

The Influence of Compensation, Position Promotion and Career Development on Turnover Intention with Job Satisfaction as a Moderating Variable in the Education Training Department

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ABSTRACT. This study aims to examine and analyze the Effect of Compensation, Promotion, and Career Development on Turnover Intention with Job Satisfaction as a Moderating Variable in the Education Training Department (ETD) Department. The sample used was 105 permanent employees. The sample determination used in this study used the saturated sample. The data collection method uses a survey method, with the research instrument being a questionnaire. The data analysis method uses Partial Least Square version 3.2.9 PLS. Based on the results of the research, compensation has a positive and significant effect on job satisfaction, promotion has a positive and significant effect on job satisfaction, career development has a positive and significant effect on job satisfaction, compensation has a negative and significant effect on turnover intention, promotion has a negative and significant effect on turnover intention, Career Development has a negative and significant effect on turnover intention, Job Satisfaction has a negative and significant effect on turnover intention.

Keywords: Compensation, Promotion, Career Development, Turnover Intention, Job Satisfaction

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INTRODUCTION

The development of globalization has resulted in increasingly rapid competition in the business world. The company certainly chooses employees who have good behavior and can be relied on so that they can carry out their duties to the maximum. In today's dynamic world of work, flexibility is very important (Arijanto, 2022). Human resources are the main component of a company as active planners and actors with significant influence in supporting the achievement of a company's goals (Sholikhah *et al.*, 2018). Human resources are a critical factor in a company because the quality of the company itself is very dependent on the quality of human resources as assets and active actors (Lase, 2021). Therefore, to get human resources that match the needs, a strategy is needed in managing employees because when management is done well, it can provide progress for the company (Widyawati *et al.*, 2019).

The behavior of someone willing to work according to the company's wants is closely related to job satisfaction because humans will do something without coercion when they feel happy (Parimita *et al.*, 2018). Not a few companies experience problems in implementing strategies to increase job satisfaction, one of which is the provision of compensation, promotion, and career development that is not in line with expectations, so many decide to resign because they feel disappointed with the company (Nugraha *et al.*, 2016).

Turnover intention is the voluntary or involuntary resignation of employees in an organization (Celik *et al.*, 2016). Turnover intention is the employee's intention to quit or leave the company where the employee works (Liang, 2018). According to Zagladi *et al.*, (2015) in Indarti (2021), Turnover Intention is the desire to leave a company that many factors can influence, one of which is the desire to have a better job, turnover intention can be an actual turnover in the form of employee realization to move on to another company. Mangkunegara (2017) states higher job satisfaction is associated with low employee turnover intention. Meanwhile, dissatisfied employees usually experience higher turnover.

Several factors influence company job satisfaction, such as compensation, promotion, and career development. An employee's compensation, promotion, and career development are absolute rights owned by the company. However, if it is not correct on target, it can be a double-edged sword that can provide benefits or even be detrimental to the company (Rivai *et al.*, 2018).

This phenomenon often occurs in corporate environments, including PT's Education Training Department (ETD). This can be seen from the trend of increasing the percentage of employee turnover in the ETD department in the last 3 years and the current year, 2021. This can be seen in the table below:

Table. 1 ETD Department Employee Turnover Data at PT Indomarco Prismatama

Year(s)	Total Employees	Number of Entered Employees	Number of Leaving Employees	Total Employees	Percentages
2018	93	1	2	92	2.2%
2019	92	4	6	90	6.6%
2020	90	21	9	102	9.4%
2021	102	5	2	105	1.9%

Source: PT Indomarco Prismatama HRD data from October 2021

Based on table 1, the employee turnover rate from 2018 – 2021 shows a significant increasing trend. According to Mangkunegara (2017), employees who do not have job satisfaction will cause turnover intention and impact high turnover in the company. Based on literacy studies and previous research, turnover intention in companies can be caused by unfulfilled job satisfaction, one of which is the provision of compensation, where employees feel that the payment received is not comparable to the performance provided to the company (Hasibuan, 2020). According to research by Nugraha *et al.* (2016), compensation has a dominant influence on employee job satisfaction because compensation according to the workload given to employees can provide a sense of comfort so that employees have a sense of loyalty to the company. Improper compensation can cause a decrease in work motivation and employee job satisfaction and have the potential for employees to leave the company (Herlintanti, 2020).

