

## **The Influence Of Job Satisfaction, Career Development And Teamwork On Employee Retention In Government-Owned Cultural Destinations**

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### **Abstract:**

The purpose of this study is to determine whether job happiness, teamwork, and career advancement have an impact on employee retention. 100 employees made up the study's population. Probability sampling with a simple random sampling category of 60 participants was the sampling technique employed in this investigation. To gather data, the researcher provided a questionnaire. Path analysis is used in this study. According to research findings, career growth has an impact on workers' job happiness. Teamwork has an impact on workers' job happiness. Employee job happiness is simultaneously influenced by career growth and teamwork. Employee retention is affected by career advancement. Employee retention is influenced by teamwork. Employee retention is influenced by job satisfaction. Teamwork, professional growth, and job happiness all have an impact on employee retention. Job satisfaction, which is influenced by career advancement, affects employee retention. Through increased job satisfaction, teamwork affects employee retention.

**Keywords:** career development, teamwork, job satisfaction, employee retention.

## Introduction

In Indonesia, the tourist industry is a crucial business. In 2022, the tourist industry in Indonesia would generate foreign exchange revenues of \$4.26 billion USD, according to the Ministry of tourist and Creative Economy. When compared to the previous year, when it only totaled US\$0.49 billion, its value has increased by 769.39%. The aim for this year's value has also been tripled. The Ministry of Tourism and Creative Economy aims to earn US\$1.7 billion in foreign exchange from the tourism sector in 2022. The rise in foreign visitor arrivals as the COVID-19 outbreak slows down cannot be separated from the spike in tourism and foreign exchange. 3.92 million foreign visitors were estimated to have entered the nation as of October 2022. Article 14 of Law No. 10 of 2009 indicates that the tourist industry consists of a variety of firms (Disa & Djastuti, 2019). Tourism, specifically: tourist attractions, tourist destinations, tourist transportation, tourist travel, food and beverage services, accommodation, planning meetings, incentive trips, conferences, and exhibitions, as well as tourist information, tour guide services, and water and spa tourism. After the COVID-19 outbreak was contained, a new age in Indonesian tourism has begun. In 2022, Indonesia will move up the tourism rankings quickly. Indonesia's tourism ranking rose from 44th to 32nd in just 18 months. In the Travel and Tourism Competitiveness Index (TTCI) in 2021, Indonesia moved up 12 spots for the first time, placing it ahead of Malaysia, Thailand, and Vietnam. In the meantime, Indonesia's tourist industry managed to take ninth place in the Asia-Pacific area. This position has succeeded in outperforming the accomplishments of nearby nations like Malaysia and Thailand in ASEAN. Therefore, good maintenance is needed in the tourism sector. Currently, Indonesia needs professional tourism human resources (HR) to develop and advance the tourism and creative sectors, especially when the COVID-19 pandemic is under control (Ginting et al., 2021).

Of course, there is a special incentive for people to travel with the numerous sorts of tourism that are available. According to statistics, 40% of tourist-related activities are cultural tourism. In Indonesia, there are numerous cultural tourism attractions, Taman Mini Indonesia Indah being one of them. It is frequently referred to as TMII and is a tourist attraction with the goal of showcasing Indonesian culture. erected on a plot of land that is roughly 1.5 KM<sup>2</sup>, or 150 hectares, in the East Jakarta area. TMII is a tourist destination that serves as a snapshot of Indonesian culture as a whole, or, to put it another way, as a miniature representation of the Unitary State of the Republic of Indonesia. One trustworthy organization is trusted to handle this tourist attraction, and that organization is in charge of it. The revitalization of the tourist park was carried out to support the implementation of the G20 Presidency in 2022. Apart from that, this revitalization also serves to restore the dignity of the tourist park, including green open spaces and buildings (Hasibuan, 2019). After revitalization, as a manager, you need to pay attention to every aspect that exists for the sustainability of the tourist attraction, one of which is the human resources (HR) aspect. In terms of employee promotions and transfers, there are 54 employees who have received promotions and 96 employees who have not been promoted. In 2021, there will be 49 employees who have been promoted and 101 who have not been promoted. Meanwhile, in 2022, 46 employees have received promotions and 104 employees have not received promotions. Which indicates a decline in the number of employees receiving promotions. Based on the findings of interviews with 10 employees, 8 of them claimed that business promotions had not been successful since the offered promotion indicators were ambiguous. Employees who have worked for a long period, for instance, may not have received a promotion, whereas those who haven't worked for a while may have. One of the numerous contributing elements is when individuals advance in their careers because they have strong relationships with their superiors. Thus, it is not based on the skills and knowledge of the employees (Ginting, 2020). The information above shows that businesses still struggle to comprehend staff retention.

