

# The Effect of Non-Physical Work Environment (Covid-19) and Career Development on Retention (A Case Study of Hotel Ahadiat Employees and Bandung Bungalows)

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## Abstract

*The purpose of this research explains employee retention, non-physical working environment, and career development. Employee retention is a company's effort in maintaining the employee's good rating to stay in a company for some time. This research was done at Ahadiat Hotel and Bungalow Bandung. Management is required to be able to create a working atmosphere that is full of family feelings and good communication. The research method is using descriptive and verificative methods. The types and sources of the data used in this research are primary and secondary data. The population of this research is a whole employee of 92 people, using a crude sample. The data gathering method is by observation, interview, and questionnaire. The analysis tool used is a double-linear regression analysis and F test. Results indicate that non-physical working environment and career development affect positively and significantly with employee retention, so the better the non-physical working environment and career development the more the employee's retention.*

**Keywords:** *Non-Physical Working Environment; Career Development; Retention.*

## I. INTRODUCTION

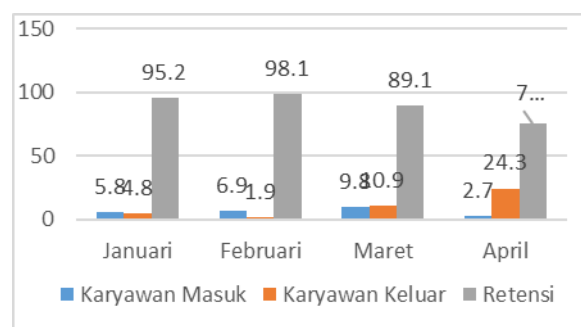
The city of Bandung is one of the tourist destinations located in Indonesia. It has friendly citizens as well as its beautiful nature, luring the tourists from either local or abroad to come to the City of Bandung. The tourism business located in the city of Bandung is promising, so many companies have been built for services. The city of Bandung has hotels that function as accommodation for tourists, either abroad or local, to stay.

Human resources can affect the hotel's development and take part in running the hotel's activity. A company's employee's continuation is counted for the organization's stability that happened inside, to keep the employees working well, employee's welfare must be attentive to a company (Lulu Putu et al., 2015). Ahmed and Uddin (2016) thought that the success of a company depends on how is the employee's performance, efficiency, honesty, diligence, and integrity. The failure of developing human resources can cause an interruption in reaching the goal in the organization, either in performance, profit, or the life continuation of its organization (Rayadi, 2016).

Ahadiat Hotel and Bungalow is located at Sindang Sirna territory, City of Bandung, West Java Province. Ahadiat Hotel and Bungalow is a three-stars standardized lodging. Ahadiat Hotel and Bungalow have complete facilities like a restaurant, swimming pool, fitness area, and wide and comfy meeting room so Ahadiat Hotel and Bungalow meets the need for a global market.

Increasing the visitors at the beginning of 2020 has caused drops, this is due to the plague (Covid-19) that caused the Ahadiat Hotel and Bungalow of the City of Bandung to have drastically decreased incoming visitors and reduced the number of employees.

The employee's cyclic level in the Ahadiat Hotel and Bungalow of the City of Bandung shows abnormal numbers. Lulu Putu et al. (2015) say employee's cycle is normal between 5-10 percent per year and is high if more than 10 percent per year. According to Nurhidayati (2016), employee retention can be seen via employee turnover data. To know the employee's cyclic level that caused by plague (Covid-19) is as follows:



**Figure 1. Turnover Level of Ahadiat Hotel Employees in 2020**

Figure 1 on the above chart that is the turnover rate of employees of Ahadiat Hotel and Bungalow in retention rate decreased significantly and tends to decrease, in January the retention rate of Ahadiat hotels was 95.2% while in April month by 75.7%. This is caused by the disease outbreak (Covid-19) which changes the economy throughout the major cities of Indonesia.

Samuel and Chipunza (2016) stated the primary purpose of retention was to prevent the exit of employees who had expertise from the organization, as it could have adverse effects on the company's productivity. Gunawan (2015) said maintaining high employee retention will increase the company's effectiveness and performance due to high retention, hence turnovers are low. According to Fatima (2016), the high retention of employees will affect the organization's performance in achieving an organizational goal and mission. Sumarni (2015) stated that high employee retention is urgently needed in terms of improving employee performance, if employee retention is low it will increase turnover employees to harm the company's performance and effectiveness.

