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The Effect of Organizational Support and Empowerment on Job Satisfaction and Employee Retention

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Abstract:

Companies that engaged in the hospitality industry, where the performance of the company is determined by the ability of management in retaining potential employees. Hotel Puri Wulandari Ubud had a significant decrease of employee turnover rate, from 6 percent in 2012 to 3 percent in 2016, so it is necessary to be studied. This study aims to explain the effect of organizational support and empowerment of employee retention through job satisfaction. 144 employees of Hotel Puri Wulandari Ubud are used as sample with Slovin sampling technique. The data obtained were analyzed by descriptive analysis and Partial Least Squares (PLS). The results found that organizational support, empowerment, and job satisfaction have a positive and significant effect on employee retention. Organizational support and empowerment have a positive and significant impact on job satisfaction. This study implies that empowerment has a greater contribution to influence than organizational support, as well company needs to empower more the employees through the provision of work in accordance with their competence. Furthermore, the management need to be focus on improving job satisfaction through organizational support and empowerment, because job satisfaction will lead to persistence of employees to continue to be loyal to work in the company.

Keywords: Organizational support, empowerment, job satisfaction, employee retention

1. Introduction

Employee retention means maintaining and retaining employees at the company (Shakeel and Butt, 2015). Company performance is largely determined by the ability of management to retain potential employees. There have been many hospitality companies that strive to improve employee retention through programs that are supportive both materially and non-materially, so that employees have a commitment to the company. This is supported by several studies that try to explore factors that can influence employee retention in hotel employees (Ezeuduji and Mbane, 2017; Sitati et al., 2016; Aminudin, 2013). Furthermore, if employee commitment is high, then the effectiveness of organizational resources in general will be more assured. The research was conducted at Puri Wulandari Ubud Hotel Gianyar engaged in the hospitality industry. This hotel is interesting to study because there is a significant decrease in employee turnover rates, from 6 percent in 2012 to 3 percent in 2016. Data from the hotel human resources department shows that the turnover rate at Puri Wulandari Hotel is still relatively low. Harris (2005) states that the standard employee turnover rates that are set to be tolerated are indeed different in each company, but generally cannot exceed 10 percent per year.

Year	Early Employees	Incoming Employees	Outgoing Employees	Turnover Rate (%)
2012	237	17	15	6
2013	240	15	12	5
2014	254	20	6	2
2015	267	22	9	3
2016	275	16	8	3

Table 1: Voluntary Turnover of Puri Wulandari Hotel Staff for the 2012-2016 Period

Initial interviews were conducted to deepen the issue regarding employee retention at Puri Wulandari Ubud Hotel in Gianyar. The interviews were conducted with 10 permanent employees who were randomly selected who were spread in accounting, HRD and marketing positions, because at that time the interviewees could be interviewed. Based on interviews, hotel employees stated the reason for their stay at the hotel because they were satisfied with what they got while working. They stated that the hotel still paid attention to them both in terms of salary, service allowances and bonuses. Hotels are considered capable of placing employees in positions that are in line with their competencies, so they can easily work even though sometimes some new employees still need training from their seniors. The hotel management is also flexible and caring when there are employees who experience disaster. This proves that job satisfaction is a

predictor of employee retention. The results also show that satisfied employees are due to the support and empowerment of the management of Puri Wulandari Hotel, these reasons then caused employees to stay.

Job satisfaction is one of the factors that influence employee retention, where the higher job satisfaction, the higher the employee's desire to stay in the company (Terera, 2014). This statement was reinforced by research conducted by Jhajaria and Gupta (2015) on employees in retail sector companies who found that employees' desire to survive in the company increased because their job satisfaction increased. Keep in mind that organizational support is closely related to job satisfaction (Hanif and Narjono, 2015). From the results of Kadarisman's (2012) research on apparatus human resources at the Secretariat of Bogor Regency, the variables that make up organizational support factors have a positive and significant influence on job satisfaction. Empowerment is also one of the factors that influence employee job satisfaction both directly and indirectly (Debora, 2006). Bowen and Lawler (in Hong et al., 2011), also stated that there was a significant relationship between empowerment and intention to leave the company. Research conducted by Gul et al. (2012) on the banking sector in Pakistan with the title shows that there is a positive influence of empowerment on employee retention.