## Literature Review

Every activity depends heavily on its capacity to manage its human resources, hence effective human resource management is essential. In order for the workforce to be effective and efficient in achieving the objectives of the business, the employees, and society, human resource management is both a science and an art. A strong employee retention program at the organization is one indication of successful management (Rasyid et al., 2023). Retention refers to a business's efforts to keep personnel on board so that it can accomplish its objectives within a predetermined time frame. Career possibilities are one of the aspects of employee retention, and there are signs

of opportunities to advance in reaching career goals and having clear career options. Apart from that, there are other factors that can be considered in creating employee retention, one of which is career development (Tannady & Purnamaningsih, 2023). Career development is a way for an organization to support or increase the productivity of its employees (Riyani & Azizah, 2022). Career development in the company is not very effective, as there are employees who are promoted without clear indicators on the basis of what the employee was promoted to, which causes jealousy from other employees and makes them decide to leave the company. One indicator of career development is job training (Mathis & Jackson, 2016).

Relationships between coworkers are obviously vital to consider when it comes to employee retention, in addition to career advancement. When a group works together, their individual efforts result in better performance than they would have gotten working alone. Employee disputes frequently result in incomplete work, which hinders business operations (Nurisman, 2018). Coordination with superiors is often missed, such as informing them of assignments, resulting in a lack of clear direction, which has an impact on subordinates who are confused about their duties. Even though every division requires cooperation between lines, conflicts occur if the directions given are not clear. Employees will delay their work, which will cause teamwork problems within the company. One indicator of teamwork is responsibility between teams (Hidayat & Tannady, 2023). There are still many employees who experience delays at work. This is due to the different employee competencies for each individual as well as the low level of employee discipline regarding their awareness of responsibility for completing work, which gives rise to laziness from the employees themselves. This indicates that teamwork is still low, which results in work not being completed on time. Apart from career development and teamwork, job satisfaction will certainly have an influence on employee retention. Job satisfaction is the feeling of being happy or unhappy with the work carried out by a member or employee of an organization or company (Parulian & Tannady, 2023). One thing that makes someone feel happy is comfort. Comfort is important for every employee because comfortable situations and conditions will encourage them to be satisfied with their work activities. Career development will be more effective if it is supported by job satisfaction (Nugrahanti et al., 2023). Lack of effective career development and poor teamwork cause employee dissatisfaction, resulting in employees not feeling at home and leaving the company. Some employees still feel dissatisfied with their superiors in the company. Apart from that, lack of teamwork and low promotions also have an impact on employee job satisfaction (Ririn, 2016).

## Methodology

Office workers made up the study's population, which consisted of 100 people. The sample size was determined by Slovin to be 60 workers. The sample method used in this study is probability sampling with a straightforward random sampling category. Simple random sampling is the process of selecting sample participants from a population at random without considering the distribution of the population's strata. And when it was put into practice, researchers distributed surveys at random to workers from every department and level of employment. At this point, the data has been analyzed so that the research's questions can be resolved and the truth determined. In this test for data quality, the analysis of the data must first pass validity and reliability tests before moving on to normalcy testing. Path analysis is used in this study. In route analysis, the researcher first develops a path diagram to represent the issue as an image before analyzing the study. The researcher next chooses the structural equation that describes the correlation between the variables in the path diagram. The researcher determined the t value and used it to assess the importance of the indirect effect.

