

The Effect of Training and Development, Supervisor Support, and Compensation on Employee Retention during COVID-19 Pandemic on Nurses of X Hospital in Jakarta

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Abstract

Employee retention is a fundamental thing in the success of a company or organization, including hospitals. This study aims to determine the effect of training and development, supervisor support, and compensation on employee retention of nurses at X Hospital in Jakarta. This study uses a quantitative method with a sample of 150 nurses who have worked for more than 1 year at Hospital X during the pandemic. Data analysis was performed using SmartPLS software version 3.3.9. The results of this study indicate that training and development, supervisor support, as well as compensation have a positive effect on employee retention. Overall, it can be said that training and development, supervisor support, and compensation have a positive impact on employee retention at Hospital X in Jakarta. It is important for hospital management to pay more attention to these factors in order to retain skilled nurses.

Keywords

training and development;
supervisor support;
compensation; employee
retention



I. Introduction

Securing and retaining qualified personnel is critical to a company's or organization's success, including in hospitals. Employee retention is a procedure in which employees are encouraged to stay with the company, which benefits both the employees and the hospital (Akila, 2012). Increased employee retention can save a business or organization money on things like recruiting and training new employee. This can be accomplished by considering things like employee training and development, supervisor support, and compensation (Sumarni, 2011). This can be accomplished by considering things like worker training and development, supervisor support, and compensation. Bibi et al. (2018) discovered that training and development, as well as supervisor support, had a significant impact on employee retention in 250 workers at Academic Institutions in Pakistan. Employee retention is impacted by compensation as well (Murtiningsih, 2019).

Employee training and development was recommended by Newman et al. (2011) as a strategy to strengthen employee engagement to the organization and make employees feel like a valuable asset for the place where they work as one of the elements of worker retention. Furthermore, when the relationship between workers and supervisors is described as an obligation and trust, workers understand supervisor support as a social exchange construction (Dysvik & Kuvaas, 2013). Employee retention improves as a result of the supervisor's support (Tuzun & Kalemci, 2012). Meanwhile, compensation, including salary and perks, is thought to have an impact on employee retention. In their study, Hafanti et al. (2015) believe that compensation has a direct impact on the retention of Indonesian Red Cross workers.

The effect of service on patients, which is that in general, patients want to be served by the same health workers every time they need care, is one of the major consequences of health workers leaving a hospital (Collins & Collins, 2004). Hospitals, as health-care providers, must effectively manage human resources in order to give the greatest service. Covid 19 pandemic caused all efforts not to be as maximal as expected (Sihombing and Nasib, 2020). However, hospitals are having difficulty managing employee retention in the present Covid-19 epidemic since the dangers and workloads encountered by health personnel are quite high (Jamebozorgi et al., 2021). This study aims to analyze the effects of training and development, supervisor support, and compensation on employee retention of nurses at X Hospital in Jakarta.

II. Review of Literature

2.1 Training and Development

Training is a method of improving employees' knowledge and abilities in order for them to do specified tasks (Suifan, 2015). Development is a procedure that tries to prepare staff to experience change and development in tandem with the hospital's expansion. Training and development, taken together, have the capacity to guide personnel to line with the hospital's plan (Murtiningsih, 2019). The company's staff must be optimized not only to meet hospital objectives, but also to survive and prosper in the future year. Companies must guarantee that staff have the skills and competences necessary to perform effectively in a quickly changing and complicated environment in order to achieve hospital's goal (Wan, 2007). Also, companies must employ resources that can compete in order to achieve the goals. Employees with limited training have a slim possibility of getting promoted, therefore they hunt for places where training is assured (Ldama & Bazza, 2015). Employees see training and development as critical to their professional growth and achievement of their objectives. Employees will be encouraged to stay on the job and further their careers in firms or organizations, including hospitals that can provide these chances (Salami, 2008).

