and a reliability test is carried out using the split half method by looking at the correlation (If  $\geq 0.7$ , then reliable, if  $< 0.7$  then not or less reliable).

In this study, researchers used the Structural Equation Modeling (SEM) analysis method by testing instruments using the Partial Least Square (PLS) method with the help of SmartPLS software version 3.2.9 for Windows. Stages of testing by determining the inner model and outer model in the study. Model measurement requires validation in the method of several stages of the validation process including; Convergent Validity, Discriminant Validity, and Composite reliability.

IV. RESULTS AND DISCUSSION

4.1 Testing Inner Model & Outer Model

The second convergent validity test will be performed with Average Variance Extracted (AVE), the model has a good convergent validity can be seen from the AVE value, it is said to be valid as in table 4.

Table 4. Average Variance Extracted (AVE)

Variabel	AVE
Organizational Culture	0,663
Compensation	0,821
Employer Branding	0,687
Job satisfaction	0,790
Employee Retention	0,902

The measurement model test can be seen in table 5 where for the value of the AVE square root of each latent variable is characterized by a shading effect with the correlation value of each latent variable

Table 5 Fornell-Lacker for Discriminant Validity

	OC	EB	JS	C	ER
OC	0,814				
EB	0,396	0,829			
JS	0,680	0,578	0,889		
C	0,442	0,560	0,659	0,906	
ER	0,746	0,612	0,887	0,717	0,950

Based on table 5 it can be seen that the value of the square root of the AVE and the correlation value of a variable (construct) latent with other constructs indicate a greater value.

Table 6 Composite Reliability and Cronbach's Alpha

Variabel	Cronbach's Alpha	Composite Reliability	Cut-off	Keterangan
Organizational Culture	0,966	0,969	0,700	Reliabel
Compensation	0,945	0,958		Reliabel
Employer Branding	0,967	0,970		Reliabel
Job satisfaction	0,970	0,974		Reliabel
Employee Retention	0,988	0,989		Reliabel

The results of the construct reliability test as presented in table 6 show the Composite Reliability and Cronbachs Alpha

values of all latent variables > 0.70. So that all manifest variables in measuring latent variables in the estimated model are declared reliable. Thus the testing of the structural model (inner model) can be continued.

This is also supported by the results of multicollinearity testing using Variance Inflation Factor (VIF), the VIF value must be <5, because if >5 indicates the presence of colinearity between constructs (Sarstedt et al., 2017). Table 7 shows that the output values on the coefficients of the model are said to be non-multicollinearity because all VIF values <5.

Table 7 Multicollinearity test results

	Job Satisfaction	Employee Retention
Organizational Culture	1,294	1,859
Employer Branding	1,517	1,641
Job satisfaction		2,860
Compensation	1,590	1,933
Employee Retention		

In looking at the predictive forces of the structural model can use the R2 value of each endogenous construct (Ghozali and Latan, 2015).

Table 8 Structural Model Evaluation

Endogen Variable	R Square
Job satisfaction	0,650
Employee retention	0,861

4.2 Hypothesis Testing

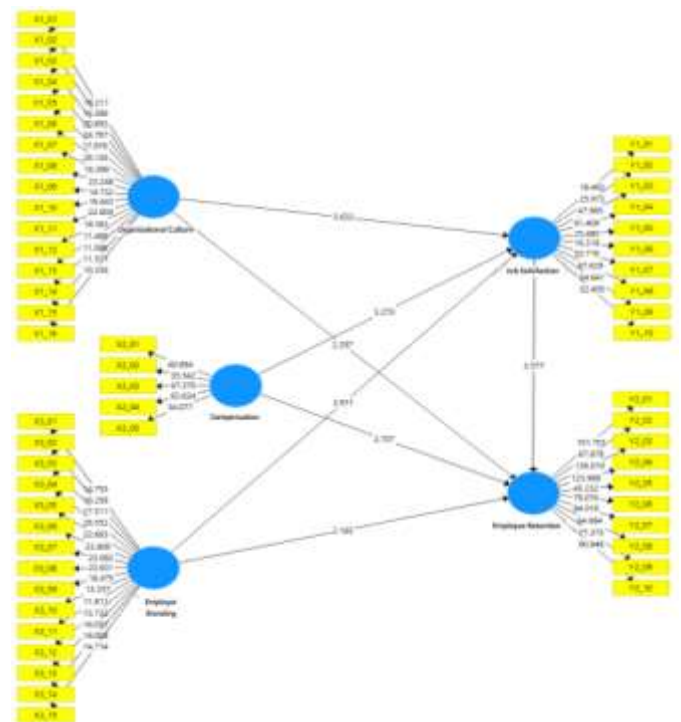


Figure 2. Hypothesis Testing

Table 9 Hypothesis Test

Variabel	Original Sample	T Statistics	P Values	Keterangan
Direct Effect				
Organizational Culture -> Job satisfaction	0,444	3,632	0,000	Signifikan
Compensasi -> Job satisfaction	0,346	3,270	0,001	Signifikan
Employer Branding -> Job satisfaction	0,208	2,911	0,004	Signifikan
Organizational Culture -> Employee Retention	0,268	2,297	0,022	Signifikan
Compensation -> Employee Retention	0,207	2,707	0,007	Signifikan
Employer Branding -> Employee Retention	0,093	2,185	0,029	Signifikan
Job satisfaction -> Employee Retention	0,514	3,577	0,000	Signifikan
Indirect Effect				
Organizational Culture -> Job satisfaction -> Employee Retention	0,229	2,052	0,041	Signifikan
Compensation -> Job satisfaction -> Employee Retention	0,178	2,798	0,005	Signifikan
Employer Branding -> Job satisfaction -> Employee Retention	0,107	2,079	0,038	Signifikan

## V. CONCLUSION

Explaining the findings of a positive influence on job satisfaction with organizational culture, compensation, employer branding. This makes organizational culture an important value for employees in interpreting their existence in an organization. The compensation provided by the company both directly and indirectly provides a positive value for job satisfaction. Employer branding shows significant results on job satisfaction, thus the better the image of the company, the more positive it gives a positive value to employee job satisfaction. This is in line with the findings on employee retention with organizational culture, compensation, employer branding. From the results of the analysis shows the correlation between the variables of job satisfaction and employee retention being the strongest correlation, with this describing high job satisfaction will make employee retention even higher.

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