

THE INFLUENCE OF AWARDS AND CAREER DEVELOPMENT AND JOB SATISFACTION ON EMPLOYEE RETENTION AT THE YOGYAKARTA REGIONAL DISASTER MANAGEMENT AGENCY OFFICE

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Abstract

Employee retention is one of the main challenges faced by companies in maintaining organizational stability and productivity. This study aims to analyze the factors that will affect employee retention, such as career development, job satisfaction and rewards. The number of samples used was 60 respondents using accidental sampling technique. Data collection by distributing questionnaires to respondents. The results showed that reward has a positive and significant effect on employee retention, career development has a positive effect on employee retention and job satisfaction has a positive effect on employee retention. these findings indicate the importance of human resource management strategies on improving one's welfare and development as an effort to increase retention.

Keywords: *rewards, career development, job satisfaction, employee retention*

INTRODUCTION

In this increasing era, an organization or company or agency must be able to manage human resources (HR). Where currently HR is one of the most important things by playing an important role in achieving the goals of a company. Therefore, companies need to manage and develop HR properly and correctly. With the development of the times, HR is also required to update about existing changes, one of which is that companies must be able to develop the ability to retain their employees so that they continue to contribute to the company.

Rewards are usually given to employees as a form of appreciation for their contribution to the company. Reward or high appreciation for the quality of work in the reward system will encourage employees to try to show their best performance, which is achieved through a series of activities carried out efficiently and effectively in order to achieve organizational goals which are reflected in loyalty, reliability, communication skills, intrapersonal skills, and initiative. If examined further, that this reward is an award for achievement at work which can create or establish a sense of pride and recognition of a certain sense of success at work for employees. Not so many articles examine rewards specifically, but are associated with several other variables. One of the articles is discussed or researched by previous researchers, one of which is (Suparmi, S., & Septiawan, V. 2019). According to Noto & Yushita (2016) reward and punishment compensation implemented in an agency can arouse the enthusiasm and motivation of employees at work. Reward compensation can be in the form of salaries, allowances, bonuses, incentives, or other forms, while punishment compensation can be in the form of salary deductions, warning letters, and suspensions. Employees generally prefer reward compensation over punishment, because the rewards provided by the organization can be a strong encouragement at work, so this study concentrates more on the effect of reward compensation on employee performance. Employees who get reward compensation tend to be more motivated to stay and contribute further to the organization (Parisuda & Mujiati, 2019) (Aprilianti & Shofiyah, 2024).

Career development is an important factor that can influence job satisfaction and employee retention. An effective career development program provides opportunities for employees to grow and develop professionally, which in turn increases their satisfaction with work. When employees feel they have opportunities to advance in their careers, they are more likely to feel satisfied and committed to the company, which can lead to better retention (Ibrahim & Rudiantono, 2022) (Tong, 2013). Career development is an important process in improving employee competencies and skills. Career development at the Regional Disaster Management Agency (BPBD) can help

improve employee performance. Planned and sustainable career development can motivate employees to work hard. Based on the mayor's regulation Number 120 of 2020 concerning Position, Organizational Structure, Duties, Functions, and Work Procedures, the Regional Disaster Management Agency has the task of assisting the Mayor in coordinating government affairs in the field of peace, public order and community protection in disaster sub affairs.

Job satisfaction of employees who work hard and have a positive attitude will generally show a high level of job satisfaction and vice versa. According to Vita Rinika and Triana Ananda Rustam (2021) defines job satisfaction as an emotional response in the form of a feeling of pleasure, when the aspects of supervisors, coworkers, promotions, salaries, jobs that employees want match the results they get. According to Suryadi and Karyono (2022) argue that job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. Job satisfaction is a feeling of pleasure in viewing and carrying out their work (Leli Lestariani Lahagu, Achmad Tarmizi, 2023). Increased job satisfaction can have an influence on the quality of employee work, which can have a good effect on achieving company goals, because the level of satisfaction is low, the intention to leave employees is low (Sumantri and Bahrn, 2022) (Juwita Muntari Susanti et al., 2024).