Prasetya and Suryono (2015) state that the rate of employee retention is affected by the Non-physical work environment. According to Siagian (2015), the non-physical working environment is a fun work environment in the sense of the creation of a harmonious working relationship between employees and employers, because it is at its right that humans in working not only seek money, will but work constitute a form of activity that aims to gain satisfaction.

Career development didn't go unnoticed by researchers. According to I Gede Riana (2019) said that career development has a positive effect on employee retention. According to Dessler (2015) defines career development as a process deliberately traversed by an

individual thus making him aware of the requirements concerning his career as well as a series of steps taken throughout his life to contribute to the fulfillment of that career.

Based on the subjects' researchers have exposed above, through reports of per month employee turnover rates, researchers concluded that there has been a drop in the retention of employees of Ahadiat Hotel and Bungalow Bandung, that if it looks at journals that have been exposed above is caused by the non-physical work environment and yet to maximum career development. And so on this occasion researcher will identify the research problem that is, the drop in retention figures from the January month of 2020 to the April month of 2020 that results from the Non-physical working environment (Covid-19) and career development. To find out more then researchers will formulate the following issues:

1. How does the Environment of Non-Physical Work on the Retention of Employees of Ahadiat Hotel and Bungalow?
2. How does the effect of Career Development on the Retention of Employees of Ahadiat Hotel and Bungalow?
3. How does the influence of Non-Physical Work Environment and Career Development on the Retention of Hotel and Bungalow Ahadiat Employee?

## **II. CENTER FOR STUDIES**

### **Management**

According to Hasibuan, (2016), management is the knowledge and art of human and other resources' process management effectively and efficiently to reach a certain purpose. While the Management definition according to Rivai (2009), management is the knowledge and art of managing the process of other resources' usage efficiently, effectively, and productively, which is the most important in reaching a certain purpose.

Management according to Robbins and Coulter (2012), management involves coordination and oversees other work activities so their activities can be done quickly and efficiently. The means of efficiency itself is to have the most output results from the lowest input possible, whereas effective is "doing the right thing", which is doing a job that can help an organization reach its goal. Based on a few definitions of Management above, it is inferred that management is a knowledge that learns about the process of managing human resources and other resources to achieve a purpose effectively and efficiently.

### **Human Resources Management**

According to Schuler in Sutrisno (2016), Human resources management is a confession about the importance of organization's working power as human resources which is very important in giving a contribution to the organization's purposes and using few functions and activities to ensure that those human resources effectively and fairly used for the importance of an individual, organization, and society.

### **Working Environment**

The work environment is a state of physical form or even a psychological condition that affects employees/employees to support its daily activity, it is supported by Sedarmayanti (2011) within Ningrum, et al. (2014) which explains that the work environment is all physically shaped states contained around the workplace that can affect employees both directly and indirectly. Whereas, the non-physical work environment is all the circumstances that occur about working relationships, both relationships with the boss and with the coworker. Whereas, Maryati (2014) explains that a good work environment will cause pride for employees in her workplace and can impact employee morale.

## **Types of Working Environment**

The working environment inside the company/instance is very important to be watched by an employer because a good working environment affects working effectiveness in a company. To create a planning of the working environment then there is a need to test and define the aspects of shaping its working environment. According to Siagian (2014) declared in a wide array, there are two types of working environment:

### **1. Physical Working Environment**

The physical working environment is all physically-shaped conditions located around the workplace and can affect the employees. There are few physical conditions from the good working environment which is:

- a. Workplace building that besides interesting to look also built with work safety consideration.
- b. Availability of working tools.
- c. Availability of resting place to let go of the fatigue, such as a cafeteria either inside the company's environment or around it that easily reached by employees.
- d. Availability of religious praying places like mosque and prayer room for employees.
- e. Availability of transportation, either for employees or for the public that is comfort, cheap, and easy to reach.