## Case studies

The calculation's findings show that the career development variable's (X1) significant level for work satisfaction (Y) with the t-count is higher than that of the t-table ( $3.3 > 1.7$ ). These findings support the hypothesis that career growth (X1) has a substantial impact on job satisfaction (Y). A company's formal approach to its employees is called career development, and it is done to make sure that personnel with the necessary qualifications and experience are always on hand. An employee will feel content and put out serious effort to preserve their job if they are given a guarantee of a better one. The findings of this study are consistent with earlier studies on the influence of workplace

relationships, career development, and work motivation on employee job satisfaction, which found that career growth was significantly associated with job satisfaction. Job satisfaction (Y) has a t-count that is higher than the t-table on the teamwork variable (X2) ( $3.8 > 1.7$ ). These findings support the notion that cooperation (X2) significantly affects job satisfaction (Y). When a group works together, their individual efforts result in better performance than they would have gotten working alone. People who can be invited to collaborate are needed in order to complete teamwork. In order to attain strong performance and employee happiness while working for the organization, teamwork is crucial. The findings of this study are consistent with those of earlier studies, which found that cooperation significantly and favorably affects job satisfaction.

The variables career growth (X1) and teamwork (X2) have a stronger impact on job satisfaction (Y) with an f-count of 21.89 than the f-table of 2.8, according to the outcomes of simultaneous calculations. This demonstrates that  $H_a$  is welcomed. These findings support the notion that cooperation (X2) and career advancement (X1) have an additive effect on job satisfaction (Y). The findings of this study are consistent with other research, which indicates that job satisfaction is positively and significantly influenced by all variables. Consequently, workplace happiness is positively and significantly impacted by career development and teamwork. The t-count is higher than the t-table for the career development variable (X1) on employee retention (Z) ( $5.5 > 1.7$ ). These findings lead to the conclusion that career advancement (X1) significantly affects employee retention (Z). When workers are treated fairly in the workplace, career development can affect retention rates. This is one of the main justifications for encouraging workers to pursue formal education in order to advance their careers. The findings of this study are consistent with those of earlier studies, which showed that career development had a favorable and significant impact on employee retention.

The teamwork variable (X2) and employee retention (Z) calculation results show that the t-count is higher than the t-table ( $15.8 > 1.7$ ). These findings support the notion that cooperation (X2) significantly affects employee retention (Z). When it comes to keeping employees, the non-physical work environment is more successful than other variables. Employee retention will increase if they enjoy working for the organization, thus it is important that they do. Teamwork inside the organization, or employee connections with superiors and coworkers, is the non-physical work environment in question. The findings of this study are consistent with earlier studies that found a strong correlation between the non-physical work environment and employee retention. A non-physical work environment is one in which organizational cooperation between employees grows. Employee cooperation improves when work responsibilities are clearly defined and communicated to all parties. Additionally, fostering an environment where employees get along well and communicate with one another might encourage workers to stick with the business.

The t-count ( $2.8 > 1.7$ ) is higher on the variables job satisfaction (Y) and employee retention (Z) than the t-table. These findings support the hypothesis that job satisfaction (Y) significantly affects employee retention (Z). Good working circumstances will result from satisfied employees, and happy employees will be motivated to perform to the best of their ability in order to meet personal or organizational objectives. The findings of this study are consistent with earlier studies that found a strong correlation between work satisfaction and employee retention. a higher f-count value than the f-table ( $218.7 > 2.8$ ) was used to determine the significant level of the variables career development (X1), teamwork (X2), and job satisfaction (Y) on employee retention (Z). Based on these findings, it can be said that job satisfaction (Y), teamwork (X2), and career advancement (X1) all have an impact on employee retention (Z). The findings of this study are consistent with earlier studies that found that job satisfaction, organizational culture, employee development, and work environment all had a favorable impact on employee retention. It can be concluded that to increase job satisfaction, companies need to ensure that the work environment where employees work is good, namely that there is open communication between teams and support from superiors and superior responsibility in the work they do. And also, companies need to have a good career development system, which will have an impact on increasing employee retention levels in the company.