Apart from compensation, according to research by Zennyta *et al.*, (2018), employee job satisfaction can be influenced by several factors, one of which is promotion. The following is a table of employee promotions for ETD employee positions from 2018 – 2021:

Table 2. ETD Department Employee Position Promotion Data

Year(s)	Total Employees	Number of Employees who Get Promotions	Percentages
2018	92	0	0.0%
2019	90	3	3.3%
2020	102	3	2.9%
2021	105	1	1.0%

Source: PT Indomarco Prismatama HRD

The latest data for October 2021 Based on the data above, the percentage of employees who received promotions from 2018 – 2021 has decreased, this is directly proportional to the increase in employee turnover, which indicates employee dissatisfaction with the employee promotions provided by the company.

The main issues that will be discussed in this study are: 1) Does compensation affect the job satisfaction of permanent employees of the ETD Department at PT. Indomarco Prismatama? 2) Does promotion affect the job satisfaction of permanent employees of the ETD Department at PT. Indomarco Prismatama? 3) Does career development affect the job satisfaction of permanent employees of the ETD Department at PT. Indomarco Prismatama? 4) Does compensation affect the turnover intention of permanent employees of the ETD Department at PT. Indomarco Prismatama? 5) Does promotion affect the turnover intention of permanent employees of the ETD Department at PT. Indomarco Prismatama? 6) Does career development affect the turnover intention of permanent employees of the ETD Department at PT. Indomarco Prismatama? 7) Does job satisfaction affect the turnover intention of permanent employees of the ETD Department at PT. Indomarco Prismatama?

THEORETICAL REVIEW

Theoretical review. According to Hasibuan *et al.*, (2020), human resource management is the science and art of managing relationships and the role of the workforce so that it is effective and efficient that it is willing and able to make an excellent contribution to the company. Human resource management (HRM) has an important role, including organizing and establishing work programs that cover several essential aspects, among others, determining the quantity and quality and determining the workforce so that activities can be effective and efficient following the company's goals that have been made in the work plan or work program. According to

Meria (2019), intention is an individual's intention or desire to do something. In contrast, turnover is the cessation of employees from the workplace. Thus, turnover intention is the intensity of an employee's desire or intention to leave the company to get something better. According to Rivai *et al.*, (2018), the turnover intention is the desire of employees to leave a company for another company. Turnover intention can be interpreted as an employee's intention to stop working his job voluntarily (Riani *et al.*, 2017).

According to Sholikhah *et al.*, (2018), job satisfaction is an emotional state related to employees' pleasant or unpleasant feelings in viewing their work. In general, employees will get maximum results if they do their work with pleasure. Meanwhile, according to Busro (2018), job satisfaction is a prevailing attitude or positive attitude towards work that arises based on assessing the work situation or comparing the rewards received with what employees expect, expect, or perceive.

According to Rivai *et al.*, (2018), employees receive compensation as a substitute for their service contributions to the company. Even though, in practice, a person's performance varies, compensation given in the form of money or goods is a means of meeting their needs (Panjaitan *et al.*, 2018). According to Wahyuni *et al.*, (2020), promotion is a move from one position to a higher place accompanied by more authority and responsibility, however, the status and income earned are also higher. Meanwhile, according to Handayani and Hardianti (2020), promotion is one of the facilities that can urge employees to do better or be more passionate about carrying out a job given by a company or organization so that the results obtained are maximized.

Suadnyana *et al.*, (2018) said that career development is a process of increasing an employee's capabilities, positions, and responsibilities in a company or organization. In developing employee careers, the company or organization needs to provide support in terms of information, training, and equal opportunities to all employees. Career development is an effort or steps carried out by an employee and an HR manager to develop the potential of employees to occupy higher positions to achieve company goals (Busro, 2018).