Employee retention requires companies to improve the physical condition, attitude and mentality of employees so that they continue to make their best contributions and are loyal even in the midst of high work pressure so as to achieve company goals. If the retention program has good quality in paying attention to effective approaches to motivate employees through innovative reward approaches, it will encourage employee passion and enthusiasm, increase employee morale and job satisfaction, increase employee work productivity, maintain company employee loyalty and stability, increase discipline and reduce absenteeism from employees, streamline employee procurement, create a good atmosphere and working relationships, increase creativity, and employee participation in activities Hasibuan (2014) (Suwaji & Sabella, 2019).

FORMULATION OF THE PROBLEM

Based on the background of the problem, the problem formulation is as follows:

1. Does reward affect employee retention at the Badan Penanggulangan Bencana Daerah (BPBD) office?
2. Does career development affect employee retention at the Badan Penanggulangan Bencana Daerah (BPBD) office?
3. Does job satisfaction affect employee retention at the Badan Penanggulangan Bencana Daerah (BPBD) office?
4. Is there an effect of rewards, career development and job satisfaction on employee retention at the Badan Penanggulangan Bencana Daerah (BPBD) office?

METHOD

In this study using a quantitative approach. This study took a population of 150 employees at the Yogyakarta Badan Penanggulangan Bencana Daerah (BPBD) office and the sample used was 60 respondents. The sampling technique used accidental sampling technique. The characteristics of the respondents used were also grouped based on age, gender, latest education and length of work. Data collection is obtained by giving a number of questions about the problem to respondents to be examined using the questionnaire method in the assessment of the instrument development questionnaire using a Likert scale and also measuring the independent variable on the dependent variable.

a. Validity test

The validity test in this study uses the corrected item-total correlation formula. The significant test is carried out by comparing the calculated r value for the degree of freedom ($df = N-2$).

Item	Indicator	r-count	r-table	Description
Gaji dan Bonus	RW1	0,670	0.2997	Valid
	RW2	0,750		
	RW3	0,598		
Kesesjhateraan	RW4	0,756		
	RW5	0,648		
Pengembangan karir	RW6	0,812		
	RW7	0,722		
	RW8	0,682		

Penghargaan Psikologis dan Sosoal	RW9	0,744			1. Reward variable
	RW10	0,750			

2. Career development variable

Item	Indicator	r-count	r-table	Description
Pekerjaan Pendidikan	PK1	0,304	0,2997 0,2997	Valid Valid
	PK2	0,421		
	PK3	0,632		
	PK4	0,637		
Atasan Pelatihan	PK5	0,630		
	PK6	0,673		
	PK7	0,773		
Gaji	PK8	0,631		
Mutasi	PK9	0,678		
	PK10	0,455		
Promosi Jabatan Pegawai	PK11	0,456		
Promosi Rekan Kerja	PK12	0,487		
	PK13	0,622		
	PK14	0,776		
	PK15	0,724		
	PK16	0,342		
	PK17	0,568		
	PK18	0,333		
	PK19	0,464		
Masa Kerja	PK20	0,350		
	PK21	0,362		

3. Variable Job satisfaction

4. Employee retention variable

Item	Indicator	r-count	r-table	Description
Peluang Karir	RK1	0,427	0,2997	Valid
	RK2	0,420		
Hubungan Karyawan	RK3	0,345		
	RK4	0,308		
Penghargaan Karyawan	RK5	0,323		
	RK6	0,493		

Based on the validity data table above, it can be seen that the value of $r_{count} > r_{table}$ so all statements related to all the variables above are declared valid.

b. Reliability test

Variable	Cronbach's Alpha	Critical Value	Description
Reward	0,920	0,60	Reliabel
Pengembangan Karir	0,716	0,60	Reliabel
Kepuasan Kerja	0,869	0,60	Reliabel
Retensi Karyawan	0,745	0,60	Reliabel

all statements used to measure the variables in this study were declared valid.

c. T test

The statistical test (t test) is intended to show how far the influence of one independent variable individually and apply variations of the dependent variable.

