

Are Grit, Fairness and Service Organizational Citizenship Behavior New Factors That Influence Employee Retention? An Empirical Study at Indonesian Hotel Industry

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Abstract

Employee retention in the hotel industry is an issue that is quite widely discussed, especially when the COVID-19 pandemic hit globally. Purpose – the purpose of this study is to see factors influencing employee retention in hospitality industry and the mediation of service organizational citizenship behaviour (Service OCB) in the relationship of GRIT and fairness to retention. Design/methodology/approach – This research is a quantitative research with descriptive and verificative approach. Data collection method is conducted through online survey using questionnaire instrument. Stratified random sampling is applied to determine the sampling method. Sample size from Bartlett categorical data was used in order to obtain the number needed. Data collected is analysed by structural equation model- partial least square (SEM-PLS). the analyses including validity, reliability and hypothesis testing. Findings- The findings of this study show that grit has a positive influence on Service OCB. Grit fails to show a direct influence to retention, the relationship is mediated by service OCB. Fairness has a positive influence direct and indirectly to retention. Originality of the research – This study provides empirical evidence of the influence of GRIT and Fairness to service OCB, and relationship between fairness and service OCB toward retention.

Keywords

Grit, Fairness, Service OCB, Retention.

1. Introduction

According to the United Nation World Tourism Organization (UNWTO) tourism contributed 10% of the world's Gross Domestic Product (GDP), 1 in 10 of the world's workers work in the tourism industry, contributing 1.4 trillion US \$ in exports, 7% of world exports and 30% of services exports, as shown in this figure. From the income-generating side, the tourism industry ranks third in the world after the chemical and natural gas industries. (UNWTO, 2017). The tourism industry has experienced rapid development in Indonesia. This can be seen from: (1) The active ministry of tourism and related government agencies in anticipating the WTO's estimate that in 2030 there will be a world tourist movement of 1.8 billion. (2) There is a movement of workers from other industries to the tourism industry. (3) The growth of online-based tourism services in addition to conventional tourism service businesses (4) The inclusion of the tourism industry in the work program of the President of Indonesia Mr. Joko Widodo in "Nawacita" in which tourism development is emphasized to raise foreign exchange by building infrastructure from the outermost, remote and farthest areas of the island. The hotel industry which is included in the tourism industry is an industry that deals with humans, because it is done by humans and for humans. Humans play an important role in this industry. The question then arises, what kind of people should work in the service industry, because the characteristics of the service industry themselves are intangible, inseparable, perishable homogeneity (Andrews, 2007). In contrast to other industries, the hotel industry is faced with the situation of employees who are paid quite low, heavy workloads,

monotonous and routine work, and full of pressure. However, excellent service is a vital element in this industry. The nature of work that is directly related to customers, requires hotel industry employees to remain cheerful, positive and enthusiastic in all conditions (Qiu et al 2019).

Despite its development, the hotel industry is inseparable from various problems and challenges. One of them is turnover of employee. Alexander Nayoan, chairman of the Jakarta Hotel Association, in an interview with *sindonews.com* journalist, revealed problems in terms of hospitality human resources, namely a shortage of experts in their fields and the scramble for talent, making it difficult for hotels to retain their employees (Ventura, 2017). Based on an interview with the Chairperson of the Hospitality Human Resources Association, Ginto Hutagalung, in the 2019 period the average turnover in hotels was 17%. Employee turnover is considered normal if it is at 5-10% and high if it is more than 10% (Dyantini & Maniati, 2016).

Other problem is now the COVID-19 pandemic since March 2020 resulted in several hotels closing and the occupancy rate decreasing. The Room Occupancy Rate (TPK) of star-classified hotels in Indonesia in July 2020 reached an average of 28.07 percent or decreased by 28.66 points compared to the ROR for July 2019, which was 56.73 percent. But slowly the occupancy rate began to creep up when compared to the ROR for June 2020 which was recorded at 19.70 percent, the ROR for July 2020 increased by 8.37 points. Of the TPK throughout Indonesia, the highest ROR was recorded in the DKI Jakarta Province at 41.03 percent. This proves that in the midst of a crisis situation, the hotel industry continues to survive. (Kemenkraf, 2020)

Maintaining employees is a fairly heavy homework for the hospitality industry, so the hotel industry needs to look at and look for what characteristics of employees can survive, to work long-term in this industry. Based on a literature review (Duckworth & Gross, 2014; Chen, 2016; Datu, et al., 2016; Eskreis-Winkler, 2014; Kashyap & Sivadas, 2012), direct observations on the hotel industry, input from practitioners and interviews with resource managers people in the hotel industry, it is found that the causes of unsuccessful employee retention in the hotel industry in Indonesia are related to some aspects, namely grit, fairness, and service organizational citizenship behavior. Employees who have high OCB characteristics will survive and have an effect on retention.

