

Turnover Intention: Career Development and Compensation Approach, and Job Satisfaction as an Intervening Variable

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ABSTRACT

This study aims to determine the effect of career development and compensation variables on turnover intention with job satisfaction as an intervening variable for employees of Hotel Leuweung Geledegan Ecolodge Bogor. This sampling uses a saturated sample technique or non-probability sampling, with a total of 50 permanent employees except the General Manager. Measurement in the questionnaire using a 5-item Likert scale. The data analysis technique in this study used the IBM SPSS v25 software application with the path analysis method. The analysis used in this study includes a validity test, reliability test, normality test, coefficient of determination test, F test, t-test, and Sobel test to determine the mediating effect. The results in this study indicate that 1) Career development and compensation simultaneously have effect and significant on job satisfaction, 2) Career development has a positive and significant effect on job satisfaction, 3) Compensation has a positive and significant effect on job satisfaction, 4) Career development, compensation and job satisfaction simultaneously and significantly on turnover intention, 5) career development has a negative and significant effect on turnover intention, 6) compensation has a negative and significant effect on turnover intention, 7) job satisfaction has a negative and significant effect on turnover intention, 8) career development has no indirect effect on turnover intention through job satisfaction, 9) compensation does not have an indirect effect on turnover intention through job satisfaction.

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1. Introduction

Human Resources (HR) is the driving wheel of the company to achieve and realize the goals and objectives it expects. Human resource management must be carried out properly in addition to achieving goals, also to maintain potential human resources so that it does not have an impact on the transfer or departure of employees from the company. Therefore, companies need to provide positive direction and establish the right strategy to prevent from turnover intention being high in the company. Turnover intention is the level or intensity of the employee's desire to leave the company, (Mobley, 2012). Turnover often results in corporate losses in terms of cost, time, and resources used. Problems with height turnover intention employees are also experienced by Hotel Leuweung Geledegan Ecolodge Bogor. In 2021 the turnover rate at the Leuweung Geledegan Ecolodge Hotel is 15%, which is high when compared to ideal standardsturnovercompanies in Indonesia is 5-10% per year, Mardiana, et al (2017). Turnover intention it doesn't just happen, There are many factors that affect the rateturnover intention a company such as compensation, workload, work environment, career development, job satisfaction, work comfort and work facilities, (Hasibuan, 2019). At the Leuweung

Geledegan Ecolodge Hotel itself the factors that cause high turnover intention are career development, compensation and job satisfaction. Employees always provide optimal service in order to provide satisfaction to guests, while superiors also require employees to be able to meet revenue targets in order to increase company profits. Considerable pressure is received by employees, irrelevant to the compensation provided, career development is also only received by some employees who have close ties with the leadership, this is what often causes job dissatisfaction among employees which leads to turnover intention.

Some previous research conducted by Handoko and Rambe (2018) showed that there is a positive influence between career development variables on job satisfaction. However, it is not relevant to Sharafi's research (2018) which shows that career development has no effect on job satisfaction.

The results of the research by Damayanti and Harini (2018) show that there is a positive influence between compensation variables and job satisfaction. However, it is not relevant to the research conducted by Sugianto, et al (2022) which shows that compensation has a negative effect on employee job satisfaction. Some of the research results above indicate that there are inconsistencies both in the influence of career development and compensation on job satisfaction. The results of research conducted by Meiliawati, et al (2022) and Sulisty, et al (2021) show that there is a negative effect of compensation career development and job satisfaction on turnover intention. The higher the career development, compensation and job satisfaction of employees, the lower the turnover intention that occurs. Subsequent research related to turnover intention was carried out by Husniati, et al (2021) which showed that job satisfaction can mediate the effect of career development on turnover intention. However, this is different from the research of Istiyani, et al (2018) which shows that job satisfaction does not mediate the effect of career development on turnover intention. Then Sutikno's research, (2020) which shows job satisfaction can mediate the effect of compensation on turnover intention, but not relevant to Khotimah and Partina's research (2020) which shows that job satisfaction does not mediate the effect of compensation on turnover intention. The results of this study make it possible research gap with the possibility of job satisfaction being an intervening variable turnover intention.

The purpose of this study is to find out and analyze the influence of career development and compensation on turnover intention through employee job satisfaction as an intervening variable.