2. Literature Review

2.1. Organizational Support

Shannock (2006) states that perceptions of organizational support refer to employee perceptions of the extent to which organizations value their contributions and care for their well-being. This is based on social exchange theory, where the relationship between employees and their organization is an exchange relationship, for example an employee wants to work in an organization because the employee wants to exchange his efforts and loyalty in return for certain socio-emotional material. Measurement of organizational support variables using measurements from the study of Colakoglu et al. (2010) who examined organizational support for employees affective outcomes in the hospitality industry in Bodrum, Turkey. The measurements are as follows: paying attention to career goals, appreciating contributions, concerned with welfare, accepting values of employees, and providing assistance

2.2. Job Satisfaction

Robbins (2003) defines job satisfaction as a positive feeling in a job, which is the impact or evaluation results of various aspects of the work. Valensia et al. (2014) states that job satisfaction is an emotional state of employees in which there is or does not occur the intersection between the value of the employee's repayment of the company or organization with the level of the value of the remuneration that is desired by the employee concerned. Job satisfaction becomes an affective reaction of an employee towards his work by comparing desired results with perceived (Cranny in Hanaysha and Tahir, 2015). Job satisfaction is an important element that comes from the experience of employee deterioration and includes several factors such as the nature of work, payment or salary, stress level, work environment, team members, and workload (Bakotic and Babic, 2013). High levels of job satisfaction have been linked to increased employee retention (AL-Husami, 2008; Anis et al., 2011; Das and Baruah, 2013; Kim and Fernandez, 2015).

2.3. Empowerment

Empowerment according to Haas (2010) is a process of giving authority to employees to make important decisions regarding their daily activities. Generally, empowerment delegates the power of decisions and actions to the responsibilities and authority to complete their tasks (Jarrar and Zairi in Hong et al., 2011). This means that employees have sufficient authority to determine how they carry out their duties. According to Drucker in Yang and Choi (2009), managers in the future will face an increased need for employee empowerment. Therefore managers must be able to understand when to order and when to be partners (Yang and Choi, 2009). In psychological empowerment, empowered employees tend to be more confident and try to give the best to their superiors because they are given more authority in the decision making process (Naeem and Saif, 2010). Empowerment can create a sense of obligation among employees to stay in the organization, so that employees will tend to remain in the organization even when under pressure from others who intend to leave the organization. This is because employees feel that they are part of the organization (Hong et al., 2012). Empowerment measurements adopted from the results of the Hanaysha and Tahir study (2015) are as follows: feel competent, work becomes meaningful, confidence in expertise, feeling good influence for the organization, given the opportunity for freedom in doing work

2.4. Employee Retention

Hong et al. (2012) stated that employee retention refers to policies and practices that companies use to prevent employees who they think are valuable from their jobs. The goal of employee retention is to retain qualified employees that are owned by the company as long as possible, because qualified employees are intangible assets that are invaluable to the company. Efforts to retain employees have become a major problem in many organizations. Therefore it is very important that the organization recognizes that employee retention is an ongoing HR concern and significant responsibility for all supervisors and managers. The term retention is related to the term turnover which means that the employee's process leaves the organization and must be replaced (Mathis and Jackson, 2006). This study adopts Pratiwi and Sriathi (2017) who use three indicators in measuring employee retention variables, namely surviving because the company provides equal career opportunities for employees, surviving because the company always rewards performance, and survives because it is satisfied with the current job. This study adopted measurements from the study of

Pratiwi and Sriathi (2017), because they both researched the hospitality industry, especially in Bali, so it was assumed that the measurements used were in accordance with the topic of this study.

Employees will be more committed and will decide to become part of the organization for a long period of time when the organization is able to appreciate its efforts and care about their welfare. Rhoades and Eisenberger (2002) state that there is a strong relationship between organizational support and employee intention to settle in the company. Furthermore, Eder and Eisenberger (2008) found that organizational support can reduce employee behavior to withdraw from manufacturing companies in the northern United States. The findings by Armstrong-Stassel and Ursel (2009) state that organizational support has a significant effect on intention to settle in the company, with studies in HR managers and nurses in Ontario, Canada. The research of Iqbal and Hasmi (2015), found the results that organizational support had a significant effect on employee retention in employees in Lahore and Gujranwala. Finally, the findings of Kalidass and Bahron (2015) state that organizational support is a key factor to reduce the desire to leave three-star hotel employees in Kinabalu, Malaysia. Based on the description above, the following hypothesis is proposed:

- H₁: Organizational support has a significant and positive effect on employee retention