2.2 Supervisor Support

The interpersonal interaction between a supervisor and his or her subordinates is referred to as supervisor support (London, 1993). A positive appraisal of an employee's performance, career advice, and career expansion are all examples of supervisor support (Ming Tan, 2008). Employees that have effective supervisor support have appropriate resources, and they are more likely to perform well. Furthermore, as a consequence of the assistance provided, they will increase their performance beyond current levels (Shanock & Eisenberger, 2006). Due to a healthy and pleasant connection, supervisor support will develop employees that are compassionate and work according to standards (Ahmad et al., 2019). Employees understand the organization's aims and values because of good connections fostered through supervisory support. Employees will be more active in engaging so that current relationships may be strengthened when there is a favorable relationship as a consequence of this support (Wang, 2008). Staff support from supervisors is a critical aspect in ensuring employee retention. A competent supervisor will assist and empower employees to attain their personal and organizational goals and objectives (Rabbani, Akram, Habib, & Sohail, 2017).

2.3 Compensation

Employees get compensation in the form of money, products, or both directly and indirectly in exchange for services rendered (Hasibuan, 2019). All types of remuneration originating from their job are included in the compensation paid to workers (Dessler, 2020). This type of remuneration is linked to a salary or pay. Allowances granted to employees while working in an organization or firm, such as holiday allowances, are examples of indirect remuneration (Cascio, 2003). Compensation supplied by the firm to employees, if done and handled correctly and focused, may assist the company in achieving its objectives (Suta & Ardana, 2018). Compensation is a reward for employees, it may also motivate them to improve their performance in the workplace. The major objective of compensation is to show appreciation for the job that has been done, as well as to keep individuals who have made significant contributions to the organization's goals (Hafanti et al., 2015). Compensation must also support the company's strategic objectives. This entails devising a pay strategy that would encourage employees to behave in ways that will help the organization accomplish its objectives and initiatives (Dessler, 2020). According to Suta & Ardana (2018), employee retention is positively influenced by compensation; when employees are properly compensated, they are more likely to stay.

2.4 Employee Retention

Employees are a valuable resource in many companies, including nurses in hospitals (Kossivi, Xu, & Kalgora, 2016). According to Hom (dalam Bibi et al., 2018) employee retention is the practice of motivating employees to stay with a company for a longer amount of time. In the current environment, when technological advancements are accelerating, employees' demands and values remain unaffected since technology still need human resources to operate. Furthermore, with such fierce rivalry among businesses, employee retention is a difficulty that must be met. It is not only vital to hire high-performing staff, but it is also necessary to keep them engaged and motivated (Kossivi et al., 2016). Compensation and appreciation, job stability, training and development, supervisor support, work atmosphere, and other variables may all effect employee retention. These variables are structurally split into three primary dimensions: social, mental, and physical. The social component encompasses both internal and external interactions that employees have. Employees will choose employment where their knowledge and talents can be put to use in order to generate outcomes that can be seen as a consequence of their efforts, according to the mental dimension. The physical component includes working conditions as well as earnings or salary (Das, 2013).

2.5 Research Framework

This study focuses on the effect of human resource management such as training and development, supervisor support, and compensation on employee retention at Hospital X in Jakarta. The research framework and is shown in Figure 1.