2. Method

The objects in this research are career development, compensation and job satisfaction as well turnover intention of employees of the Geledegan Ecolodge Hotel, Bogor. While the subjects for this study were permanent employees of the Geledegan Ecolodge Bogor Hotel and the research location was in Kp. Tamansari No. 17. Tamansari Village, Kec. Tamansari, Bogor Regency. This sampling uses a saturated sample technique or non-probability sampling, with a total of 50 permanent employees except the General Manager. Measurement in the questionnaire using a 5-item Likert scale. The data analysis technique in this study used the IBM SPSS v25 software application with the path analysis method. The analysis used in this study includes a validity test, reliability test, normality test, coefficient of determination test, F test, t-test, and Sobel test to determine the mediating effect. After checking the descriptive statistics, the characteristics of the respondents are shown in Table 1.

Table 1. Responden Characteristic

	Job	Education	Work-life (Year)	Age (Year)	Gender
2	HR	6 Bachelor	7 ≤ 1	25 20-30	45 Man
5	Accounting	3 Diploma	23 3-Feb	20 31-40	5 Female
6	Sales Marketing	41 High School	12 3 – 4	5 >40	
6	Front Office		8 > 4		
5	Engineering				
16	F&B				
10	Housekeeping				
50	Total	50 Total	50 Total	50 Total	50 Total

3. Results and Discussion

3.1. Research Validity

The general framework of the questionnaire has been designed based on the standard questionnaire, therefore it has a fairly high validity value. Table 2 shows the results of the research validity test.

Table 2. Validity-test

Career Development	r-count	Results
X1.1	0.63	Valid
X1.2	0.41	Valid
X1.3	0.73	Valid
X1.4	0.64	Valid
X1.5	0.85	Valid
X1.6	0.69	Valid
X1.7	0.89	Valid
X1.8	0.86	Valid
X1.9	0.37	Valid
X1.10	0.38	Valid
X1.11	0.51	Valid
X1.12	0.55	Valid
X1.13	0.56	Valid
X1.14	0.86	Valid
Compensation		
X2.1	0.58	Valid
X2.2	0.31	Valid
X2.3	0.38	Valid
X2.4	0.55	Valid
X2.5	0.35	Valid
X2.6	0.66	Valid
X2.7	0.68	Valid
X2.8	0.64	Valid
X2.9	0.5	Valid
Job Satisfaction		
Y1	0.56	Valid
Y2	0.45	Valid
Y3	0.37	Valid
Y4	0.66	Valid
Y5	0.44	Valid
Y6	0.76	Valid
Y7	0.56	Valid
Y8	0.55	Valid
Y9	0.61	Valid
Y10	0.66	Valid
Y11	0.54	Valid
Y12	0.69	Valid
Y13	0.52	Valid
Turnover Intention		
Z1	0.38	Valid
Z2	0.32	Valid
Z3	0.41	Valid
Z4	0.75	Valid
Z5	0.4	Valid
Z6	0.72	Valid
Z7	0.51	Valid
Z8	0.72	Valid
Z9	0.59	Valid

Based on Table 3, the significance of all questions is more than 0.30. So it can be concluded that all questionnaire questions have sufficient validity to evaluate the related variables.

3.2. Research Reliability

Table 3 shows the number of questions related to the research variables and the reliability coefficient. The questionnaire contains 45 questions and the reliability coefficient obtained is more than 0.6 with the Cronbach Alpha method, so all questions are reliable or can be trusted.

Table 3. Questions of variable reliability and coefficients

Variable	Question	Number of Question	Cronbach's Alpha
Pengembangan Karir	1-14	14	0,762
Kompensasi	15-23	9	0,782
Kepuasan Kerja	24-36	13	0,831
Turnover Intention	37-45	9	0,712
Keseluruhan Kuesioner	1-45	45	0,771

3.3. Classic assumption test

The classic assumption test is used to see or test a model that is feasible or not used in research, (Sugiyono, 2017). The classic assumption test used in this study is the normality test which was carried out by the Kolmogorov Smirnov test with a significance value of > 0.05 which means that it is normally distributed, then the multicollinearity test and the heteroscedasticity test which in this study are free of multicollinearity and there is no heteroscedasticity, so the data used is feasible to use.