1.1 Objectives

Many factors influence employees to remain in an organization. The purpose of this study is to add to the factors that affect employee retention, which so far have not been exposed as far as the authors humble knowledge, these factors are influence of GRIT and Fairness to Service OCB, and relationship between Service OCB, and Fairness toward Retention, also Service OCB mediate the relationship between Grit, Fairness to Retention.

2. Literature Review

2.1 Grit

A new construct in psychology related to human resources, has found an attitude or personality of a person, who is strong physically and mentally and remains consistent in achieving long-term goals. This construct is known as grit. In 1987, Lufi and Cohen created the grit scale which was later adopted by Duckworth, Peterson, & Mathews (Duckworth, Peterson, Matthews, & Kelly, 2007). Then Vallerand et.al in 2003 as quoted by A. Duckwoth et al, assessed the scale of enthusiasm and commitment but not grit (Duckworth, Peterson, Matthews, & Kelly, 2007). Finally, Angela Duckworth defines grit as perseverance and passion for long-term goals. (Duckworth A. , 2016). According to Duckworth (2016), Grit has two dimensions, namely Preserverence of effort and Consistency of Interest. Duckworth (2016) divides the indicators in grit into eight indicators, namely: (1) not easily distracted, (2) not easily giving up, (3) making work targets (3) hardworking, (5) focus, (6) getting things done which begins, (7) interest in work, (8) diligent. Further research by Eiskres-Winkler, Duckworth, Shulman, and Beal in 2014 on the relationship between self-control and grit which is a determinant of success (Eskreis-Winkler, 2014). As the result from the test conducted in military, grit provides more predictive results, such as retention and individual loyalty, than tests conducted in the military (Duckworth & Gross, 2014). The results of previous studies of grit also help adults in work and performance (Duckworth & Gross, 2014). Then in 2017, someone continued their research (Ion, Mindu, & Gorbănescu, 2017) using grit as a predictor of various work-related outcomes, including organizational citizenship behavior. Datu, Valdez & King describe grit as a person's effort to make long-lasting or persistent efforts in the face of challenges (Datu, Valdez, & King, 2016). Then in 2017, Li et al. completed the definition and dimensions of grit by stating that grit is maintaining effort in the face of adversity (Li, Kim, & Zao, 2017) In addition, from the latest information, persistence is the main foundation of grit construction (Li, Kim, & Zao, 2017), the statement explains that persistence is an important dimension for understanding grit. The second dimension of grit is Consistency of

interests, which refers to the tendency of individuals who continue to have the same interests for a long period of time. Li and friends define consistency of interest as consistency in one's interests over time (Li, Kim, & Zao, 2017)

The selection of grit as an exogenous variable also refers to the sustainable human resource research that has been carried out so far. Macke and Genari conducted a literature study on 115 sustainable human resource management journals, from 2001 to 2018 (Macke & Genari, 2018).

Based on the literature above, what is meant by grit in this research is a certain characteristic or personality of a person who is diligent and has endurance or endurance in doing work, even though the most monotonous work, so that he can survive in stressful working conditions and working hours that are not general.

2.2 Fairness

John Rawls in the theory of justice argues that the concept of justice consists of two main principles, namely the principle of "freedom" and the principle of "equality". The terminology of "justice" and "fairness" is often used interchangeably in many studies to describe the same thing, namely justice (Rawls, 1999). Researchers such as W.M. Hur and friends prefer fairness for their writing (Hur, Park, & Moon, 2014). However, it was not found specifically why some researchers used the word fairness while others used justice. Considering the research in this study which touches more on the equality side, the words chosen by the researchers are fairness to describe justice in organizations. Fairness theory starts from equality or equity theory by Adams (Adams, 1963). Equity motivation theory states that individuals are motivated by a comparison of the ratio of inputs to outcomes, relative to the same ratios of others who are comparable to them. In line with Adam's statement, Kandul stated that how the rewards or results are divided is what is called distributive fairness (Kandul, 2016). Distributive Fairness emphasizes how the results are distributed fairly. Two other concepts of justice, namely procedural fairness (PF) and Interactional Fairness (IF) were introduced later by Oliver (Oliver, 2015). The concept of PF refers to the processes and procedures in which allocation decisions are made (DeConick, 2010), and the results submitted (Oliver, 2015). Furthermore, Yilmaz and friends stated that PF is the process of evaluating customers from upstream to downstream or the overall fairness of the company's way handle employees and customers (Yilmaz, Varnali, & Tari, 2016). All of this is related to the process and processing time (McQuilken, McDonald, & Vocino, 2013). PF reflects a system of transparency which indicates that all customers will be treated fairly (Kashyap & Sivadas, 2012). IF (*Interactional Fairness*) is the perceived fairness of interactions (Yilmaz, Varnali, & Tari, 2016). Such as courtesy and courtesy in providing information, including providing all information well (Jung, Brown, & Zablah, 2017). Based on the type of fairness and its meaning above, it can be seen that fairness is closely related to human resources, both employees and customers.