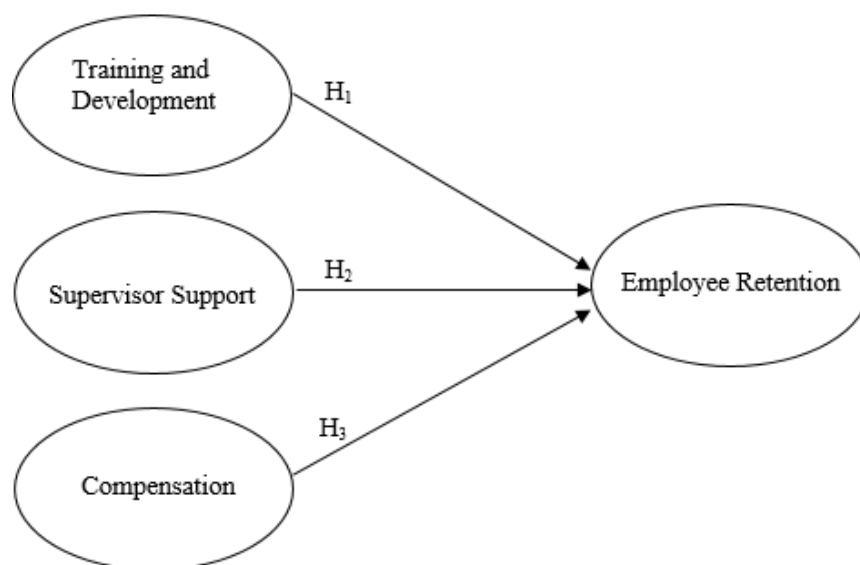


Figure 1. Research Framework

H1: Training and Development has a positive effect on Employee Retention

H2: Supervisor Support has a positive effect on Employee Retention

H3: Compensation has a positive effect on Employee Retention

III. Research Method

3.1 Research Object

Employee retention is the focus of this study. There are various additional contributing elements in the conceptual framework that predicts employee retention, including training and development, supervisor support, and compensation. The minimum number of samples necessary is 160 respondents in order to get best results in calculations with PLS-SEM.

3.2 Unit Analysis

This study uses the unit of analysis in the form of individuals because this research wants to find an assessment that can affect employee retention in their place of work. Data from each individual is taken and collected using google form and data analysis using SmartPLS 3.3.9.

3.3 Research Type

The objective of this study is to evaluate the relationship between variables in order to establish the hypothesis, hence it takes a quantitative approach. Non-probability sampling is used to collect data, which means that the sample or subject does not have an equal chance of being included. Purposive sampling is used in this study to gather information that is relevant to the research aims and obtained from groups that fulfill the researcher's requirements.

3.4 Conceptual Definition and Operationalization of Variables

The dependent variable in this study, namely employee retention, is predicted at the conclusion of the modeling procedure, using independent variables, namely training and development, supervisor support, and compensation. A five-point Likert scale was used to

quantify variables in this study: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree. For each question, respondents are supposed to select one of the five points available. The conceptual definition and operationalization variable for the study are as follows:

Table 1. Conceptual Definition and Operationalization of Variables

Variable	Conceptual	Definition Operational	Definition Scale	Source
Training and Development	Employees receive training from the company in order to improve their abilities. (Delery & Doty, 1996 dalam Bibi et al., 2018)	5 Indicators: 1. My hospital provides extensive training for hospital nurse development. 2. My hospital provides training for hospital nurses every year. 3. My hospital provides formal training to teach new nurses the skills needed to carry out their jobs. 4. My hospital provides formal development training to nurses to increase their chances of getting a promotion at my hospital. 5. My hospital is committed to its nurse development training.	Likert Scale 1-5	Delery & Doty (1996, dalam Bibi et al., 2018), Edgar & Geare (2005, dalam Bibi et al., 2018)
Supervisor Support	Interpersonal relationship between supervisors and subordinates (London, 1993 dalam Bibi et al., 2018)	8 Indicators: 1. My head of department showed an attitude of trust in me. 2. My department head treats me with dignity. 3. My department head gives me the necessary authority to do the job. 4. My department head provides useful performance appraisals. 5. My head of department provides continuous feedback. 6. My department head together with me set performance goals.	Likert Scale 1-5	London (1993, dalam Bibi et al., 2018)

		<p>7. My department head helps me develop my career plan.</p> <p>8. My department head provides sufficient time for me to attend training.</p>		
Compensation	Income in the form of money, goods directly, or indirectly received by employees in return for services rendered. (Hasibuan, 2019)	<p>6 Indicators:</p> <ol style="list-style-type: none"> 1. There is an attractive compensation system. 2. There is a fair internal salary. 3. There is a fair external salary. 4. There is a salary that reflects performance. 5. The existence of a salary that encourages better performance. 6. The existence of a salary that reflects the standard of living. 	Likert Scale 1-5	Tessema & Soeters (2006 dalam Bibi, Pangil, Johari, & Ahmad, 2017)
Employee Retention	A process when employees are motivated to stay with the organization for a longer period of time. (Hom 1995 dalam Bibi et al., 2018)	<p>5 Indicators:</p> <ol style="list-style-type: none"> 1. My work in this hospital gives me satisfaction. 2. I see a future for myself in this hospital. 3. If it were up to me, I would definitely work for this hospital for the next 5 years. 4. The work I do is very important to me. 5. I enjoy working in this hospital. 	Likert Scale 1-5	(Kyndt et al. (2009), dalam Bibi et al., 2018)