### **2. Non-physical Working Environment**

The nonphysical employment environment is a pleasant work environment in the sense of the creation of a harmonious working relationship between employees and employers, because it is at its right that humans in working not only for money, will but work constitute a form of activity that aims to gain satisfaction. From some opinions above it can be concluded that the physical work environment constitutes a physically shaped state that includes every single thing of the organizational facility that can influence employees in carrying out work or effectiveness. Whereas, a nonphysical work environment is a state around a non-physical workplace.

The non-physical working environment cannot be caught by a human's five senses but can be felt by feeling, such as a relationship between an employee and an employer. Few types of working environment that is non-physical according to Wursanto (2009) is as follows:

#### **1. The employee's safety feeling**

The employee's safety feeling is a safe feeling from many dangers that threaten the employee's state of his/herself. According to Wursanto (2009), the safety feeling is as follows:

- a. The safe feeling from dangers that occur when doing a job.
- b. The safe feeling from being unemployed that can threaten the self-living and his/her family.
- c. The safe feeling from any shape of intimidations or accusations from each employee's suspicion.

#### **2. Employee's loyalty**

Loyalty is an employee's attitude to be loyal to the company, organization, or job as a responsibility. This loyalty has two types, vertically and horizontally loyalty. Vertically loyalty is loyalty between underling and leader, or otherwise between leader and underling. This loyalty can be shaped by any means. According to opinions by Wursanto (2009) displaying loyalty can be with:

- a. Visiting the employee's home by an employer or otherwise, which can be realized in a form of activity.
- b. Participation of the employer to help an employee's difficulties in many troubles that an employee has faced.
- c. Defending the importance of employees while inside the approved law corridor.
- d. Protecting underlings from any shape of threats.

Meanwhile, underling with a leader's loyalty can be shaped from an activity like an open house, giving chances to underlings to meet and greet to leaders, especially in certain times like religious days such as Eid, Christmas, or many others. Horizontally loyalty is loyalty between the underlings or between the teachers. This horizontal loyalty can be realized with activities like visiting other employees, having a vacation together, or other activities.

### 3. Employee's satisfaction

The employee's satisfaction is a feeling of satisfaction that appeared inside the employee that related to the job's doing. This satiated feeling includes satisfaction because his/her needs are fulfilled, his/her social needs runs very well, and psychological needs are also fulfilled.

### **Dimensions of Non-Physical Working Environment**

The company is required to create a working condition that supports cooperation between leaders, underlings, or those who have the same ranking status in a company. Management is required to be able to create a working atmosphere that is full of family feelings and good communication.

According to Maryati (2014), the indicators that can influence the formation of a work environment are as follows:

- a. **Color**  
The choice of color in the company's workspace affects the working conditions of employees. Besides color has a psychological effect, color selection will also have a close relationship with the lighting arrangement system in the workspace, especially for lighting systems that use tiles or roofs as light reflectors.
- b. **Lighting**  
The lighting of the workspace is an important factor to increase employee productivity. With good lighting, the employees will work better, be more thorough so that the employee's work has better quality. Furthermore, good lighting will affect the efficiency and effectiveness of work.
- c. **Sound**  
In companies often use work tools whose operating system makes noise. For example, factory engine sound, diesel sound, typewriter sound, and so on. Directly, the noise will hurt employees' physicality and indirectly will reduce employee performance.
- d. **Music**  
Music in the office is possible but it depends on the conditions of the work environment and the tastes of the employees in the office. Music can be a means to increase motivation, but on the other hand, it can also interfere if the music is not chosen properly.
- e. **Air**  
Good or clean air has a positive effect on increasing productivity, work quality, health, and morale. Also, clean and fresh air in the work environment will create a good impression for guests.

f. Room temperature

The temperature or temperature of the workspace is one of the factors that affect the working conditions of the company's employees. The temperature of the workspace that is too hot will cause employees to feel hot, restless, quickly tired, sleepy, as a result, it will reduce work enthusiasm and increase the level of work unrest.