Findings of Hong et al. (2011) stated that empowerment has a significant effect on employee retention at lecturers at UTAR University, Malaysia. Gul et al. (2012) also found that empowerment has a significant effect on employee retention of employees who work in the Pakistani banking sector. The results of Ejaz and Akbar's research (2015), which examined insurance company employees in Pakistan, found empowerment had a significant effect on employee retention. A study by Kim and Fernandez (2015) on employees of the United States Federal Bureaucracy, found that job satisfaction had a significant positive effect on employee retention. Other findings from the study by Laschinger et al. (2009), that structural empowerment has an influence on retention outcomes in nurses in Canada. Based on the description above, the following hypothesis is proposed:

- H₂: Empowerment has a significant positive effect on employee retention

Organizational support also has a relationship with job satisfaction. Findings of Allen et al. (2003), states that organizational support has a significant effect on job satisfaction of salespersons and insurance agents in the southern United States. Paille' et al. (2010) also found organizational support had a significant effect on job satisfaction of alumni of business schools in France who had worked in various companies. The results of Colakoglu et al. (2010), found that organizational support had a significant influence on employee job satisfaction in the Turkish hospitality industry. Zumrah and Boyle (2015) found the results that organizational support has a significant effect on satisfaction with employees and supervisors in Malaysia. Adi and Sutanto (2015) about the job satisfaction of employees of a food industry, found that organizational support can influence job satisfaction. Based on the description above, the following hypothesis is proposed:

- H₃: Organizational support has a significant positive effect on job satisfaction

Deborah's findings (2006) state that empowerment has a significant effect on the job satisfaction of private university lecturers in Kalimantan. Hanaysha and Tahir (2015) found that empowerment has a significant effect on job satisfaction on employees and academic staff at Malaysian universities. Raza et al. (2015), which examined employees working in the banking sector in Pakistan, also found that empowerment had a significant effect on job satisfaction. Wadhwa and Vergese (2015) also stated that empowerment has a significant effect on employee job satisfaction in the cement industry in India. Kim and Fernandez's (2015) study of United States Federal Bureaucracy employees also found that empowerment had a significant effect on job satisfaction. Based on the description above, the following hypothesis is proposed:

- H₄: Empowerment has a positive and significant effect on job satisfaction

The study by AL-Husami (2008) who examined nurses in several hospitals in Miami, United States, found that job satisfaction had an influence on employee retention. Anis et al. (2011) examined Pakistani employees working in the pharmaceutical industry, finding that job satisfaction had a significant effect on employee retention. Das and Baruah (2013) examined the factors in determining employee retention, finding that job satisfaction affects employee retention. Kim and Fernandez's (2015) found that job satisfaction had a significant positive effect on employee retention US Federal Bureaucracy. Based on the description above, the following hypothesis is proposed:

- H₅: Job satisfaction has a significant positive effect on employee retention

The relationship between organizational support and employee intention to settle is justified by Allen et al. (2003), states that organizational support has a significant effect on satisfaction. Paille' et al. (2010) Colakoglu et al. (2010), and Zumrah and Boyle (2015) also found results that organizational support has a significant effect on employee satisfaction. Adi and Sutanto (2015) about the job satisfaction of employees of a food industry, found that organizational support can influence job satisfaction. AL-Husami (2008) and Anis et al. (2011) found results that job satisfaction has an influence on employee retention. Thus, there are allegations that job satisfaction can be a mediator for organizational support relationships with employee retention. This is reinforced by the results of the study of Allen et al. (2003), who found job satisfaction mediating the influence of organizational support on employee retention. Based on the description above, the following hypothesis is proposed:

- H₆: Job satisfaction mediates the influence of organizational support on employee retention

Deborah (2006) states that empowerment has a significant effect on job satisfaction. Hanaysha and Tahir (2015). Raza et al. (2015), Wadhwa and Vergese (2015) found that empowerment has an influence on job satisfaction AL-Husami (2008) and Anis et al. (2011) found the results that job satisfaction has an influence on employee retention. Thus, there are allegations of job satisfaction can be a mediator for empowerment relationships with employee retention. This is reinforced by the results of a study by Kim and Fernandez (2015), who found job satisfaction mediating the effect of

employee empowerment towards employee retention. Based on the description above, the following hypothesis is proposed:

- H₇: Job satisfaction mediates the effect of empowerment on employee retention

The description above can be illustrated in the research model below:

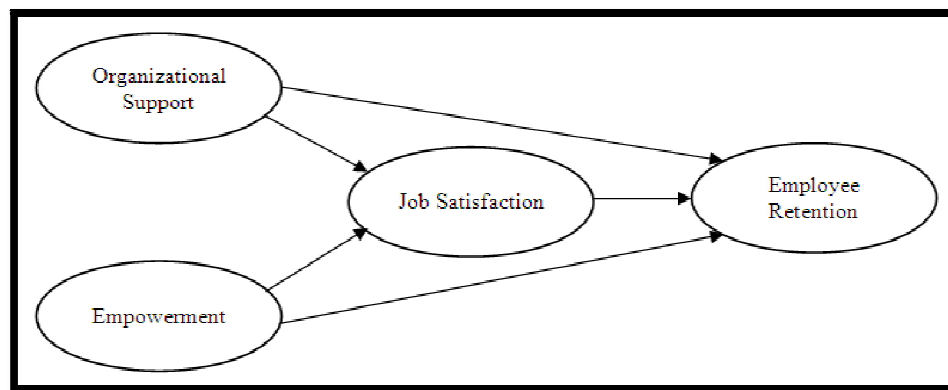


Figure 1: Research Model

3. Research Design and Methodology

The study was conducted at Puri Wulandari Ubud Hotel, with its population of 228 employees. The population has a member that is not homogeneous and proportionally distributed, so the sampling technique used is proportional random sampling. The sample size is determined by using the Slovin formula in each department, so the number of samples obtained is 144 respondents. Questionnaires were used to obtain primary quantitative data on the research variables studied. The quantitative data obtained are employee data, employee turnover data, and data from the total score of each variable, while the qualitative data is the general description of the company and the result of the initial interview at Puri Wulandari Ubud hotel employee. Furthermore, the data used in this study comes from primary sources and secondary sources, i.e. primary sources of research respondents who are hotel employees of Puri Wulandari Ubud, and secondary sources of Puri Wulandari Ubudhotels and research articles related to the topic of the organizational support, empowerment, job satisfaction, and employee retention. Respondents are given two weeks to complete the self-administered questionnaire. This research uses Partial Least Square (PLS) analysis and SmartPLS 2.0 M3 software.

4. Data Analysis

Convergent validity with reflexive indicator can be seen from correlation between indicator score with variable score. Individual indicators are considered reliable if they have a correlation value above 0.50. The correlation result between the indicator and the variables can be seen in Table 2 below.

Variable	Indicator	Outer Loadings	AVE	Composite Reliability	Cronbach's Alpha
Organizational Support (X1)	X1.1	0.793	0.686	0.916	0.885
	X1.2	0.824			
	X1.3	0.897			
	X1.4	0.864			
	X1.5	0.754			
Empowerment (X2)	X2.1	0.784	0.584	0.873	0.818
	X2.2	0.805			
	X2.3	0.852			
	X2.4	0.814			
	X2.5	0.518			
Job Satisfaction (Y1)	Y1.1	0.647	0.583	0.847	0.847
	Y1.2	0.758			
	Y1.3	0.832			
	Y1.4	0.804			
Employee Retention (Y2)	Y2.1	0.774	0.667	0.857	0.857
	Y2.2	0.832			
	Y2.3	0.842			

Table 2: Outer Model Test

4.1. Convergent Validity

The result of convergent validity test in Table 2 shows that the whole value of outer loading indicator variable has value above 0.50. Thus, it can be concluded that the indicators have met the requirements of convergent validity.

4.2. Discriminant Validity

Discriminant validity testing is done by assessing the validity of the variables of the average variance extracted (AVE). The model is said to be good if the AVE of each variable is greater than 0.50. The output results in Table 2 show that the AVE value of all variables is greater than 0.50 so it can be explained that the indicator meets the discriminant validity requirements.

4.3. Composite Reliability

The variable reliability test is measured by composite reliability and Cronbach's alpha from the indicator block measuring the variable. The variable is considered reliable if the value of composite reliability and alpha Cronbach's above 0.70. The output results can be seen in Table 2, both composite reliability and alpha Cronbach's for leader-member exchange (X), job satisfaction (M1), organizational commitment (M2) and turnover intention (Y) are above 0.70. Thus, it can be explained that all variables have good reliability.