Chan dan Lai (2017) stated that organizational justice and communication satisfaction affect organizational citizenship behavior. Distribution fairness (DF), interaction fairness (IF) and procedural justice (PF) are the main predictors of organizational citizenship behavior (OCB), and of the three fairness indicators, distribution fairness is the strongest predictor that affects OCB. Several studies have been carried out regarding fairness in various industries, including service recovery (Goudarzi, Borges, & Charles, 2013; Malc, Mumel, & Pismanik, 2016), *retail banking* (Chebat & Slusarczyk, 2005), travel, restaurants, auto repair and dental (Goodwin & Ross, 1992), only a small portion of the research done on the fairness of the hotel industry and retail- whole-seller relationship (Brown, Cobb, & Lusch, 2006).

2.3 Service Organizational Citizenship Behavior

Organizational Citizenship Behaviour (OCB) is one of the studies focused on by researchers in the last few decades in various fields of work (Dutch & Singh, 2012). According to several previous studies, OCB can be defined as "extra roles" performed by employees themselves in the workplace, which are not part of a formal job. (Dutch & Singh, 2012; Embrahipour, Khaleghkhah, Zahed, & Sepehri, 2011; Tang & Tang, 2012). This additional role then develops into a belief to sacrifice their own interests by bringing their organization into a successful organization (Embrahipour, Khaleghkhah, Zahed, & Sepehri, 2011). Previous research has proven that OCB provides effective results in the organization thoroughly (Kasaa & Hassan, 2016). Jha (2010) in Podsakoff stated, Organ has conducted research for years on OCB, and defines OCB as all the efforts made by employees to help their colleagues or to adjust to their role as employees (Podsakoff, Mackenzie, Paine, & Bachrach, 2000). Organ mapped it into 5 dimensions that are most widely used in OCB research, namely: (1) Teamwork (Altruism), providing help to colleagues who are not an obligation it bears. (2) Discipline at work (Conscientiousness), voluntary behavior that is not an employee's obligation or duty. (3) Not complaining at work (Sportmanship), a willingness to tolerate without complaining and not exaggerating problems out of proportion. (4) Maintaining the company's image (Courtessy), respecting and caring for others. (5) Professionals in using assets (Civic Virtue), improve the quality of the field of work they are engaged in, such as involvement in organizational functions and paying attention to meetings that are considered important (Organ, 1988)

However, the demands of service organizations make OCB used in general insufficient anymore, the demands of the hotel industry which have heterogeneity, preferences, expectations, personality characteristics, attitudes and customer demands are developing and difficult to predict (Raub, 2008) then in 1994 Van Dyne as quoted by Chen, adding that the development of OCB theory which is specifically oriented to service is known as service-oriented OCB with three dimensions, namely (1) Loyalty, where an employee without being asked actively promotes (2) Service delivery, (3) Participation (Chen, 2016). Loyalty means that employees are actively promoting the organization's products and services to customers. In addition, the perceptions of service industry employees can directly influence customer perceptions. The second dimension is service delivery. Service industry employees play a role as a communication bridge between the external and internal environment. Service industry employees not only report customer requests but also provide suggestions for improving service. Thus, participation means providing voluntary suggestions for service improvements to meet changing customer needs (Bettencourt, Gwinner, & Meuter, 2001).