### **Career Development**

Career is a person's work history or a series of positions held during work life, career is a sequence of promotions or transfers to positions that are more demanding of responsibility or to better locations in the hierarchy of work relationships during a person's working life. According to Marwansyah (2015), there are two perspectives on careers as outlined as follows: From one perspective, a career is a series of jobs that a person undertakes during his life which is called an objective career. Meanwhile, from another perspective, career includes changes in values, attitudes, and motivations that occur with age, which is called a subjective career. Both of these perspectives put the focus on the individual. Both also think that people have control over their destinies so that they can take advantage of opportunities to maximize the success and satisfaction of their careers. Based on the above definitions, it can be concluded that a career is a sequence of job positions held by a person in his or her job history. Career development is needed and every employee is in the course of his work life. According to Widodo (2015), career development is a series of activities throughout life that contribute to exploration, strengthening, success, and fulfillment of one's career. And according to Ni Putu Dian (2019), career development is a formal approach that organizations take to ensure people in the organization have the appropriate qualifications, abilities, and experience when needed. The better the career development in the company, the higher the willingness of employees to be loyal to the company. Employees want clear career development to express their interests, personality, and abilities at work. Career development is defined as a series of life-long activities (such as workshops) that contribute to the exploration, strengthening, success, and achievement of a person's career (Dessler, 2010).

### **Career Development Goals**

In general, the goal of all career development programs is to match the needs and goals of employees with the career opportunities available in the company today and in the future. The career development goals according to Andrew J. Dubrin (in Mangkunegara, 2001) are as follows:

- 1) Helping the achievement of individual and company goals in employee career development which is a reciprocal relationship that is beneficial for employee welfare and the achievement of company goals. A successful employee with excellent work performance then occupies a higher position, this shows that the company goals and individual goals are achieved.
- 2) Shows the relationship between the welfare of company employees and planning for employee careers by increasing their welfare so that they have higher loyalty.
- 3) Helping employees realize their potential capabilities. Career development helps to make employees aware of their ability to occupy a certain position according to their potential and expertise.
- 4) Strengthening the relationship between employees and career development companies will strengthen employee relationships and attitudes towards the company.
- 5) Proving social responsibility for career development is a way of creating a positive work climate and mentally healthier employees.

### **Career Development Dimensions and Indicators**

Career development is personal improvements that a person makes to achieve a career plan, Handoko in Megita (2014) argues that there are 3 dimensions in career development, namely education, training, and work experience.

- 1) Education. Education is one of the factors determining a person's attitude. A person's education has a close relationship with what he thinks and does. The better educated a person is, the better he will do his job. Also, the better educated a person is, the more aware he is doing a job perfectly. Education is the employee's response to the suitability of the level and type of education they have with the work they are doing, as measured by indicators:
  - a. Educational Background Educational background is the suitability of the level of education held by employees to attend training.
  - b. Knowledge Insights Knowledge insight is the knowledge possessed by employees in increasing competence.
- 2) Training. Training is a planned effort to facilitate learning about work related to knowledge, skills, and behavior by employees. The training indicators are as follows:
  - a. The frequency of training
  - b. The frequency of training is a measure that shows the amount or quantity of the amount or frequency of training for employees in the company.
  - c. Certain skills. Certain skills are the ability to do something about a certain role. It is an ability that can be transferred from one person to another.
- 3) Work experience. Work experience is the process of forming knowledge or skills about the method of a job because of the employee's involvement in the implementation of job duties. Work experience indicators are as follows:
  - a. Period of work. The working period is the period that has been taken by an employee in carrying out his duties, during which time a lot of experience and lessons are gained.
  - b. Mastery of knowledge. Mastery of knowledge is the mastery of abilities related to the breadth and depth of knowledge, including an understanding of personal and professional development.
  - c. Skills are abilities and capacities obtained through deliberate, systematic, and continuous efforts to smoothly and adaptively carryout 23 complex activities or job functions that involve ideas (cognitive skills), things (technical skills). , and people (interpersonal skills).

### **Retention**

According to I Gede Riana (2019), employee retention is the company's ability to retain potential employees owned by the company to remain loyal to the company. According to Mathis and Jackson (2006), the term retention is related to the term employee turnover which means the process of employees leaving the organization and must be replaced. According to Gayathri et al. (2012), losing employees always means losing knowledge, capital, expertise, and experience. Thus, it becomes a very big loss for the organization if the organization loses highly trained people. When the organization loses someone with a lot of knowledge, it has lost the income that the employee should have generated. So, it is very important for the organization not to lose employees, which can result in losses in the work of the organization. So it is necessary to develop the necessary steps so that the company can maintain its human resource assets.