4.4. Inner Model Test

In this structural model, there are two dependent variables, job satisfaction (Y1) and employee retention (Y2). The coefficient of determination (R²) of each dependent variable

Variable	R-square
Job Satisfaction (Y1)	0.566
Employee Retention(Y2)	0.597

Table 3: R-Square

Based on Table 3, organizational support and empowerment on job satisfaction model provides a R-square value of 0.566 which can be interpreted that the variability of job satisfaction variables can be explained by the variability of organizational and empowerment variables of 56.6 percent, while 43.4 percent is explained by other variables outside the researched. Furthermore, the model of the influence of organizational support, empowerment, and job satisfaction on employee retention provides a R-square value of 0.597 which can be interpreted that the variability of employee retention variables can be explained by the variability of organizational support, empowerment, and job satisfaction variables of 59.7 percent, while 40.3 percent is explained by other variables outside the one studied.

To measure how well the observed values are generated by the model and also the parameter estimation, it is necessary to calculate Q-square as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - (R_1)^2) (1 - (R_2)^2) \\
 &= 1 - (1 - 0.566)(1 - 0.597) \\
 &= 1 - (0.434)(0.403) \\
 &= 0.825
 \end{aligned}$$

The calculation shows Q² is 0.825, so it can be concluded that the model has a good predictive relevance. Thus, it can be explained that 82.5 percent of variations in employee retention are influenced by organizational support, empowerment, and job satisfaction while 17.5 percent are influenced by other variables.

4.5. Hypothesis Test

Hypothesis testing on the influence of organizational support on employee retention resulted in the coefficient value of 0.284 in Table 4. The t statistics value is 2.518 (> t critical 1.96), then the influence of organizational support on employee turnover is significant. Based on these results, the hypothesis 1 (H1) which states that the organizational support has a positive and significant effect on employee retention is accepted. Hypothesis testing result on the influence of empowerment on employee retention, shows a coefficient value of 0.294. The t statistics are 2.767 (> t critical 1.96), the influence of empowerment on employee retention is significant. Based on these results, the hypothesis 2 (H2) which states that the empowerment has a positive and significant effect on employee retention is accepted. The influence of organizational support on job satisfaction resulted in the coefficient value of 0.424 in Table 4. The t statistics value is 4.564 (> t critical 1.96), then the influence of organizational support on job satisfaction is significant. Based on these results, the hypothesis 3 (H3) which states that the organizational support has a positive and significant effect on job satisfaction is accepted.

Variables Correlation	Path Coefficients	t Statistics	Descriptions
Organizational support (X ₁) → Employee retention (Y ₂)	0.284	2.518	Significant
Empowerment (X ₂) → Employee retention (Y ₂)	0.294	2.767	Significant
Organizational support (X ₁) → Job satisfaction (Y ₁)	0.424	4.564	Significant
Empowerment (X ₂) → Job satisfaction (Y ₁)	0.378	3.999	Significant
Job satisfaction (Y ₁) → Employee retention (Y ₂)	0.277	2.174	Significant

Table 4: Path Coefficients

Furthermore, the influence of empowerment on job satisfaction resulted a coefficient value of 0.378 with t statistics value is 3.999 (> t critical 1.96), then the empowerment on job satisfaction is significant. Based on these results, hypothesis 4 (H4) which states that the empowerment has a positive and significant effect on job satisfaction is accepted. Hypothesis testing on the effect of job satisfaction on employee retention resulted in coefficient value of 0.277. The t statistics value is 2.174 (> t critical 1.96), the effect of job satisfaction on employee retention is significant. Based on these results, hypothesis 5 (H5) which states that job satisfaction has a positive and significant effect on employee retention is accepted.

The results of mediation testing with VAF method have fulfilled several requirements, namely, first, the direct effect (a) of organizational support variable (X₁) on employee retention (Y₂) without involving the mediating variables of job satisfaction (Y₁) in the model, has been found to be significant. Second, after the variable job satisfaction (Y₁) was included in the model, the indirect effect (b x c) was found to be significant. Pathway b and c are also significant. Third, calculate Variance Accounted For (VAF) with the formula:

$$\begin{aligned} \text{VAF} &= (0.712 \times 0.372) / (0.705 + 0.712 \times 0.372) \\ &= 0.265 / 0.970 \\ &= 0.273 \text{ atau } 27.3 \text{ percent} \end{aligned}$$

Based on these calculations, the VAF value (27.3 percent) is in the range of 20 percent to 80 percent, it can be categorized as partial mediation (has the opportunity to mediate). Details can be seen in Figure 2 below.