Preliminary Research

Compensation for job satisfaction. The company hopes that the work performance provided by an employee is more than the compensation paid by the company so that the company gets profits and the continuity of the company is guaranteed (Hasibuan, 2020). According to Utama and Surya (2019), their research revealed that compensation has a positive and significant effect on employee job satisfaction. According to Widyawati *et al.*, (2017), employee compensation has a positive and significant impact on job satisfaction and employee performance in doing work.

Job promotion on job satisfaction. The transparent and fair promotion concept is crucial to be given by the company to employees. Promotion means that there is trust and recognition regarding the abilities and skills of the employees concerned to occupy higher positions (Hasibuan, 2020). Nugraha *et al.*, (2016), in their research, revealed that promotion has a positive and significant effect on job satisfaction. In addition, in their research, Zennyta *et al.* (2018) demonstrated that employee promotion positively affects job satisfaction.

Career development on job satisfaction. For employees, having a clear career path can increase job satisfaction and improve employee attitudes towards their work, superiors, fellow employees, and values in the work environment. The results of research from Bahri *et al.*, (2017) revealed that career development positively affects job satisfaction. Sholikhah *et al.*, (2018) also showed that career development positively and significantly influences employee job satisfaction.

Compensation on turnover intention. According to the research results of Widyasari *et al.*, (2017), compensation has a negative effect on turnover intention, meaning that the more satisfied employees are with the compensation, such as remuneration/salary provided by the company, the lower the level of turnover intention in the company. The results of research from Arta *et al.*, (2017) also revealed that compensation has a negative effect on turnover intention in companies.

Promotion of positions on turnover intention. Promotion is one of the determining factors in turnover intention in a company, especially if the employee promotion is off target. According to the research results of Ahsani *et al.*, (2021), employee promotion significantly negatively affects turnover intention. The results of research from Sitati *et al.*, (2016) revealed that employee promotion has a negative effect on employee turnover intention, which means that if expectations and opportunities for promotion increase, employee turnover intention decreases.

Career development on turnover intention. The results of research from Sarsono *et al.*, (2020) reveal a

negative effect between career development and turnover intention. If an employee feels that his career development is not progressing, the employee will wish to resign or leave the company. According to research by Putra *et al.*, (2020), career development has a negative effect on turnover intention, namely, the lower the career development felt by employees, the higher the turnover intention. Conversely, the higher the career development handled by an employee, the lower the turnover intention.

Job satisfaction on turnover intention. A company with higher job satisfaction is associated with lower employee turnover intention. Meanwhile, employees who are dissatisfied with the company are usually followed by a higher turnover intention (Mangkunegara 2017). The research results from Ardiyanti (2019) show that job satisfaction negatively and significantly affects turnover intention. The higher the level of job satisfaction, the lower the turnover intention in the company.