Service oriented OCB is considered important to provide quality service and customer satisfaction (Podsakoff, Mackenzie, Paine, & Bachrach, 2000; Raub, 2008; Stamper & Van Dyne, 2001; Yen & Niehoff, 2004). Therefore, hotels have been looking for useful ways to improve the service-oriented behavior of employees because this type of behavior is beneficial for quality service delivery, competitive advantage, and hotel financial performance (Hartline & Ferrell, 1996; Karatepe, Beirami, & Bouzari, 2014; Walz & Niehoff, 2000). However, even until now only a few studies have discussed service-oriented OCB in the hospitality industry (eg. (Kim, Ok, & Lee, 2009; Ma & Qu, 2011; Tsaur & Lin, 2004). To ensure service quality, hotels must pay attention to the human resource management in order to motivate employees to behave as service-oriented organizational citizenship behavior. (Liao, Toya, Lepak, & Hong, 2009), and induce employees by conducting training, so that in the end employees have SOCB characteristics (Sun, Chow, & Chin, 2013; Tsaur & Lin, 2004).

2.4 Retention

From the second decade of this century and into the future, the issue of employee turnover has remained dominant, to the concern of managers and executives. (SHRM, 2019). Lee et al stated that 46% of HR managers consider turnover and retention as the main concern in the company (Lee, Hom, Eberly, & Li, 2018)

Research by Rubenstein et al, concluded that replacing employees who quit, can cost up to 200% of the annual salary to hire new employees. Furthermore, the losses from turnover can alienate customers from service disruption, due to a reduced workforce (Rubenstein, Eberly, Lee, & Mitchell, 2018). One way to manage resources well is to minimize employee turnover by taking into account all the factors that lead to employee turnover intention. Branham argues that turnover intention is the degree of attitude tendency of employees to look for new jobs in other places or if there are plans to leave the company in the next three months, the next six months, one year to come, and the next two years. (Branham, 2012). Retention cannot be separated from turnover. The definition of retention itself can be interpreted from two sides, in terms of employees, retention is a stage that starts with one or more job offers, which then ends with a new engagement with the organization in which the desire or decision to leave the company has been reduced (Akhtar, Aamir, Khurshid, Abro, & Hussain, 2015; Paille, 2013). Meanwhile, from a company perspective, retention is "an effort made by an employer to maintain the willingness of employees to achieve company goals." (Akhtar, Aamir, Khurshid, Abro, & Hussain, 2015). Completing Akhtar et al's statement, Hewitt found that engagement as a dimension of retention has three indicators, namely: (1) Say, who is represented by positive talk about his organization (2) Stay which refers to feelings / attitudes of intense possessing and desire to always be part of the company, and (3) Strive which refers to actions that are always motivated and exert effort in doing a job and making extra effort for the organization (Hewitt, 2014). Surya Dharma explained three main causes of turnover intention, namely the thought of leaving because he was not satisfied with the job, the desire to find more promising job vacancies, and the desire to leave in the next few months, for urgent reasons such as maternity leave, pursuing studies abroad, and others (Dharma, 2013). Pradana and Salehudin said the negative impact that was felt due to the high level of turnover intention in the company was the quality and ability to replace employees who left the company (Pradana & Salehudin, 2015). Keeping employees to stay is a challenge in itself, organizations must provide rewards including fair treatment for employees (Kantar et al., 2015). When organizations want to retain employees for a long time, it is necessary to create a work environment where employees feel safe at work (Akhtar, Aamir, Khurshid, Abro, & Hussain, 2015). Akhtar et al also found that the success of an organization is seen when the organization emphasizes the company's philosophy based on rewards and investment in human resources (Akhtar, Aamir, Khurshid, Abro, & Hussain, 2015). Lee at all (2017) conducted retention mapping in several categories. They suggest that managers and researchers pay attention to these categories, namely: (1) employees who enthusiastically want to stay and stay at the company (enthusiastic stayers), (2) employees who are enthusiastic about leaving the company and can leave the company (enthusiastic leavers), (3) employees who are reluctant to

stay but cannot leave the company (reluctant stayers) and (4) employees who are reluctant to leave the company but must leave (reluctant leavers).

The hypotheses of this study are:

H1: A positive and significant relationship exist between grit and service organizational citizenship behaviour

H2: A positive and significant relationship exist between grit and retention

H3: A positive and significant relationship exist between fairness and service organizational citizenship behaviour

H4: A positive and significant relationship exist between fairness and retention

H5: Service OCB mediates the relationship between grit and retention

H6: Service OCB mediates the relationship between fairness and retention

H7: A positive and significant relationship exist between fairness and retention

Based on the above hypothesis, the framework for this research can be seen in Figure 1.