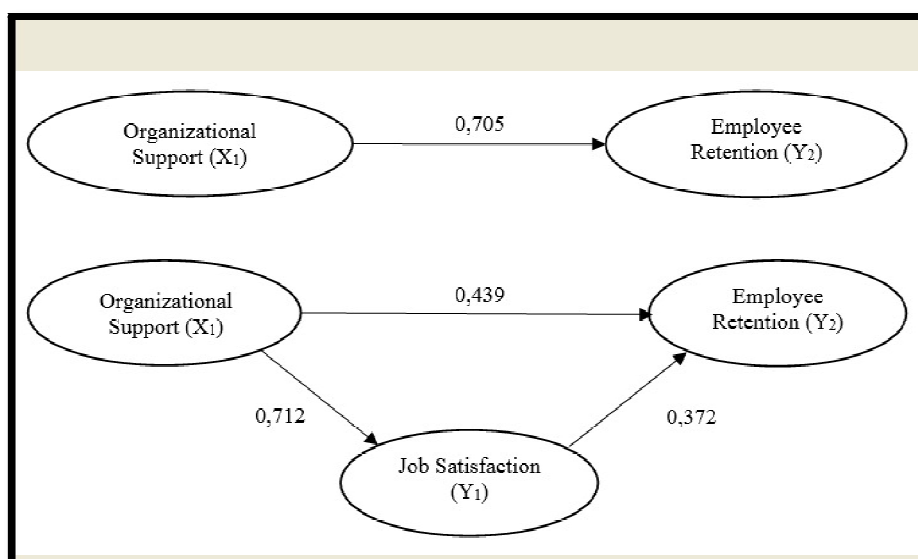


Figure 2: Mediation Test of Job Satisfaction on Organizational Support and Employee Retention

The results of mediation testing with VAF method have fulfilled several requirements, namely, first, the direct effect (e) empowerment variable (X₂) on employee retention (Y₂) without involving the mediating variables of job satisfaction (Y₁) in the model, has been found to be significant. Second, after the variable job satisfaction (Y₁) was included in the model, indirect effects (f x g) were found to be significant. Path f and g are also significant. Third, calculate Variance Accounted For (VAF) with the formula:

$$\begin{aligned} \text{VAF} &= (0.670 \times 0.379) / (0.706 + 0.670 \times 0.379) \\ &= 0.254 / 0.960 \\ &= 0.265 \text{ atau } 25.5 \text{ percent} \end{aligned}$$

Based on calculations, VAF values (25.5 percent) are in the range of 20 percent to 80 percent, so they can be categorized as partial mediation (potentially mediating). Details can be seen in Figure 3 below

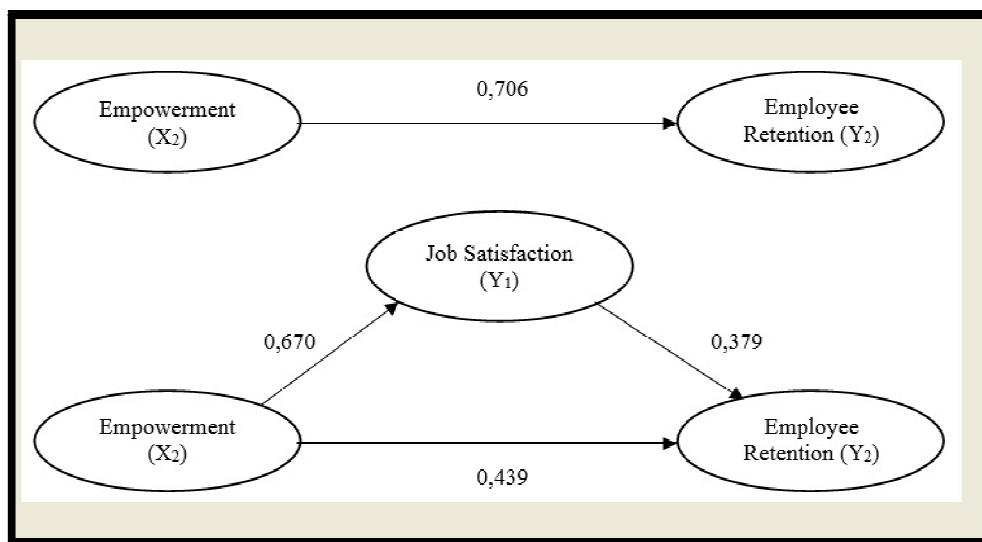


Figure 3: Mediation Test of Job Satisfaction on Empowerment and Employee Retention