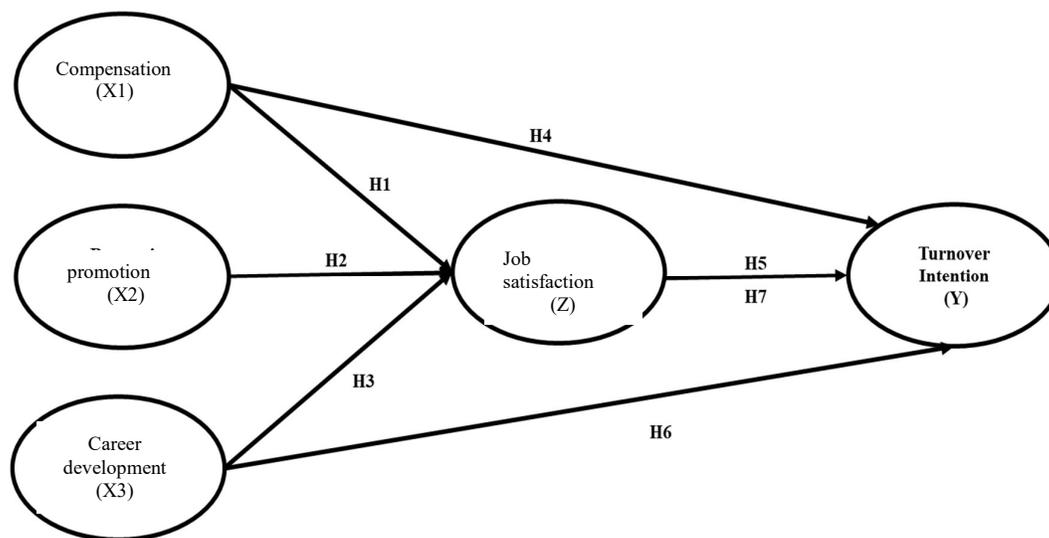


Figure 1. Conceptual Framework

Based on the framework above, a hypothesis test is needed to determine whether there is a relationship between the independent variables, namely compensation, promotion, and career development, on the dependent variable, namely employee turnover intention and job satisfaction, as a moderator variable. Therefore the authors propose the following hypothesis:

- H1: Compensation has a positive effect on job satisfaction in the ETD Department
- H2: Promotion has a positive effect on job satisfaction in the ETD Department
- H3: Career development has a positive effect on job satisfaction in the ETD Department
- H4: Compensation has a negative effect on turnover intention in the ETD Department
- H5: Promotion has a negative effect on turnover intention in the ETD Department
- H6: Career Development has a negative effect on turnover intention in the ETD Department
- H7: Job Satisfaction has a negative effect on turnover intention in the ETD Department

RESEARCH METHODS

This research was conducted from October 2021 to March 2022. In obtaining data for the preparation of this study, researchers conducted research at PT Indomarco Primatama North Jakarta, is a company engaged in retail selling daily necessities. The design for this study uses a quantitative approach, namely a research method based on the philosophy of positivism, which is used to examine specific populations or samples, data collection uses research instruments, and data analysis is quantitative or statistical to test established hypotheses. In this study, the authors used a causal research design. According to Sugiyono (2020), causal is the relationship of variables to the object under investigation which is more of a cause-and-effect nature. So here, there are independent variables (variables that affect), moderator variables (variables that strengthen and weaken), and dependent variables (influenced). In

this study, the authors examine the relationship between three independent variables, compensation, promotion, and career development, on one dependent variable, namely turnover intention for permanent employees in the ETD department of PT Indomarco Prismatama with job satisfaction as a moderator variable.

According to Sugiyono (2020), the definition of the population is all elements that will be used as generalization areas. In contrast, the population element is the whole subject to be measured, the unit under study. So the population, in this case, is the generalization area consisting of objects/subjects with specific quantities and characteristics set by the researcher to be studied and then conclusions drawn. The population in this study are permanent employees in the ETD department at PT Indomarco Prismata, totaling 105 people. Determination of the sample used in this study using the type of saturated sample method. Sugiono (2016) states that a saturated sampling technique is where all population members are used as samples or research to make generalizations with tiny errors. In this study, the sample used was permanent employees in the ETD department at PT Indomarco Prismata has as many as 105 people.

The data collection technique in this study was a questionnaire. According to Sugiyono (2020), a questionnaire is a data collection technique that gives respondents a set of questions or written statements to answer. The questionnaire used in this study was online in Google forms. The data analysis method in this study uses Partial Least Square (PLS). According to Ghozali (2020), Partial Least Square (PLS) is a general method for estimating path models that use latent constructs with multiple indicators. The data analysis method in this study uses Component or Variance Based Structural Equation Modeling where the data processing uses the Partial Least Square (Smart-PLS) program version 3.2.9 PLS (Partial Least Square).

