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The Mediating Role of Job Satisfaction in the Relationship Between Human Resource Management Practices and Turnover Intention

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Abstract

Research aims: This study examines the mediating role of job satisfaction among employees of a Power Generation Company in Indonesia and its relationship with compensation, training, career development, and turnover intention.

Design/Methodology/Approach: This research utilized a cross-sectional survey involving 263 respondents representing all employees. The Partial Least Square Structural Equation Model (PLS-SEM) approach was employed to analyze the data, and SmartPLS was used to process multiple independent variables and test quantitative data.

Research findings: The research findings indicate that compensation and career development do not have a significant direct effect on turnover intention. However, training and job satisfaction have a significant direct impact on turnover intention. The indirect relationship reveals that career development, through the mediating variable of job satisfaction, has no significant relationship with turnover intention. However, compensation and training, through the mediating variable of job satisfaction, have a significant relationship with turnover intention.

Theoretical Contribution/Originality: The current study aims to expand on the existing literature by examining job satisfaction as a mediating variable between HRM practices (compensation, training, and career development) and employees' intention to leave (turnover intention).

Practitioners/Policy Implications: Companies must provide satisfactory employee job satisfaction, as job satisfaction is a key mediating factor in the relationship between compensation and training that can influence turnover intention.

Research Limitations/Implications: The practical implications of this study suggest that companies should strive to retain their employees by ensuring their well-being. The research findings indicate that providing employees with more training and certifications may increase their likelihood to seek opportunities at other companies. This outcome aligns with the human capital theory, as the knowledge, competence, and skills acquired by employees become inherent qualities associated with the employees themselves.

Keywords: Compensation; Training; Career Development; Job Satisfaction; Turnover Intention

Introduction

Employees play a crucial role in supporting business sustainability. Brien (2010) states that employees are valuable and unique assets. Therefore, competent employees can provide optimal contributions to the company. Moreover, human capital is considered a company-level resource that can

improve company performance and generate economic value (Barney & Wright, 1998; Wright & McMahan, 2011). Thus, most businesses would strive to retain employees who have made valuable contributions to the company (Silaban & Syah, 2018).

In business, Human Resource Management (HRM) play a crucial role in enhancing the company's existing human capital (e.g., attracting and providing training to employees) and preventing the loss of the company's investment in human capital to other companies (e.g., through motivation and employee retention) (Jiang & Messersmith, 2018). High turnover rates significantly impact the decline in work quality, including quality, time, cost, and overall company performance (Dewi & Nurhayati, 2021). Companies also incur costs, such as recruiting new employees and providing training, due to turnover (Juhdi *et al.*, 2013).

Various factors influence turnover intention. Many researchers have linked HRM practices such as career development, compensation, and occupational health and safety with turnover intention (Ramaprasad *et al.*, 2018). Hassan *et al.* (2013) explain that turnover has a relationship with HRM practices such as organizational-provided job training and career satisfaction. Conversely, Aburumman *et al.* (2020) suggest that several HRM practices (performance appraisal, promotion, compensation, training, and development) have a significantly negative relationship with turnover intention. Manthi *et al.* (2018) also state that HRM practices (training, compensation, career development, and performance management) have a significant negative relationship with turnover intention. Despite the various dimensions of HRM practices and their consequences on turnover intention, this research focuses on three practices: compensation, training, and career development.

One of the most essential components of the employment relationship is compensation. Bonus incentives, for instance, can stimulate employees to raise business performance (Manthi *et al.*, 2018). Previous studies by Bagus and Surya (2017) and Widayati and Yunia (2016) also discovered a relationship between employees' intention to leave and perceived compensation. Conversely, Purwati *et al.* (2020) discovered no significant relationship between turnover intention and compensation. Irbayuni (2012) also found that employees' intentions to switch jobs are not influenced by compensation-related factors.

Job training satisfaction is the measure of an individual's attitudes towards various aspects of the job training they receive from the company (Schmidt, 2007, 2009). According to Kesen (2016), employee turnover can be decreased with training. Additionally, job training significantly and negatively impacts employees' intention to leave (Manthi *et al.*, 2018). Mudor & Tooksoon (2011) also found that job training has a negative impact on turnover intention. Employees who receive subpar or inadequate training opportunities are more likely to leave the organization. These findings contrast with those of research by Dardar *et al.* (2012), Lutchman (2008), Nawaz and Pangil (2016), and Verhees (2012), which did not conclude a connection between turnover and training.

Career development is a factor that determines employee turnover. Previous research by Dewi and Nurhayati (2021), Manthi *et al.* (2018), and Singmin Lo (2020) found that career development influences turnover intention. However, some previous literature argue that there is no significant impact between career development and turnover intention. Nevertheless, several studies have discovered that employees may decide to leave their current employer if they are offered significant career advances from another company, even if they have been offered career promotions from their current workplace (Juhdi *et al.*, 2013; Kamau *et al.*, 2021; Nawaz & Pangil, 2016).