5. Discussion and Conclusion

In order to improve employee retention, organizational support has a significant influence. The organizational support of Puri Wulandari Ubud Hotel is reflected in the company's concern for employees to be able to make a career in accordance with their goals. Employees feel that they are being cared for by the company through supporting future opportunities for a career at Puri Wulandari Ubud Hotel. The form of organizational support is able to have a significant impact on retaining employees which is reflected in the survival of employees because the company is able to provide the same career opportunities and are satisfied with the work done. But one thing that needs to be improved again is the lack of companies in adjusting the awards given to employees for their performance. This is felt by employees is still lacking and can reduce their retention to continue working at Puri Wulandari Ubud Hotel. The results of the analysis show that organizational support has a positive and significant effect on employee retention. This means that the higher the organizational support of Puri Wulandari Ubud Hotel to its employees, the higher the employee retention. This explains that the organizational support of Puri Wulandari Ubud Hotel is reflected through the company's concern for employees to be able to make a career in accordance with their goals. These results are consistent with several previous studies namely Rhoades and Eisenberger (2002), Eder and Eisenberger (2008), Armstrong-Stassel and Ursel (2009), Iqbal and Hasmi (2015), and Kalidass and Bahron (2015) who also found that support organizational influence significantly on employee retention.

The empowerment of Puri Wulandari Ubud Hotel to its employees is reflected through employees who feel that they have work competencies in accordance with their position of work. In addition, employees also feel confident in the expertise they have because the company has successfully trained them well. The company's efforts certainly want to create competent and confident employees in responding to any problems that occur during the work process. This form of empowerment is able to have a significant impact on retaining employees which is reflected through the survival of employees because the company is able to provide the same career opportunities and are satisfied with the work done. Company needs to consider in adjusting the awards given to employees for their performance. This is felt by employees is still lacking and can reduce their retention to continue working at Puri Wulandari Ubud Hotel. Result shows that empowerment has a positive and significant effect on employee retention. This means that the higher employee empowerment conducted by Puri Wulandari Ubud Hotel, the higher the retention of their employees. This explains that the empowerment of Puri Wulandari Ubud Hotel is reflected through employees who feel that their competencies are in accordance with the job position given by the company. These results are consistent with previous studies, namely Laschinger et al. (2009), Hong et al. (2011), Gul et al. (2012), Ejaz and Akbar (2015), and Kim and Fernandez (2015) who also found that empowerment has a significant effect on employee retention.

The organizational support of Puri Wulandari Ubud Hotel is reflected in the company's concern for employees to be able to make a career in accordance with their goals. Employees feel that they are being cared for by the company through supporting future opportunities for a career at Puri Wulandari Ubud Hotel. The existence of organizational support from Puri Wulandari Ubud Hotel can increase employee job satisfaction which shows from being satisfied with work that is challenging skills and satisfied with the work environment at the Puri Wulandari Ubud Hotel. The results of the analysis show that organizational support has a positive and significant effect on job satisfaction. This means that the higher the organizational support of Puri Wulandari Ubud Hotel to its employees, the higher the job satisfaction. This explains that the organizational support of Puri Wulandari Ubud Hotel is reflected through the company's concern for employees to be able to make a career in accordance with their goals. The results are consistent with several previous studies, namely Debora (2006), Hanaysha and Tahir (2015), Raza et al. (2015), Wadhwa and Vergese (2015), and Kim and Fernandez (2015) who also found that organizational support had a significant effect on job satisfaction.

The empowerment of Puri Wulandari Ubud Hotel in its employees is reflected through employees who have work competencies in accordance with their position of work. In addition, employees also feel confident in the expertise they

have because Puri Wulandari Ubud Hotel has successfully trained them well. The empowerment of Puri Wulandari Ubud Hotel can improve employee job satisfaction as indicated by the attitude of being satisfied with work that is challenging and satisfied with the work environment at the Puri Wulandari Ubud Hotel. Results shows empowerment has a positive and significant effect on job satisfaction. This means that the higher the employee empowerment conducted by Puri Wulandari Ubud Hotel, the higher their job satisfaction will be. This explains that the empowerment of Puri Wulandari Ubud Hotel is reflected in the company's concern for employees to be able to make a career in accordance with their goals. The results are consistent with several previous studies, namely Debora (2006), Hanaysha and Tahir (2015), Raza et al. (2015), Wadhwa and Vergese (2015), and Kim and Fernandez (2015) who also found that empowerment has a significant effect on job satisfaction.