### **Framework**

The research framework of this study is that there is an influence of Non-Physical Work Environment and Career Development on Employee Retention of Ahadiat Hotel and Bungalow in Bandung City. The following is a research paradigm that has been described by researchers:

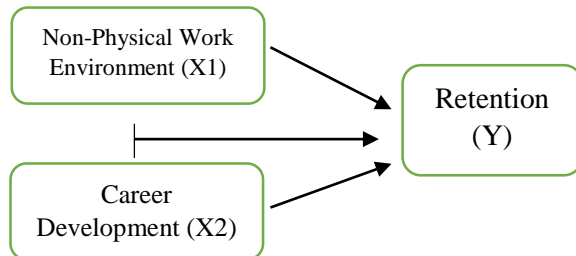


Figure 2. Research Paradigm

### Hypotheses

Hypotheses are opinions or statements that are still uncertain and must be tested because they are temporary. The following is the hypothesis that has been described by the researcher:

H1: Non-Fiscal Work Environment affects Retention.

H2: Career Development affects Retention.

H3: Non-Fiscal Work Environment and Career Development affect Retention.

### III. METHODOLOGY

The research method used is descriptive and verification methods. The descriptive method according to Sugiyono (2017) is a method used to describe or describe the data that has been collected as it is without intending to make generally accepted conclusions, descriptive methods are used to describe the formulations of the first, second, and third problems.

#### Methodology

The research method used is descriptive and verification methods. The descriptive method according to Sugiyono (2017) is a method used to describe or describe the data that has been collected as it is without intending to make generally accepted conclusions, descriptive methods are used to describe the formulations of the first, second, and third problems. The data used is data that is by existing problems and by the objectives of the study so that the data will be collected, analyzed, and further processed according to the theories studied, so that the data will be concluded (In Sadhila, 2019).

#### Types and Sources of Data

The types and sources of data used in this study are:

1. Primary Data

Representing data directly obtained from the source, namely, data obtained from respondents through respondents filled questionnaires directly.

2. Secondary data

It is data obtained indirectly from the source, but the processed data is primary data collection. Secondary data in this study, among others, from previous research, and electronic media (internet).

#### Population

According to Sugiyono (2016), the population is a generalization area consisting of objects/subjects that have certain quantities and characteristics that are determined by the

researcher to be studied and then draw conclusions. The purpose of the population is also not the number of objects studied but also the population, namely to determine the size of the sample members taken from the sample members and limit the validity of the area of generalization. In this study, the population is all employees of the Ahadiat Hotel and Bungalow as many as 92 employees.

### **Sample**

The sampling technique also pays attention to the opinion found by Akdon (2008) that good preparation for subjects that are less than 100, so all of them are taken so that the study is a population study. Furthermore, if the subject is large, it can be taken between 5% - 15% or more. To determine the sample size to be taken, which can represent the entire population, using the Proportional Slovin formula quoted by Umar (2013), the sample size is as follows:

$$\begin{aligned}n &= \frac{92}{1 + 92(0,1)^2} \\ &= 48\end{aligned}$$

Based on the above calculations, the minimum sample size used is 48. Where 48 people are generated using the overall percentage of the total number of employees at Ahadiat Hotel and Bungalow Bandung City with a total of 92 employees with an error rate of 10%.

### **Multiple Linear Regression Analysis**

The data analysis method used in this study is a multiple linear regression analysis. Multiple regression is useful for proving whether or not there is a relationship between three independent variables (X) and two dependent variables (Y).

The multiple regression equation is as follows:

where:

$$Y = a - b_1X_1 - b_2X_2 + \Sigma$$

Information:

Y = Retention

a = Constant

b<sub>1</sub>b<sub>2</sub> = Coefficient of each factor

X<sub>1</sub> = Non-Physical Work Environment

X<sub>2</sub> = Career Development

### **Hypothesis Testing**

The hypothesis that will be used in this study relates to the influence of independent variables on the dependent variable and whether there is any influence between independent variables. The null hypothesis (H<sub>0</sub>), there is no significant effect and the alternative hypothesis (H<sub>a</sub>) shows that there is a significant influence between the independent variables and the dependent variable, as well as a significant effect between the independent variables.