RESULTS AND DISCUSSION

Characteristics of respondents based on gender, based on the results of data processing in Table. 3 above shows that out of 105 respondents, 58, or 55.2%, were male, while the remaining 47, or 44.8%, were female. Based on the data table above, it can be seen that most of the employees in the ETD department at PT Indomarco Prismata is male.

Based on the current age shows that of the 105 respondents, the highest number were respondents aged between 25-30 years, namely 45 respondents or 42.9%, and the lowest were respondents aged less than 20 years, namely 5 respondents or 4.8%.

The characteristics of respondents based on recent education shows that out of the 105 respondents, most were respondents with the last Bachelor's degree (S1) education, namely 55 respondents or 52.4%, meanwhile, the smallest respondents with a high school education level/equivalent were 5 respondents or 4.8%.

The characteristics of respondents based on the length of work shows that out of 105 respondents, the number of employees with less than 1 year of service was 18 respondents or 17.1%, the number of employees with 1-3 years of service was 33 respondents or 31.4%, the number of employees with 3-5 years of service as many as 40 respondents or 38.1%, while the number of employees with more than 5 years of service was 14 respondents or 13.3%.

Results of Data Analysis

Outer Model Analysis. Convergent validity testing of the measurement model with reflexive indicators is assessed based on the correlation between the item or component scores and the construct scores calculated by PLS. Individual indicators are considered valid if they have a correlation value or loading factor above 0.50. Discriminant validity testing, namely reflective indicators, can be seen in the cross-loading between the indicators and their constructs. An indicator can be declared valid if it has the highest loading factor for the intended construct compared to the loading factor for other constructs so that the constructs in the estimated model meet the discriminant validity criteria. Based on the Validity – Fornell Lacker Criterium analysis, each variable has a square root value of AVE more than the correlation value between latent variables. The results of the Convergent Validity test also show that each construct or variable meets the criteria with an average variance extracted (AVE) value above 0.50. The composite reliability and Cronbach's alpha tests showed good values because all latent variables had composite reliability values and Cronbach's alpha ≥ 0.70 . This means that all latent variables are said to be reliable; in other words, the questionnaire used as a tool in this study is reliable and consistent.

Inner Model Analysis. The structural model indicates that the model on the Job Satisfaction and Turnover Intention variables is strong because it has a value above 0.67. The model of the influence of independent latent variables (compensation, career development, and position promotion) on Job Satisfaction gives an R-square value of 0.901 which can be interpreted that the construct variability of Job Satisfaction which can be explained by the construct variability of compensation, career development, and position promotions is 90.1% while other variables

outside those studied explain 9.9%. Turnover Intention has an R-Square value of 0.823, so the construct variability of Turnover Intention can be explained by the construct variability of the quality of compensation, career development, promotion, and job satisfaction 82.3%, while 17.7% is explained by variables other than those studied. The test results show a predictive-relevance value of 0.9824, more than 0 (zero). It means that 98.24% of Job Satisfaction and Turnover Intention (the dependent variable) is explained by the independent variables used. Thus the model is feasible to have relevant predictive value.

Hypothesis Testing Results

Table 3. Hypothesis Test Results

	Original Sample	Standard Deviation	T-Statistics	P Values	Remark
Compensation → Job Satisfaction	0,383	0,079	4,859	0,000	Positive - Significant
Job Promotion → Job Satisfaction	0,243	0,068	3,573	0,000	Positive - Significant
Career Development → Job Satisfaction	0,367	0,083	4,405	0,000	Positive - Significant
Compensation → Turnover Intention	-0,209	0,079	2,632	0,003	Negative - Significant
Job Promotion → Turnover Intention	-0,199	0,099	2,003	0,020	Negative - Significant
Career Development → Turnover Intention	-0,235	0,084	2,788	0,001	Negative - Significant
Job Satisfaction → Turnover Intention	-0,285	0,073	3,918	0,000	Negative - Significant

Source: PLS Output, 2023

Based on the table 3 results of testing the research model hypothesis as follows:

H1: Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 4,859, an original sample value of 0,383, and a P value of 0,000. The T-statistic value is higher than the T-table value of 1.96, the original sample value shows a positive value, and the P values show less than 0.05, the result indicates that compensation has a positive and significant effect on job satisfaction.