IV. Results and Discussion

4.1 Results

a. Outer Model

This quantitative study examines employee retention by looking at training and development, supervisor support, and compensation. This study received 160 respondents in the period January-March 2022. The outer model analysis was carried out by testing the validity and reliability. Validity consists of convergent validity and discriminant validity. The convergent validity value can be seen from the loading factor and AVE with criteria > 0.5 respectively. Next, a discriminant validity test is carried out, a construct variable is declared to have discriminant validity if the AVE square root of each latent variable or construct has a value greater than its correlation with other construct variables. In this

study the method used is the Fornell-Larcker criterion. Furthermore, reliability testing is carried out with Cronbach's alpha and composite reliability, if the value is > 0.7 then it is reliable (Hair, Black, Babin, & Anderson, 2019). The result of outer model evaluation can be seen in figure 2 below.

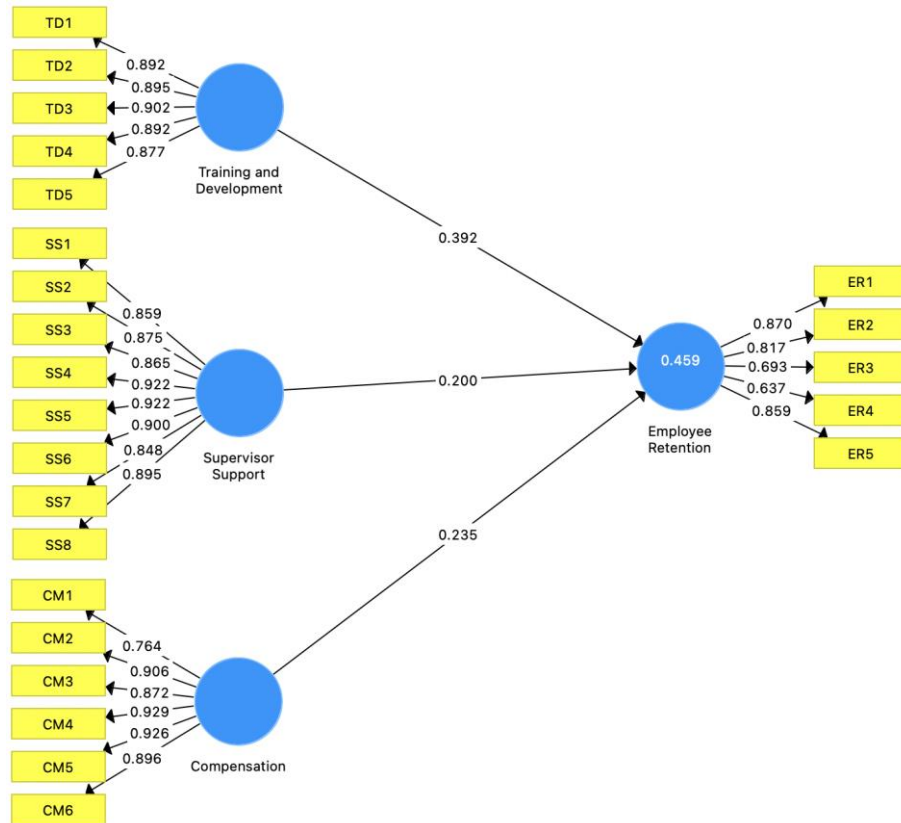


Figure 2. Measurement Model

Based on Figure 2 above, it is known that all indicators have values that match the requirements so they are considered valid, which can be explained in more detail in Table 2 below:

Table 2. Convergent Validity

Variable	Indikator	Loading	Average Variance Extracted (AVE)	Cronbach's Alpha	Composite Reliability
<i>Training and Development</i>	TD1	0,892	0,795	0,936	0,951
	TD2	0,895			
	TD3	0,902			
	TD4	0,892			
	TD5	0,877			
<i>Supervisor Support</i>	SS1	0,859	0,785	0,961	0,967
	SS2	0,875			
	SS3	0,865			
	SS4	0,922			
	SS5	0,922			

	SS6	0,9			
	SS7	0,848			
	SS8	0,895			
<i>Compensation</i>	CM1	0,764	0,781	0,943	0,955
	CM2	0,906			
	CM3	0,872			
	CM4	0,929			
	CM5	0,926			
	CM6	0,896			
<i>Employee Retention</i>	ER1	0,87	0,61	0,835	0,885
	ER2	0,817			
	ER3	0,693			
	ER4	0,637			
	ER5	0,859			

Based on the data presented in table 2, it can be seen that the loading factor values on all indicators and AVE on all variables have values > 0.5 respectively and meet the criteria mentioned and can be analyzed further. In Cronbach's alpha and composite reliability values obtained > 0.7 , it can be concluded all variables are reliable (Hair et al., 2019).

Table 3. Discriminant Validity

Variabel	<i>Training and Development</i>	<i>Supervisor Support</i>	<i>Compensation</i>	<i>Employee Retention</i>
<i>Training and Development</i>	0,892			
<i>Supervisor Support</i>	0,533	0,886		
<i>Compensation</i>	0,44	0,473	0,884	
<i>Employee Retention</i>	0,602	0,521	0,503	0,781

Based on the data presented in table 3, the value of the square root of the AVE of each variable with its own latent variable had a larger value than the correlation between variables, according to discriminant validity testing using the Fornell-Larcker technique (Hair et al., 2019). As a result, discriminant validity is met.

b. Inner Model

The inner model is a model that can explain the relationship between the independent and dependent latent variables. The first step in evaluating the inner model is to examine the predictor construct to assess whether there is a multicollinearity problem by looking at the variance inflation factor (VIF). A VIF value below 3 indicates that there is no problem in multicollinearity. The next evaluation is by looking at the coefficient of determination (R^2). The value of R^2 ranges from 0 to 1, the values of the coefficient of determination is 0.75, 0.50, and 0.25 can be considered substantial, moderate, and weak, respectively (Hair et al., 2019).

Table 4. Collinearity

Dependent	Employee Retention
Independent	VIF
Training and Development	1,491
Supervisor Support	1,55
Compensation	1,375

The data presented in table 4 has a value below 3 which indicates there is no multicollinearity problem. The next step is to evaluate coefficient of determination (R^2) value. Based on the data in table 5 below, it can be seen that R^2 is 0.448. This shows that the percentage of employee retention can be explained by training and development, supervisor support, and compensation of 44.8%.

Table 5. Coefficient of Determination (R^2)

Construct	R Square Adjusted
Employee Retention	0,448

c. Hypothesis Test

After the measurement and structural model evaluation is carried out, it is continued with the stage of testing the significance of the relationship between variables or testing the hypothesis by using the T-statistic and P-value. The T-statistic value ≥ 1.96 then there is a significant effect between the independent and dependent variables, and if the P-value < 0.05 then there is a significant effect between the independent and dependent variables (Ghozali & Latan, 2015).