Next, Sugianto *et al.* (2022) discovered no relationship between turnover intention and compensation through job satisfaction. However, Rasyid and Indarti (2017) discovered a substantial association between compensation and turnover intention through work satisfaction as a mediating variable. They also observed that compensation significantly influences turnover intention. Meanwhile, previous research on career development, such as the study by Nawaz and Pangil (2016), found that training and development do not influence turnover intention. In contrast, research by Aburumman *et al.* (2020) stated that human resource management practices (promotion, performance appraisal, compensation, training, and development) and career satisfaction have a significant negative relationship with turnover intention. On the other hand, research conducted by Huang and Su (2016) found that the job training variable is related to turnover intention through job satisfaction, and satisfaction with job training has a significant negative impact on turnover intention.

Compensation, training, and career development are related to job satisfaction. Findings from Aburumman *et al.* (2020), Huang and Su (2016), and Schmidt (2007) indicate that training has a significant positive impact, meaning that if employees receive adequate training, they experience satisfaction. Some researchers suggest that career development increases job satisfaction (Dewi & Nurhayati, 2021; Fatmawati & Chaerudin, 2021; Pratiwi & Lo, 2020). Compensation has also been found to have a significantly positive influence on job satisfaction (Mabaso & Dlamini, 2017; Santoni & Harahap, 2018; Vizano *et al.*, 2021).

Essentially, job satisfaction is individual in nature. It is an individual's evaluation of their work, whether they feel comfortable or not, and the level of satisfaction varies among individuals, depending on their respective desires. The higher the alignment between job tasks and individual capabilities, the higher the satisfaction level (Zainal *et al.*, 2009). Various factors, including job satisfaction, influence turnover intention. Studies by Adeoye *et al.* (2016), Javed *et al.* (2014), and Vizano *et al.* (2021) found a significant negative impact of job satisfaction on turnover intention, indicating that employees with high job satisfaction are less likely to have a turnover intention.

Overall, the findings in the previous studies outlined above have various inconsistencies. These inconsistencies create a research gap between compensation and turnover intention, training and turnover intention, and career development and turnover intention. Therefore, this study aims to expand on the existing literature by examining job satisfaction as a mediating variable between turnover intention and HRM practices

(compensation, training, and career development) to address this research gap, to aid companies in retaining employees, and to follow the recommendation by Jyoti *et al.* (2015) that future research should explore more mediating variables between HRM practices and turnover intention.

Literature Review and Hypotheses Development

Human Resource Management (HRM) Practices

"A collection of separate yet interconnected functions, activities, and processes aimed at attracting, supporting, and retaining a company's human resources" is how human resource management (HRM) practices are defined by *Aburumman et al.* (2020). Such practices, in many organizations, are centered mostly around systems, operational aspects, and issues related to setting compensation, individual development, and recruitment (Manthi *et al.*, 2018).

The degree to which employees perceive organizational-level HRM practices address their developmental needs - essential for achieving peak job performance and career advancement - is another definition of HRM practices. This definition underscores the conventional understanding of HRM practices and their fundamental role in addressing employees' developmental requirements, aligning with well-established principles in the field. The emphasis is on maintaining accuracy, adhering to established facts, and respecting the historical context of HRM practices (Ramaprasad *et al.*, 2018). Thus, HRM practices aim to enhance commitment, cultivate a deep sense of identification, and foster involvement in an individual towards a specific organization. While various HRM practices could be viewed as different dimensions, this research will specifically concentrate on three practices: compensation, career development, and training.

Compensation

Compensation is the remuneration a company provides to their employees for their work. The reward can be directly or indirectly given as money, goods, or other benefits as a form of recognition for the employees' contributions to achieving the company's goals (Purwati *et al.*, 2020). According to Santoni and Harahap (2018), employee contributions to the company are rewarded through compensation, which can include intrinsic rewards. Thus, fair and adequate compensation for employees is crucial to maintaining their job satisfaction. When employees perceive that their contributions are valued and are appropriately rewarded, it tends to enhance their job satisfaction. Consequently, employees who are content with their compensation are more likely to be committed to the company and less inclined to seek alternative employment.

According to Qomariah (2020), employees are given compensation for the following purposes: (1) To retain high-performing employees in the company; (2) To acquire high-quality workforce; (3) To inspire and motivate employees; (4) To save costs; (5) To create equality within the company; and (6) To comply with applicable regulations. The

company must successfully implement the compensation plan to guarantee each employee's job satisfaction. The following dimensions used by Zainal *et al.* (2009) are also employed in this study: (1) Direct financial compensation, whereby Salary and Incentives are indicators; (2) Indirect financial compensation, which involves Allowances and Facilities as indicators; (3) non-financial compensation, which involves work recognition and comfortable workplace environment.