The design of this hypothesis testing is to test whether there is an influence between the independent variable Workload (X<sub>1</sub>), Job Satisfaction (X<sub>2</sub>) on Work Discipline as a variable (Y), and the influence between the dependent variables (X<sub>1</sub>, X<sub>2</sub>) with the following steps:

1. Testing the t-test

Perform a t-test to test the effect of each independent variable on the dependent variable and the influence between the independent variables. The t-test can be obtained with the SPSS version 22 program tool, namely:

- a. The t value can be obtained by using the Coefficients table with the SPSS program version 22. The results were compared with the t table for  $n - k$  degrees of freedom with a significance level of 5%.
- b. The forms of the hypothesis between the independent variables of the work environment and work discipline are:
  - $H_01: \rho = 0$ : Non-physical work environment does not affect retention.
  - $H_{a1}: \rho \neq 0$ : Non-physical work environment affects retention.

The hypothesis between Career Development independent variables on retention which is the dependent variable, namely:

- $H_02: \rho = 0$ : Career development has no significant effect on retention.
- $H_{a2}: \rho \neq 0$ : Career development has a significant effect on retention.

Perform F-Test to determine the effect of all independent variables on the dependent variable. The F-test can be obtained through the SPSS program version 22 or by finding the calculated F value with the formula below:

- 1) The formula for finding F count, namely:

$$F = \frac{(n-k-1)R^2 YX_1 X_2}{k(1-R^2 YX_1 X_2)}$$

After getting the calculated F value, then compared with the F table value with a significance level of 0.05, which will obtain a hypothesis with the following conditions:

- a) If number sig.  $\geq 0.05$ , then  $H_0$  is accepted.
- b) If the number is sig.  $\leq 0.05$ , then  $H_0$  is rejected.

Testing Criteria:

Reject  $H_0$  if t count  $>$  t table value ( $\alpha = 0.05$ )

Accept  $H_1$  if t count  $<$  t table value ( $\alpha = 0.05$ )

If  $H_0$  is accepted, then this means that the influence between the independent variables is considered insignificant. Meanwhile, the rejection of  $H_0$  shows that there is a significant influence between the independent variables.

- $H_03: \rho = 0$ : Non-physical work environment and career development have no significant effect on retention.
- $H_{a3}: \rho \neq 0$ : Non-Physical Work Environment and Career Development have a significant effect on retention.

## IV. RESULTS

### Multiple Regression Analysis

The results of this regression analysis, the researcher will carry out two stages of testing, which include the following:

- Multiple linear regression, the influence of constants and variables of Non-Physical Work Environment and Career Development on Retention can be shown in Table 1 (negative value at the constant / intercept 28.470)

**Table 1. Linear Multiple Regression Effect of Non-Physical Work Environment and Career Development on Retention**

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	28.470	8.365
	Non-Physical Work Environment	.290	.121
	Career development	.133	.172

Based on the results of multiple linear regression, estimates are obtained in the following equation:

$$Y = 28.470 + 0.290X_1 + 0.133X_2 + e$$

Explanation :

- 1) A constant or intercept of 28,470 (positive) which means that retention will decrease if the non-Social Security work environment and career development are equal to zero / are considered constant and do not change so that retention is 28,470. This fact emphasizes the importance of the role of the non-physical work environment and career development on employee retention of the Ahadiat Hotel and Bungalow.
- 2) Non-Physical Work Environment (X1) has a positive value of 0.290, meaning that an increase in a good Non-Physical work environment will increase employee retention.
- 3) Career development (X2) has a positive value of 0.133, meaning that the decline in career development will affect the employee retention process.

### Simultaneous F Test Results

The hypothesis of Non-Fiscal Work Environment and Career Development affects retention together or simultaneously, it can be seen through the F test. The simultaneous Hypothesis Test results can be seen in the following table:

**Table 2. F Test Results**

Model		F	Sig.
1	Regression	3.880	.052 <sup>b</sup>
	Residual		
	Total		

The results of the first f test above for the effect of the non-physical work environment and career development on retention, the F-count is 3,880 with a significance level of 0.052 or greater than 0.05, and the f-table is 3.20. Then the f-count is 3,880 > 3.20 f-table, which means that the Non-Fiscal Work Environment and Career Development affect retention.