3.4. Multiple linear Regression Analysis

Regression analysis in this study was carried out with two-equation models. The first model is to determine the effect of career development and compensation on job satisfaction. Meanwhile, the second model is to find out the effect of career development, compensation and job satisfaction on turnover intention.

Table 4. Linear Regression Results Equation 1

Model	R Square	F	Sig.	B	T	Sig.
$Y = 0.480X_1 + 0.619X_2$	0.61	9.9	0			
Career Development				0.48	3.73	0
Compensation				0.62	2.34	0.02

Based on the results of the test model equation 1 above, it can be explained as follows:

The coefficient of determination (R^2) of 0.61 indicates that career development and compensation can explain job satisfaction by 61%, while the rest is explained by other variables. A simultaneous test (F test) on equation 1 was carried out to find out whether career development and compensation simultaneously have an effect on job satisfaction.

Hypothesis 1: The results of the calculated F value in the table above obtained a value of 9,880 with a significance level of $0,000 < 0.05$, so it can be concluded that career development and compensation have a simultaneous effect on job satisfaction.

The t-test on equation 1 was carried out to determine the effect of career development on job satisfaction and compensation on job satisfaction.

Hypothesis 2: The regression results show that the t count $>$ t table is $3,726 > 1,678$ with a significance level of $0.001 < 0.05$, it is concluded that H_a is accepted.

Hypothesis 3: The regression results show that the t count $>$ t table is $2,338 > 1,678$ with a significance level of $0.024 < 0.05$ then it is concluded that it is not.

Table 5. Linear Regression Results Equation 2

Model	R Square	F	Sig.	B	t	Sig.
$Z = -0.381X_1 - 0.356X_2 - 0.328Y$	0.567	4.94	0.01			
Career Development				-0.381	-2.6	0.01
Compensation				-0.356	-2.8	0.01
Job Satisfaction				-0.328	-2.64	0.01

Based on the results of the equation 2 model test above, it can be explained as follows:

The coefficient of determination (R²) of 0.567 indicates that career development, compensation and job satisfaction can explain the turnover intention of 56.7%, while the rest is explained by other variables.

A simultaneous test (F test) on equation 2 was carried out to find out whether compensation career development and job satisfaction simultaneously affect turnover intention.

Hypothesis 4: The results of the calculated F value in the table above obtained a value of 4,941 with a significance level of 0,011 < 0.05, so it can be concluded that career development compensation and job satisfaction have a simultaneous effect on turnover intention.

The t-test on equation 1 was carried out to determine the effect of career development on turnover intention, compensation on turnover intention and job satisfaction on turnover intention.

Hypothesis 5: The regression results show that the value of t count < t table is -2,599 < 1,678 with a significance level of 0.013 < 0.05, it is concluded that Ha is accepted.

Hypothesis 6: The regression results show that the value of t count < t table is -2,795 < 1,678 with a significance level of 0.007 < 0.05, it is concluded that Ha is accepted.

Hypothesis 7: The regression results show that the value of t count < t table is -2,643 < 1,678 with a significance level of 0.011 < 0.05, it is concluded that Ha is accepted.

3.5. Path Analysis

Following are the results of the path analysis which is a combined model between the multiple regression model and the mediation model.

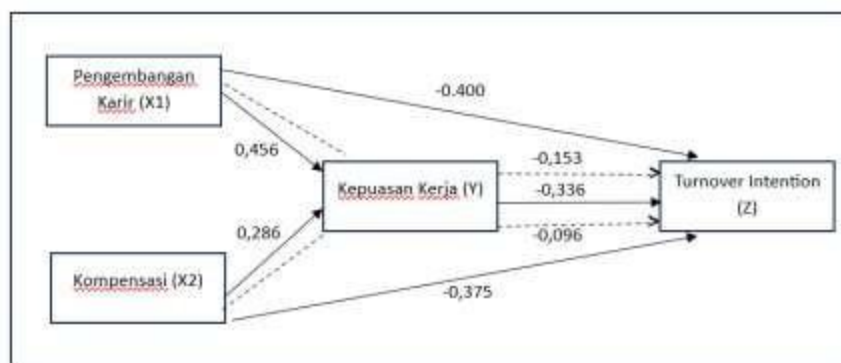


Fig. 1. Path Analysis Results

Based on the results of Figure 2 it is known that compensation has a greater total effect on turnover intention through job satisfaction, namely -0.471 compared to the total effect of career development on turnover intention through job satisfaction, namely -0.553. Table 4 presents a summary of the research hypothesis testing to show better results.