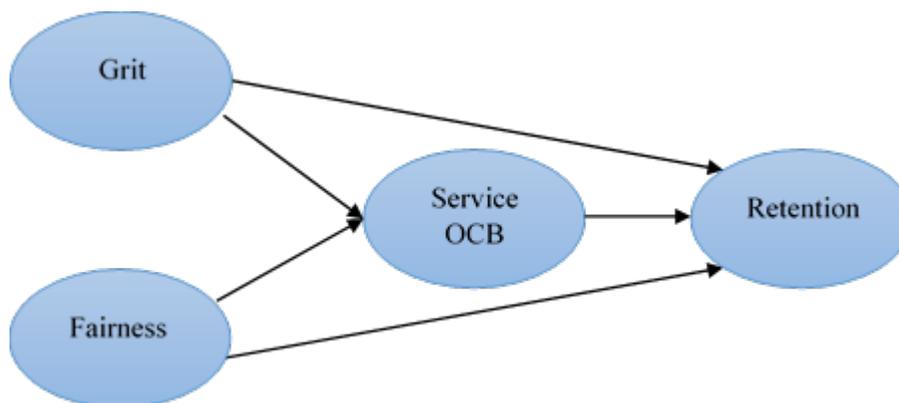


Figure 1. Research Framework

3. Methods

This study was designed as a descriptive quantitative study. Validity and reliability and the hypotheses was conducted using structural equation model (SEM-PLS). To test the hypotheses, a survey was conducted using a structured questionnaire as an instrument. Data for statistical analysis were collected through field survey in March until July 2020. The survey has been conducted at 225 hotel staffs from 78 hotel organizations in great Jakarta area as a respondent. Staffs are originally regular staff who are actively working and staff who are working from home during Covid 19 pandemic. The survey was design to evaluate grit, perceive fairness, service organizational citizenship behaviour and perceived retention of staff. Respondents are asked to self-rate and their perception to those 5 variables. The method of sample collection was stratified random sampling due to the different area of the hotel establishment and the categories of hotel star. All collected questionnaires will be reviewed based on their completeness. If there is a missing data on the questionnaire, that respondent questionnaire will be omitted.

3.1 Measures

Respondent's responses were opinion agreement rating use a 6-point Likert scale (from 1 for strongly disagree to 6 for strongly agree). A 6-point Likert scale was chosen to avoid mid-point to omit social desirability bias. Grit was measured using 7 indicators from Duckworth, 2007 (modified after validity and reliability test). The questionnaire was gaining the respondent evaluation on their perception related with perseverance of effort and consistency of interest. Measurement of Fairness use 10 indicators adopted from Chan & Lai, 2016 to see interaction fairness (IF), distribution fairness (DF) and Procedural Fairness (PF). Service OCB measure using 7 indicator from Chang et al, 2011, to see loyalty, service delivery and participation, and Retention measure used adopted indicators from Lee et al, 2017 and Hewitt.....consist of 6 indicators to see the engagement and intention to stay or leave (See Table 1)

Table 1. Measurement

Construct	Dimension	Indicator
		declining work does not weaken employees
		employee work target making
		employee hard work
	Consistency of interest	employee focus on work
		completion of work that has been started by employee
		employee resilience in their work
		diligence of an employee
Fairness	Interaction Fairness	polite treatment toward employees
		respect toward employees
		employee perception on being given time to voice opinions
		employee perception of being listened
	Procedural Fairness	consistency of procedure implemented by organization
		appropriateness of procedure implemented by organization
		suitability of procedure implemented by the organization
	Distributinal Fairness	service toward employee according to their contribution
		employee income that matches their expectation
		giving to employees that matches their needs
SOCB	Loyalty	employee's capability to promote product
		employee's capability to promote service
		employee's capability to promote image
	Service Delivery	employee's capability to be the intermediary between company and customer
		employee's capability to improve service
		employee's capability to make decisions
		employee's capability to participate in company's decisions
Retention	Engagement	employee's behavior to speak positively about the organization
		employee's behavior to be a part of the organization
		employee's behavior to contribute more than the organization's expectations
	Stayers	employee's willingness to stay in the company
		employee's capability to stay in the company

3.2. Data analysis

Data from the returned questionnaire was compiled and analysed. Data analysis used SEM with PLS. A two-step approach was used. First, the measurement model analysis to ensure that all indicators or observed variables used are valid and reliable. After measurement model are concluded to be valid and reliable, the next step from the two-step approach is conducted a structural model analysis which includes: a) Overall Model Fit Test and b) Analysis/Significant Test on the relationship between 2 latent variables in the model.