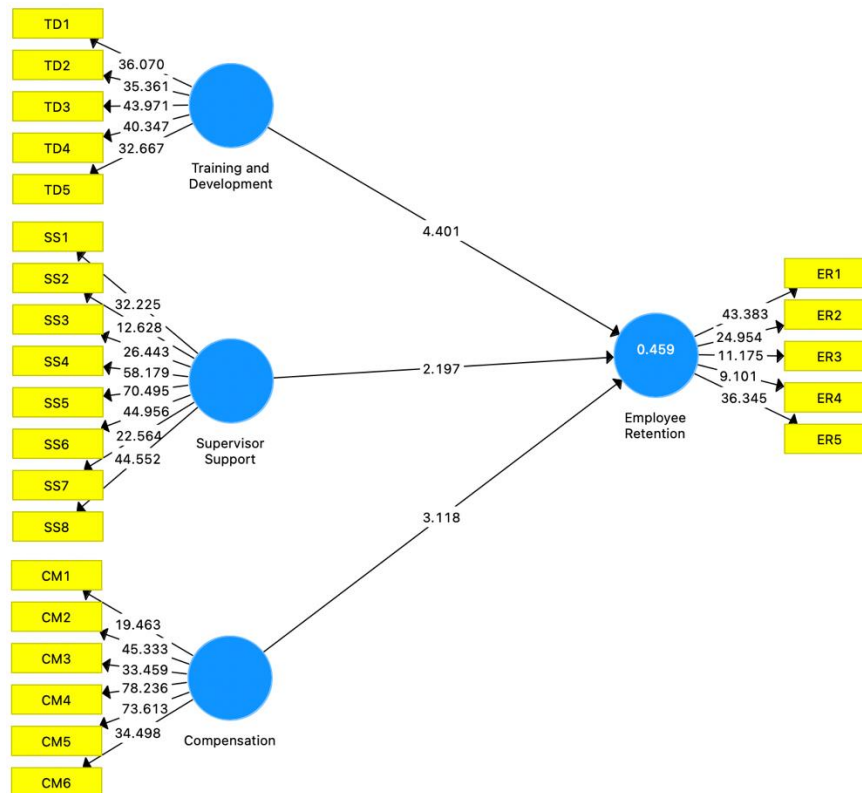


Figure 3. PLS Bootstrapping

Figure 3 shows the bootstrapping done to test the hypothesis, it can be explained in more detail in table 3 below:

Table 6. Bootstrapping

Hypothesis	Path Coefficient	T Statistic	P Value	Result
Training and Development → Employee Retention	0,392	4,401	0,000	Supported
Supervisor Support → Employee Retention	0,2	2,197	0,028	Supported
Compensation → Employee Retention	0,235	3,118	0,002	Supported

Based on Table 6 above, the results of the hypotheses in the research model tested, it was found that all hypotheses were supported and had significant values and had positive coefficients following the direction of the proposed hypothesis.

4.2 Discussion

Based on the results from Table 6, it can be seen that all hypotheses were supported. The first hypothesis (H1) stated that training and development has a positive effect on employee retention, tested and gave significant and positive results with a path coefficient of 0.392, a T-statistic of 4.401, and a p-value of 0.000. This result is aligned with research conducted by Bibi et al. (2018), that training and development can help an employee stay in his place of work because the development of his ability is assured.

The second hypothesis (H2) which states that supervisor support has a positive effect on employee retention is also tested and gives significant and positive results with a path coefficient of 0,2, a T-statistic of 2,197, and p-value of 0,028. This is also in line with the research of Bibi et al. (2018), that supervisor support is very important in retaining employees to keep working. Employees who have support from their supervisors can understand the goals of the company they work for and have a compassionate spirit and work according to standards (Rabbani et al., 2017).

The last hypothesis (H3) which states that compensation has a positive effect on employee retention shows a significant and positive effect that is shown by path coefficient of 0,235, a T-statistic of 3,118, and p-value of 0,002, This is in line with research conducted by Murtiningsih (2019). Employees who receive compensation in accordance with what they do will foster a sense that their work is appreciated and increase their employee retention (Hafanti et al., 2015).

V. Conclusion

Based on the results of analysis and discussion that have been conducted, it can be concluded that training and development, supervisor support, and compensation have a significant and positive effect on employee retention, which means that more training and development is given to employees, and the greater the support provided by supervisors, and the greater the compensation given to employees, the retention of the employee will also increase. Based on these things, the management of Hospital X in Jakarta needs to pay attention to these factors and regularly conduct studies related to employee retention, so that skilled employees can be retained and the hospital can run well.

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