H2: Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 3,573, an original sample value of 0,243, and a P value of 0,000. The T-statistic value is higher than the T-table value of 1.96, the original sample value shows a positive value, and the p-value shows less than 0.05, the result indicates that promotion has a positive and significant effect on job satisfaction.

H3: Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 4,405, an original sample value of 0,367, and a P value of 0,000. The T-statistic value is higher than the T-table value of 1.96, the original sample value shows a positive value, and the p-value shows less than 0.05, the results indicate that career development has a positive and significant effect on job satisfaction.

H4: Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 2,632, an original sample value of -0,209, and a P value of 0,003. The T-statistic value is higher than the T-table value of 1.96, the

original sample value shows a negative value, and the P values show less than 0.05, the result indicates that compensation has a negative and significant effect on turnover intention.

H5: Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 2.003, an original sample value of -0.199, and a P value of 0.020. The T-statistic value is higher than the T-table value of 1.96, the original sample value shows a negative value, and the P values show less than 0.05, the result indicates that promotion has a negative and significant effect on turnover intention.

H6: Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 2,788, an original sample value of -0,235, and a P value of 0,001. The T-statistic value is higher than the T-table value of 1.96, the original sample value shows a negative value, and the P values show less than 0.05, the results indicate that career development has a negative and significant effect on turnover intention.

H7: Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 3,918, an original sample value of -0,285, and a P value of 0,000. The T-statistic value is higher than the T-table value of 1.96, the original sample value shows a negative value, and the P values show less than 0.05, the results indicate that job satisfaction has a negative and significant effect on turnover intention.

Discussion

The Effect of Compensation on Job Satisfaction. Based on the results of hypothesis testing that has been done show that compensation has a positive and significant effect on job satisfaction. This aligns with previous research conducted by Utama and Surya (2019), whose study revealed that compensation positively and significantly affects employee job satisfaction. Employees receive payment following the expected remuneration for the energy released. These employees will feel high job satisfaction because what is expected has been well received. The results of this hypothesis test prove that job satisfaction will increase with the suitability of the compensation received by employees. The research results by Widyawati *et al.* (2017) show that compensation positively and significantly affects job satisfaction.

The Effect of Job Promotion on Job Satisfaction. Based on the results of the hypothesis testing that has been done, the promotion has a positive and significant effect on job satisfaction. This is in line with previous research conducted by Nugraha *et al.*, (2016) and Zennyta *et al.*, (2018), which in their research revealed that promotion has a positive and significant effect on job satisfaction. This is because the promotion carried out by the company's management provides a vital role for each of its employees, even if each employee makes promotion a dream and a goal that employees always expect. The results of this hypothesis test prove that implementing promotions that are carried out openly and provide equal opportunities for all employees will give a sense of satisfaction that the implementation of promotions has been carried out following the normative mechanism. With the performance of transparent job promotions, job satisfaction will increase.

The Effect of Career Development on Job Satisfaction. Based on the results of hypothesis testing that has been done, it shows that career development has a positive and significant effect on job satisfaction. This aligns with previous research conducted by Bahri *et al.*, (2017), which revealed that career development positively affects job satisfaction. Sholikhah *et al.*, (2018) also showed that career development positively and significantly influences employee job satisfaction. This is because career development is essential for employees to prepare for a long-term career. In other words, employees can prepare themselves to face job changes and increase employee job satisfaction.

The Effect of Compensation on Turnover Intention. Based on the results of the hypothesis testing that has been done, it shows that compensation has a negative and significant effect on turnover intention. This is in line with previous research conducted by Widyasari *et al.*, (2017), which revealed that compensation has a negative effect on turnover intention, meaning that the more satisfied employees are with the compensation (remuneration/salary) provided by the company, the lower the level of turnover intention within the company. Compensation has the most outstanding contribution to turnover intention. A better company compensation system will reduce employees' desire to leave. This study's results align with the research of Arta *et al.*, (2017), which revealed that compensation has a negative effect on turnover intention in companies.