4. Results and Discussion

Two hundred twenty-five questionnaire were collected. There were 19 not fulfil the requirement because of the missing data and the requirement of respondent is not fit. 225 questionnaires were eligible to use for further analysis. Based on hotel category, from 225 respondent, 22,7% from 3-star hotel, 33,8% from 4 star and 43,6% from 5-star hotel. Position: 40% manager/supervisor, 27,1% staff, 20,4%) senior manager, 8,9 % general manager, and 3,6 % is director. Department: 35,6% from front office, 15 % human resources, 9,3%) food and beverage production,8,9 %

from housekeeping. 60.4,0% women, 39.6% men. Bachelor degree 37.8%, diploma 34.2%, high 14.7%, Master degree 13.3%. Length of work: 49.3 % respondent work for two years, 30,7% already worked for 2-5 years, 10.7% more than 10 years and 9.3% worked for 6-10 years. Age: 35.6% 26-35 years, 28% 36-45 years, 20% 17-25 years, 15.1% 46-55 years and 1,3% age 56 -65.

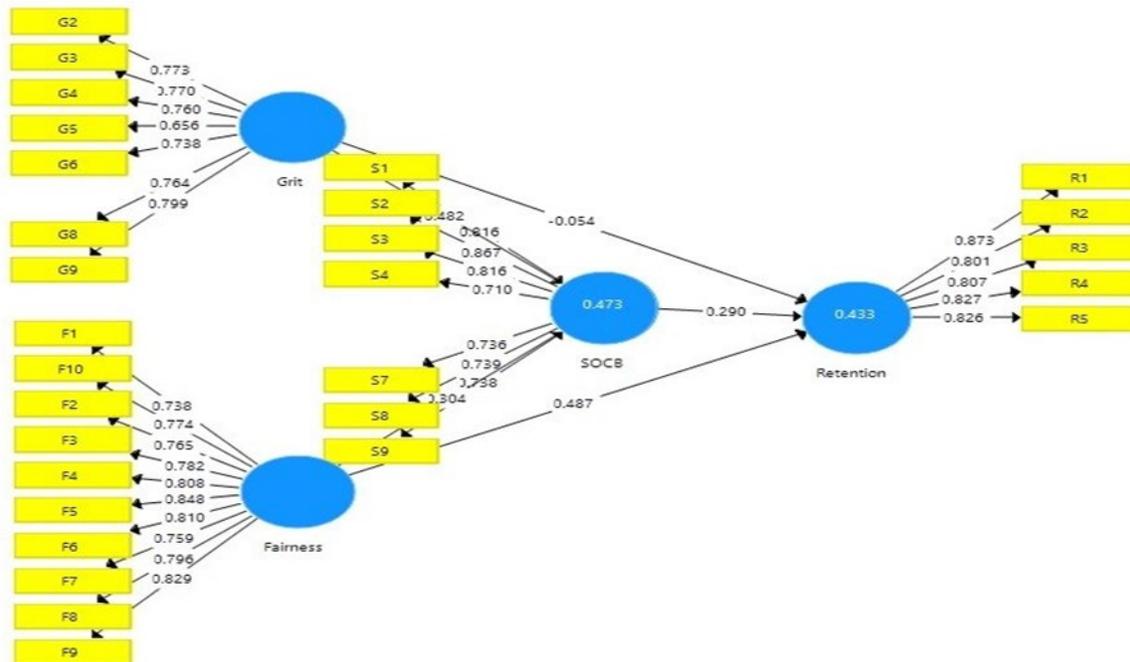


Figure 2. Loading Factor

From thirty-seven indicator some of them have to drops, there are two from Grit, two from Service OCB and 4 from Retention, due to the loading factors is >0.7 (for validity), however one of the indicators from grit still used even the loading factor below 0,7 due to the important of that indicator that cannot be omit. (Figure 2)

The reliability of each variable is obtained from the value of Cronbach's Alpha, Composite Reliability and Average Variance Extracted (AVE). The rule of thumb used to assess the reliability of a construct is Cronbach's Alpha > 0.70 , the composite reliability value is > 0.7 and if it is above 0.80 it means very satisfying, while the AVE for each construct is > 0.50 . The results of the reliability test in this study are presented in Table 2 where all Cronbach's Alpha, composite reliability and AVE values of the constructs meet the criteria or are reliable.

Table 2. Path Coefficients Reliability

Construct	Cronbach's Alpha	Composite Reliability	AVE	Conclusion
Grit	0.872	0.901	0.566	Reliable
Fairness	0.934	0.944	0.627	Reliable
SOCB	0.889	0.914	0.603	Reliable
Retention	0.885	0.916	0.684	Reliable

Testing inner model was conducted by testing effects and influence of Grit and Fairness on Retention, directly and through, SOCB. Also, the relationship between SOCB and retention, as a condition of the role of mediating the relationship between Grit and fairness to retention.