Job satisfaction is found to have a significant impact on employee retention. The job satisfaction of Puri Wulandari Ubud Hotel employees is reflected through employees who are satisfied with a job that challenges skills. Employees also showed satisfaction in the work environment at Puri Wulandari Ubud Hotel. The job satisfaction of Puri Wulandari Ubud Hotel employees can improve employee retention shown by employees who survive because the company is able to provide the same career opportunities and are satisfied with the work done. The findings consisted with several previous studies, namely the Study by AL-Husami (2008), Anis et al. (2011), Das and Baruah (2013), and Kim and Fernandez (2015) who also found that job satisfaction has a significant effect on employee retention.

Job satisfaction is explained to be able to mediate partially or as partial mediation between the influence of organizational support on employee retention. This shows that organizational support and job satisfaction are important factors in determining employee retention in an organization. The results of mediation are able to explain how the variable job satisfaction which is an external variable outside the relationship of organizational support variables with employee retention, is able to take significance from the relationship. The indirect effect of organizational support on employee retention was found to be past job satisfaction. Job satisfaction variables can take into account the relationship between organizational support and employee retention. These results support the results of the study of Allen et al. (2003), which states that job satisfaction mediates the influence of organizational support on employee retention. Paille' et al. (2010) Colakoglu et al. (2010), and Zumrah and Boyle (2015) also found results that organizational support has a significant effect on employee satisfaction. Adi and Sutanto (2015) about the job satisfaction of employees of a food industry, found that organizational support can influence job satisfaction. AL-Husami (2008), and Anis et al. (2011) found results that job satisfaction has an influence on employee retention.

Job satisfaction is explained to be able to mediate partially or as partial mediation between the influence of empowerment on employee retention. This shows that empowerment and job satisfaction are important factors in determining employee retention in an organization. The results of mediation are able to explain how the variable job satisfaction which is an external variable outside the relationship of empowerment variables with employee retention, is able to take significance from the relationship. The indirect effect of empowerment on employee retention was found to pass job satisfaction. Job satisfaction can take into account the relationship between employee empowerment and retention. These results support the results of research by Kim and Fernandez (2015), which states that job satisfaction mediates the effect of employee empowerment on employee retention. Debora's (2006) finding that empowerment has a significant effect on job satisfaction. Hanaysha and Tahir (2015), Raza et al. (2015), Wadhwa and Vergese (2015) also found that empowerment has an influence on job satisfaction. AL-Husami (2008), and Anis et al. (2011) found results that job satisfaction has an influence on employee retention.

6. Suggestion to Researcher for Future Research

Based on the results of research and conclusions, here are some suggestions to increase employee retention. The findings indicate that empowerment has a greater influence than organizational support in order to influence employee retention. This is shown from the company's efforts to create superior and independent employees, through the provision of jobs that are in accordance with the competence of each employee. Thus, employees themselves can easily understand their work and their competencies are further honed. In addition, the company was also shown to allow employees to make decisions about their work if needed. Employees who are successfully empowered are expected to be able to work well and have a career at Puri Wulandari Ubud Hotel.

Finally, job satisfaction is found as a mediator of the influence of organizational support and empowerment of employee retention. Organizational support and empowerment also have a direct influence on employee retention. However, it will be easier for management to focus on increasing job satisfaction through organizational support and empowerment, because job satisfaction will lead to the survival of employees to continue to work faithfully in the company. Some things that can be done by the management of Puri Wulandari Ubud Hotel are like leading employees who have specific expertise in a particular field to be given jobs according to their expertise.

Based on the results of the research that has been presented, here are research limitations that could be suggest in future. This study uses Puri Wulandari Ubud Hotel employees as respondents, thus it is important for further research to complement the topic of the relationship between organizational support, empowerment, job satisfaction, and employee retention by contributing to the results of empirical studies, using other companies or industries. others, for example the telecommunications, education and banking industries. This study only examined the variables of organizational support and empowerment as factors driving employee retention, as well as job satisfaction as a mediating variable. Thus, future research directions need to develop this topic by using other predictor variables. This research is also only carried out at a certain point in time, so it is important to re-examine this topic in the future.

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