The Effect of Job Promotion on Turnover Intention. Based on the results of the hypothesis testing that has been done, it shows that promotion has a negative and significant effect on turnover intention. This is in line with previous research conducted by Ahsani *et al.* (2021) promotion has a significant negative effect on turnover intention, which means that if expectations and opportunities for promotion increase, employee turnover intention decreases. The results of this study support the results of Sitati *et al.*, (2016), which revealed that promotion has a negative effect on employee turnover intention.

The Effect of Career Development on Turnover Intention. Based on the results of the hypothesis testing that has been done, it shows that career development has a negative and significant effect on turnover intention. This aligns with previous research conducted by Sarsono *et al.*, (2020), which revealed a negative impact between career development and turnover intention. If an employee feels that his career development is not progressing, the employee will wish to resign or leave the company. Career development is a crucial factor in whether or not there is an intention to leave. The wider the career opportunities the company provides employees, the more satisfied they will be at work, resulting in the employees continuing to work there. Research by Putra *et al.*, (2020) also found that career development negatively and significantly affects employee turnover intention.

The Effect of Job Satisfaction on Turnover Intention. Based on the results of the hypothesis testing that has been done, it shows that job satisfaction has a negative and significant effect on turnover intention. Job satisfaction affects turnover intention, and this is due to employee dissatisfaction at work. Many factors influence the occurrence of employee turnover, but generally, the factors that contribute to high employee turnover rates are employee dissatisfaction. Job dissatisfaction has often been identified as an important reason that causes individuals to leave their jobs. Job satisfaction is closely related to thoughts of quitting work and intentions to look for another job. This is in line with previous research conducted by Ardiyanti (2019), which found that job satisfaction has a negative effect on turnover intention.

CONCLUSION

Conclusion. (1) Compensation has a significant positive effect on job satisfaction in the ETD department at PT Indomarco Prismata. This means that the higher the compensation received by employees, the higher employee job satisfaction. (2) Promotion significantly positively affects job satisfaction in the ETD department at PT Indomarco Prismata. This means that the better the promotion is given by the company, the more employee job satisfaction will increase. (3) Career development significantly positively affects job satisfaction in the ETD department at PT Indomarco Prismata. This means that the better career development within the company, the higher employee job satisfaction. (4) Compensation significantly negatively affects turnover intention in the ETD department at PT Indomarco Prismata. This means that the higher the company's compensation, the employee's intention to leave decreases. (5) Promotion significantly negatively affects turnover intention in the ETD department at PT Indomarco Prismata. This means that the better the promotion given by the company, the lower the employee turnover intention. (6) Career development significantly negatively affects turnover intention in the ETD department at PT Indomarco Prismata. This means that the better the career development within the company, the lower the desire to leave employees. (7) Job satisfaction significantly negatively affects turnover intention in the ETD department at PT Indomarco Prismata. This means that the higher the employee's job satisfaction, the lower the employee's desire to leave.

Suggestion. (1) The results of the bootstrapping show that the compensation variable has the lowest value in the statement incentives provided by companies are in accordance with government regulations. Companies should follow government rules in giving incentives, such as providing bonuses. (2) Based on the results of Bootstrapping, it shows that the promotion variable has the lowest value in the statement employees have broader ideas at work. Companies should help employees have broad ideas, such as conducting training that all employees participate in to create broader ideas and insights. (3) Based on the results of Bootstrapping, it shows that the career development variable has the lowest value in the statement all the employees have the same opportunity for promotion. Companies should provide equal opportunities for each promotion, such as carrying out promotions openly. (4) Based on the results of Bootstrapping, it shows that the variable of job satisfaction has the lowest value in the statement employees complete tasks according to the specified time to complete the task.

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