After bootstrapping was conducted, obtained results were value of path coefficient, indirect effect, direct effect, which are shown on Table 3 below:

Table 3. Path Coefficients direct effect

Effects	Original Sample	Sample Mean	Standard Deviation	T-Statistic	P-Values
FAIRNESS -> RETENTION	0,487	0,486	0,093	5,254	0,000
FAIRNESS -> SOCB	0,304	0,312	0,069	4,416	0,000
GRIT -> RETENTION	-0,054	-0,066	0,081	0,666	0,506
GRIT -> SOCB	0,482	0,481	0,056	8,641	0,000
SOCB -> RETENTION	0,290	0,301	0,092	3,137	0,002

The table above showed that almost every path had a positive value and indicated a significant direct effect, except for Grit to Retention, which T-statistic (0,666) was smaller than 1,967, and P-value (0,506) higher than 0.05. Indirect effects could be seen on Table 4 below:

Table 4. Total Indirect Effects

Indirect Effects	Original Sample	Sample Mean	Standard Deviation	T-Statistic	P-Values
FAIRNESS -> SOCB -> RETENTION	0,088	0,095	0,040	2,180	0,030
GRIT -> SOCB -> RETENTION	0,140	0,144	0,046	3,025	0,003

The table above showed that the indirect effects of Fairness was significant, marked by P-value $0,030 < 0,05$ and T-statistic $2,180 > 1,967$. Meanwhile, the indirect effects of Grit to Retention also had a significant influence, marked by P-value $0,003 < 0,05$ and T-statistic $3,025 > 1,967$.

As shown on the two table above, all T-statistic had value higher than T-table (1,96), and P-value lower than 0,05, except for Grit to Retention which T-statistic was $0,666 < 1,96$ and P-value $0,506 > 0,05$. Therefore, there is direct effects between Fairness variables and SOCB to Retention, as well as Grit and Fairness variables on OCB. However, the variables did not affect directly on retention, and instead had to go through the mediation of SOCB.

To prove SOCB being the medium for Grit and Fairness in affecting Retention, there are two conditions (Solimun, 2011): first, there must be a positive influence between Grit and Fairness on SOCB, and second, there must be a positive influence of SOCB on Retention. Meanwhile, Grit as one of the three independent variables did not influence Retention.

The Pathway analysis was used for hypothesis testing. With the result. H1 was accepted. There was a positive and significant relationship between grit and SOCB. H2 was rejected since there was not any positive and significant relationship between grit and retention. H3 accepted, there was a positive and significant relationship between fairness and SOCB. H4 accepted, there was a positive and significant relationship exist between fairness and retention. H5 accepted, there was a positive and significant relationship between SOCB and retention. H6, accepted, SOCB positively mediate the relationship between grit and retention. H7 accepted, SOCB positively mediate the relationship between fairness and retention.

Table 5. Hypothesis Testing

	T-statistic	P-value	Conclusion
H1: A positive and significant relationship exist between grit and service organizational citizenship behaviour	8,641	0.000	H1 accepted

H2: A positive and significant relationship exist between grit and retention	0,666	0.506	H2 rejected
H3: A positive and significant relationship exist between fairness and service organizational citizenship behaviour	4,416	0.000	H3 accepted
H4: A positive and significant relationship exist between fairness and retention	5,254	0.000	H4 accepted
H5: Service OCB mediates the relationship between grit and retention	3.137	0.002	H5 accepted
H6: Service OCB mediates the relationship between fairness and retention	2,180	0.030	H6 accepted
H7: A positive and significant relationship exist between fairness and retention	3,025	0.003	H7 accepted

Hypothesis 1 is accepted; variable grit consists of the dimensions of perseverance of effort and consistency of interest with indicators that attention is not easily distracted; setbacks do not weaken business; set targets; hard worker; focus; done; interested; diligent; and never give up (Duckworth, 2016). Meanwhile, OCB service variable consists of the dimensions of loyalty, service delivery and participation with indicators of being loyal to promote products, loyal to promote service, loyal to promote image, willing to mediate communication and accept customer requests, be actively involved in providing suggestions for improvements and changes, actively involved in making decisions. , and is actively involved in making company decisions (Organ, 1988; Organ, et al., 2006; Arifin & Putri, 2018). The results of the survey data testing in this study indicate that someone with the characteristics of a hard worker and consistent, is able to work more than the company demands or that the person has a high level of OCB service. Thus, it is in line with the results of research conducted by Cortez et al, which states that grit attitudes reduce emotional exhaustion, loss of identity, and even increase a person's ability to work more than the demands of his profession (Cortez, et al., 2020).