Career development has a 0.25 direct impact on employee retention. The indirect effect, meanwhile, is 2.2. Since the indirect impact value outweighs the direct influence value, career advancement via job satisfaction indirectly influences employee retention. According to earlier research, the work satisfaction variable was successful in reducing the impact of the career advancement variable on employee retention. The findings of this study corroborate that finding. Therefore, career advancement within the organization will have an effect on employee

retention and can influence job satisfaction. Employee job satisfaction can rise through effective and transparent career development, which will improve employee retention. Teamwork has a 0.7 direct impact on employee retention. The indirect effect, meanwhile, is 2.4. The indirect influence value outweighs the direct influence value, indicating that cooperation indirectly affects employee performance through job satisfaction. The findings of this study are consistent with earlier research, which found a strong impact of job satisfaction as a mediator between work-life balance and the retention of BPR employees. In this research, researchers focused on the non-physical work environment, namely teamwork. Collaboration between employees that is formed within the company. With clarity in the work responsibilities given to employees, it results in good cooperation between employees. And also, by creating environmental conditions with good relationships and communication between colleagues, this is also a factor that can influence employee satisfaction and have an impact on employee retention.

Regarding the career development variable, companies can provide fairer career development opportunities, a plan for success, and a career path that is better defined, clear, and directed, thereby giving a sense of satisfaction in working at the company. From the results of the questionnaire answers, it was still found that several employees felt they did not receive regular training from the company and did not have sufficient work knowledge, so the company is expected to maximize work training in the company to help employee career development. For team collaboration, companies are advised to increase collaborative cohesion between colleagues. There are outing activities every year to maintain unity and a sense of family among employees within the company. Apart from that, related to the job satisfaction variable, companies can maintain employee job satisfaction, which can be an effort to help increase employee retention rates. From the results of the questionnaire answers, there are still employees who feel dissatisfied because the work is not in accordance with the employee's own desires and abilities, and the salary is not in accordance with the workload given. With this, companies are expected to pay more attention to employee job satisfaction in any form, including developing the careers of employees who have contributed so as to create a sense of joy and satisfaction, create a sense of mutual appreciation, respect, and tolerance between employees, reduce each other's ego, build synergy, cohesiveness, and togetherness, good communication and coordination, and ensure that superiors always provide feedback on the work results of subordinates and provide opportunities for subordinates to express opinions or input so that subordinates feel more appreciated. And for employee retention, it is important for companies to pay attention to factors that can increase employee retention to keep employees working for the company by providing fair career development, creating an atmosphere of good teamwork, and paying attention to employee job satisfaction.

## **Conclusion**

Career development influences employee job satisfaction. Teamwork influences employee job satisfaction. Career development and teamwork simultaneously influence employee job satisfaction. Career development influences employee retention. Teamwork influences employee retention. Job satisfaction influences employee retention. Career development, teamwork, and job satisfaction simultaneously influence employee retention. Career development influences employee retention through job satisfaction. Teamwork influences employee retention through employee job satisfaction. Regarding the career development variable, the company is expected to provide fairer career development opportunities, a plan for success, and a better defined, clear, and directed career path so as to give a sense of satisfaction in working at the company. From the results of the questionnaire answers, it was still found that several employees felt they did not receive regular training from the company and did not have sufficient work knowledge, so the company is expected to maximize work training in the company to help employee career development. For team collaboration, companies are advised to increase collaborative cohesion between colleagues. There are outing activities every year to maintain unity and a sense of family among employees within the company.

Apart from that, related to the job satisfaction variable, companies can maintain employee job satisfaction, which can be an effort to help increase employee retention rates. From the results of the questionnaire answers, there are still employees who feel dissatisfied because the work is not in accordance with the employee's own desires and abilities, and the salary is not in accordance with the workload given. With this, companies are expected to pay more attention to employee job satisfaction in any form, including developing the careers of employees who



have contributed so as to create a sense of joy and satisfaction, create a sense of mutual appreciation, respect, and tolerance between employees, reduce each other's ego, build synergy, cohesiveness, and togetherness, good communication and coordination, and ensure that superiors always provide feedback on the work results of subordinates and provide opportunities for subordinates to express opinions or input so that subordinates feel more appreciated. Additionally, it's critical for businesses to focus on variables that can boost employee retention, such as giving equitable career growth opportunities, encouraging positive teamwork, and focusing on employee job satisfaction, in order to keep employees working for the business. It is believed that by selecting several organizations or businesses for comparison purposes, this research would serve as a model for future studies that employ various research approaches.

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