Model	Unstandardized Coefficients			Standardized Coefficient Beta	t	sig
		B	Std.error			
1	(Constan)	21.627	4.773		4.531	.000
	Total.RW	0,101	0,078	0,192	5.293	.000
	Total.PK	0,147	0,133	0,197	6.111	.000
	Total.KK	0,009	0,100	0,016	8.092	.000

Based on the T test table above, it can be concluded that:

Reward affects employee retention. The results of hypothesis testing show that rewards on employee retention with a sig value of $0.00 < 0.05$ and $t_{count} 5.293 > 1.296$, it can be concluded that hypothesis 1 states that rewards have a positive effect on employee retention, so (H1) is accepted.

Career Development affects Employee Retention. The results of hypothesis testing show that career development on employee retention with a sig value of $0.00 < 0.05$ and $t_{count} 6,111 > 1,296$, it can be concluded that hypothesis 2 states that career development has a positive effect on employee retention, so (H2) is accepted.

Job Satisfaction affects employee retention. The results of hypothesis testing show that job satisfaction on employee retention with a sig value of $0.00 < 0.05$ and $t_{count} 8,092 > 1,296$, it can be concluded that hypothesis 3 states that job satisfaction has a positive effect on employee retention, so (H3) is accepted.

d. F test

The f test has a sig value of < 0.05 , so the hypothesis has a simultaneous effect, but if instead $\text{sig} > 0.05$, the hypothesis has a simultaneous effect, it is rejected.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.050	3	4.683	43.846	.000 ^b
	Residual	309.884	56	5.534		
	Total	323.933	59			

- a. Dependent Variable: Employee Retention
- b. Predictors: (Constant), Job Satisfaction, Reward, Career Development

a. Determination Test (R^2)

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.816 ^a	.666	.651		2.346

a. Predictors: (Constant) total_reward, career development, job satisfaction

b. Dependent Variable: Total employee retention

In this determination test table, it is known that the r square (R^2) coefficient value is 0.666 or 66.6%. So it can be concluded, the magnitude of the influence of the reward variable on employee retention is 0.666 (66.6%). Then the rest ($100\% - 66.6\% = 34.4\%$) is influenced by other variables not examined in this study.

RESULTS AND DISCUSSION

Based on the results of data analysis, the answers from the respondents were tested and distributed questionnaires to the respondents. The respondents were 60 and have answered completely and definitely. Statements are made in accordance with existing variables and the first variable reward is stated to have a positive and significant effect on employee retention. The second variable has a positive effect on employee retention and the third variable has a positive effect as well.

Conclusion

- a. Reward is proven to have a positive effect on employee retention. This means that effective rewarding can increase employee loyalty and commitment at the Yogyakarta Regional Disaster Management Agency office.
- b. Career Development has a positive effect on employee retention, which means that they develop professionally and are motivated to continue working at the Yogyakarta Regional Disaster Management Agency office.
- c. Job Satisfaction has a positive and significant effect, which means that the higher the level of job satisfaction felt by employees, the more likely they are to continue working at the Yogyakarta Regional Disaster Management Agency Office.
- d. Reward, career development, job satisfaction on employee retention is proven through (f test) proven simultaneous results and a positive effect on employee retention.

Suggestions

Based on the results of the research and discussion, the following suggestions can be given:

1. Yogyakarta Badan Penanggulangan Bencana Daerah (BPBD) Office
 - a. Based on the research results that rewards have a positive effect on employee retention by providing bonuses and regular salary increases at the Yogyakarta Badan Penanggulangan Bencana Daerah office.
 - b. Based on the results of research that career development has a positive and significant effect on employee retention by increasing training programs with relevant soft skills and career development with measurable success at the Yogyakarta Badan Penanggulangan Bencana Daerah office.
 - c. Based on the research results, job satisfaction has a positive effect on employee retention with performance incentives to motivate employees at the Yogyakarta Badan Penanggulangan Bencana Daerah office.
2. For future researchers, it is hoped that they can conduct research on a different scope and a larger sample size to find out whether it is consistent for these variables. By being able to develop this research by examining other factors not contained in this study. This is expected to provide even better results for the rules of knowledge.

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