Hypothesis 2 is rejected; Kennedy and Tevis stated that someone with grit characteristics, is someone who cannot be defeated, who does not stop when there is a challenge and continues to progress until the challenge can be overcome (Kennedy & Tevis, 2020). In line with Kennedy and Travis, Eiskreis-Winkler et al also stated that grit can predict retention more than existing retention prediction factors such as intelligence, physical talent, Big Five Personality and tenure (Eskreis-Winkler, 2014). Nonetheless, the results of research in the Indonesian hotel industry show that there is no relationship between Grit and employee retention rates. Base on the interview with Indonesian Hotel human resources it because of the Covid pandemic. It can be suspected that even people have a high grit it does not influence the retention because Covid pandemic as an external factor.

Hypothesis 3 is accepted; Aityan and Gupta (2012) as quoted by Hur et al, suggest that OCB services cannot be provided by employees without reciprocity from the company. Because the company provides a higher level of fair treatment to its employees, a higher OCB service will be indicated by employees (Hur, et al., 2014). In his research, Van Dijke found that Fairness is a very important tool for organizational leaders to positively influence the lives and achievements of employees or in other words, the level of OCB service of their employees is influenced by the fairness provided by organizational leaders (van Dijke, et al., 2012). The above studies confirm the results of this study where fairness has a significant effect on OCB services.

Hypothesis 4 is accepted; DiPietro and Milman found that many owners and managers in the hotel industry believe that the turnover rate of employees can be reduced by increasing salaries. Although salary is one of the factors that can attract employees, it cannot predict their retention rate (DiPietro & Milman, 2008). The same thought as the results of this study was put forward by Price and Mueller as quoted by Frye et al, namely that extrinsic rewards in work are not as important as intrinsic rewards at work, such as recognition, respect, fair treatment, communication satisfaction, etc. All of these non-physical rewards have a significant effect on employee retention (Frye, et al., 2019)

Hypothesis 5 is accepted; Lee et al found in their research that companies that do not treat their employees fairly, are opening up opportunities for their employees to resign and inspire other employees to do the same (Lee, et al., 2018). Furthermore, Lee et al stated that employees will have OCB service as long as the working atmosphere is good, the

company can keep employees happy and provide satisfaction through fair treatment that they cannot find in other companies. Thus, the desire to leave the company decreases and the retention rate increases (Lee, et al., 2018).

Hypothesis 6 is accepted; The relationship of grit with retention and OCB has been studied several times, and several studies have shown that grit affects retention in several areas of life (Eskreis-Winkler, 2014; Duckworth & Eskreis-Winkler, 2015; Duckworth, 2016). Grit has also been used as a predictor of various work-related outcomes including OCB (Ion, et al., 2017). Meanwhile, in relation to retention, Paille (2013) found that employees who have low OCB tend to choose to leave their jobs. The results of this study are a new finding that has never been studied before. Nonetheless, the results from previous studies were showed a positive relationship between grit and retention and OCB service and retention, which form the basis for the findings of this study

Hypothesis 7 is accepted; The results of this study are new findings that have never been done before, but the results of previous studies form the basis for this research. Employees who are treated fairly will show OCB (Wong, et al., 2006). Individuals who experience injustice will withdraw their OCB or limit their efforts to work only to fulfill contractual obligations (Chan & Lai, 2016). Cohen-Charash et al found that a person's job performance, which includes attachment and counterproductive behavior, is the result of the fairness he receives from the company (Cohen-Charash & Spector, 2001).

The results of this research indicate evidence about the important of grit, fairness and SOCB toward employee retention in hotel industry. The respondents of this study were hotel staff who experiencing the uncertainty about their job in connection with COVID-19 pandemic, having a grit and perceive fairness and SOCB is important in order to make them stay in the establishment.

5. Conclusion

The COVID-19 pandemic outbreak is not only affecting human health, but affecting also every business including hospitality sector. With the unsure situation knowing the staff who have certain characteristic is needed to retain them. These kind characteristics still needed even in the normal situation, this model has implied that grit and fairness positively influence SOCB and SOCB can be as a mediated variable for the grit, fairness relationship toward retention. However, this study failed to prove that grit had the direct influence toward retention. Further study with the wide scope and mix method need to be conduct to understand more about other hotel staff characteristic both in special circumstances like pandemic situation or in normal condition in the future, to retain the employment.

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