Table 6. Calculating direct, indirect and total effects of dependent and independent variables

Independent variable (from)	Dependent variable (to)	Direct effect	Indirect effect	Total effect
Career Development	Job Satisfaction		-0.4	-0.4
	Turnover intention	0.456	-0.336	-0.153
	Total			-0.553
Compensation	Job Satisfaction		-0.375	-0.375
	Turnover intention	0.286	-0.336	-0.096
	Total			-0.471

3.6. Mediation Variables

To determine the mediating effect of job satisfaction between the influence of career development and compensation on turnover intention, it is tested using the Sobel test as follows:

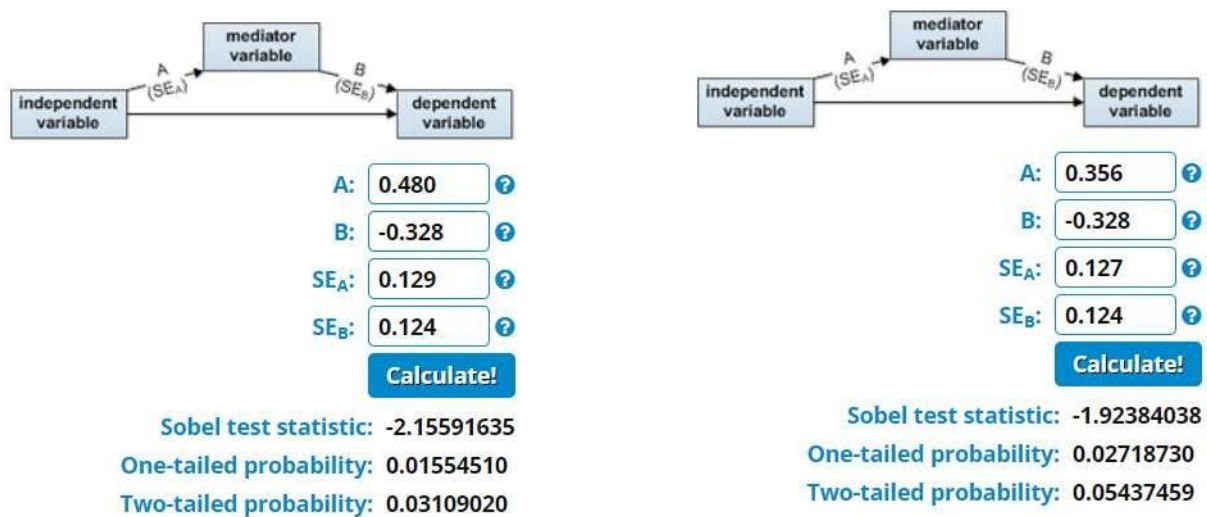


Fig. 2. First Sobel Test and Second Sobel Test

Based on the results of the calculations in Figure 3 above, it can be seen that the value of Zcountof -2.156 with a significance value of 0.015. Z valuecountsmaller than Ztable(-2.156 < 1.96) proves that job satisfaction cannot mediate the influence of career development on turnover intention.

Based on the results of the calculations in Figure 4.5 above, it can be seen that the value of Zcountof -1.924 with a significance value of 0.027. Z value count smaller than Ztable(-1.924 < 1.96) proves that job satisfaction cannot mediate the effect of compensation on turnover intention.

4. Conclusion

Based on the results of the research hypothesis test, it is concluded that career development and compensation simultaneously and significantly affect job satisfaction. Career development, compensation and job satisfaction simultaneously and significantly influence turnover intention. Career development and compensation partially have a positive and significant effect on employee job satisfaction. Career development, compensation and job satisfaction partially have a negative and significant effect on turnover intention. Job satisfaction does not mediate the effect of career development on turnover intention. Job satisfaction does not mediate the effect of compensation on turnover intention.

This research can help improve managerial skills and organizational progress. Companies must be able to meet the career needs of all employees and provide salaries in accordance with applicable government regulations. In addition, companies need to reconsider the policies that will be implemented so that employees feel satisfied and prevent employees from wanting to move or leave the company (turnover intention).

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