### Result of t-Test for Non-Physical Work Environment on Retention

**Tabel 3. Hypothesis Test Results in Effect of Non-physical Work Environment on Retention**

Model	t	Sig.
(Constant)	3.647	.001
Non-Physical Work Environment	2.420	.550

From the t column in the table above, it can be seen that the t-count value of the non-physical work environment variable is 2.420. This figure exceeds the predetermined t-table, which is 2014. This means that the t-count for the non-physical work environment is greater than the t-table ( $2,420 > 2.014$ ) or  $H_0$  is successfully rejected, or in other words,  $H_1$  is accepted. So the non-physical work environment variable (X1) has a significant effect on the retention variable (Y).

**Result of Career Development t-Test on Retention**

**Table 4. Hypothesis Test Results in Effect of career development on Retention**

	Model	t	Sig.
1	(Constant)	8.689	.000
	Career development	2.738	.565

From the t column in the table above, it can be seen that the t-count value of the career development variable is 2.738. This figure exceeds the predetermined t-table, which is 2014. This means that the t-count of career development is greater than the t-table ( $2.738 > 2.02619$ ) or  $H_1$  is accepted, or in other words,  $H_0$  is rejected. So, the development variable (X2) has a significant effect on the retention variable (Y).

**DISCUSSION**

**The Influence of Non-Physical Work Environment and Career Development on Retention**

From the results of the f-test conducted by the researcher, it is revealed that it turns out that the non-physical work environment and career development have a significant effect on retention, which means that retention will decrease if the non-physical work environment and career development value is greater than the t-table.

This is by research conducted by Lulu Putu et al. (2015) which states that there is an influence between non-physical work environments and career development on employee retention.

**Effect of non-physical work environment on the retention stage**

Based on the results of the partial test on variable X1 that the non-physical work environment has a significant effect on retention with the results of the hypothesis test having a value of (2.420) which means that the non-physical work environment at Ahadiat Hotel and Bungalow in Bandung City has a positive effect on retention.

The results of this study are in line with a study conducted by Lulu Putu et al. (2015) that the non-Fisk work environment has a positive impact on employee retention. A comfortable non-physical work environment causes a good level of employee concentration and employee comfort. This reinforces the view that non-physical work environments affect employee retention.

**Effect of Career Development on Retention**

Based on the results of the partial test, there is something that is not suitable because based on the individual hypothesis test that is examined by the researcher, it turns out that career development has an effect on retention because the value of the t hypothesis test results only

has a value of (2.738) greater than the t-table, which means that career development affects significant impact on employee retention.

The results of this study are in line with the study conducted by it according to the research stated by Kadek Elsa (2019) that career development has a positive effect on employee retention.

## **V. CONCLUSION**

### **Conclusion**

In conclusion, the writer will describe some conclusions that can be drawn and suggestions based on the research findings as follows:

1. Non-physical work environment Ahadiat Hotel and Bungalow Bandung City have a significant effect on employee retention, which means that if there is a change in the non-physical work environment it will be directly proportional to the increase in employee retention.
2. Career development at Ahadiat Hotel, Bandung City has a significant effect on employee retention, which means that if career development has increased or decreased, it will affect employee retention.
3. The positive influence between Non-Physical Work Environment and Career Development on Employee Retention at Ahadiat Hotel and Bungalow Bandung City after going through multiple regression analysis and f-test which means that if the non-physical work environment and career development experience a joint change, it will be proportional to change in employee retention.

### **Academic Advice**

Based on the results of the research, discussion, and conclusions above, the authors provide suggestions aimed at the good and progress of Ahadiat Hotel and Bungalow Bandung City, as follows:

1. Advice for academics is to know more broadly about the importance of a non-physical work environment in a company to support quality resources.
2. Suggestions for academics are to know more broadly about how to develop effective organizations.
3. Suggestions for the author is to know more about how important retention is in the continuity of the company.

### **Practical Suggestions**

The company is expected to be fair in providing opportunities for employees to promote positions and provide complete information regarding the requirements for occupying a new position. The company is also expected to change the mindset of employees by creating a non-physical work environment that is conducive to the outbreak (Covid-19) to create a positive working atmosphere.

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