Training

Training is a set of activities meant to provide employees with the information and abilities needed to boost company performance (Mondy & Martocchio, 2016). As stated by Noe *et al.* (2015), training is the deliberate efforts made by an organization to support its employees in acquiring and enhancing the knowledge, skills, and behaviors pertinent to their work. Dessler (2018) states that training involves developing the skills of newly hired or existing employees to align them with the organization's direction and goals. According to Kahpi *et al.* (2017), employee training is a structured process of enhancing skills, knowledge, and behavior change that can contribute to achieving organizational goals.

According to Noe *et al.* (2015), the objectives of employee training are to enable employees to acquire specific knowledge, skills, and behaviors outlined in the training and apply them in their day-to-day tasks. Companies need to assess the level of training implemented to determine the extent of the success of the training provided. Training is considered an independent variable in human resource management practices. Bartlett (2001) classified it into six dimensions, including (1) Perceived access to training; (2) Training participation; (3) Perceived support for training from colleagues; (4) Perceived support from senior staff; (5) Motivation to learn from training; and (6) Perceived benefits of training.

Career Development

Organizations utilize a formal approach to career development to ensure that individuals who possess the necessary qualifications and experience are available when needed (Mondy & Martocchio, 2016). Career development consists of a lifelong series of activities, such as workshops, that assist an individual in exploring, building, achieving success, and finding satisfaction in their career (Dessler, 2018). According to Mondy and Martocchio (2016), career development has the following objectives: (1) Effective competency development; (2) Providing self-assessment opportunities for employees considering better career paths; (3) Developing cross-functional career paths; (4) Demonstrating a genuine commitment to developing the work environment; (5) Meeting the specific competency development needs of employees; (6) Enhancing organizational performance; (7) Increasing employee loyalty and motivation, which leads to reduced turnover intention; (8) Providing a method for determining training and development needs.

Career development is a crucial factor in motivating employees to stay within an organization. Employees who see opportunities for growth and advancement in their careers feel more motivated and satisfied with their jobs. Conversely, the lack of clear or limited career development opportunities can increase employees' intent to seek other opportunities. Effective job training helps improve employee competencies and gives them confidence to handle tasks. Well-trained employees are also more likely to be satisfied with their jobs because they can perform their tasks more effectively and efficiently. Therefore, job training has a significant influence on turnover intention.

Furthermore, Zainal *et al.* (2009) and Simamora (2001) stated that career development is divided into two dimensions: career management and career planning. Sinambela (2016) defines career planning as how an individual plans and takes various actions to enhance their career goals. Meanwhile, career management refers to how organizations assess, select, and design career development programs for their employees.

Job Satisfaction

According to Qomariah (2020), job satisfaction refers to the feelings an employee experiences related to their pleasure or dissatisfaction. It directly influences their emotions and behaviors at work, such as performance, discipline, and morale. Job satisfaction is the fulfillment of the employees' personal needs, desires, and ambitions for physical and mental satisfaction (Harahap & Khair, 2019). According to Robbins and Judge (2019), factors influencing job satisfaction include the nature of the job, the required skills, supervision, current salary, opportunities for advancement, culture, and relationships with co-workers. Meanwhile, Marnis (2008) found that the following factors influence employee job satisfaction: (1) Fair and appropriate compensation; (2) Level of job difficulty; (3) A conducive work environment and atmosphere; (4) Supportive tools and facilities for work; (5) Attitude and leadership skills of superiors; and (6) The nature of the job itself.

Conceptually, job satisfaction is fulfilled by several internal and external factors. Job satisfaction can also motivate employees and bring joy in working for a company. According to Santoni and Harahap (2018), job satisfaction has five measurement dimensions: (1) Salary, (2) The job itself, (3) Promotion opportunities, (4) Supervision, and (5) Co-workers.

Turnover Intention

According to Hung *et al.* (2018), turnover refers to employees' decisions to quit based on personal desires, which can be influenced by factors such as salary, promotion, job satisfaction, and relationships with supervisors. According to Aarons and Sawitzky (2006), turnover intention among employees occurs when they perceive that the organization's behavior does not meet their expectations for the future. According to Ridlo (2012), several interrelated factors influence turnover intention. These factors include age, length of service, educational level, company loyalty, job satisfaction, and organizational culture.

Three dimensions have been identified to influence turnover. These three indicators, as stated by Mobley *et al.* (1978), include (1) Thinking of quitting, (2) Intention to search for a new job, and (3) Intention to quit the organization.

This research is designed based on the existing research gap and phenomena. The study aims to develop the following conceptual framework:

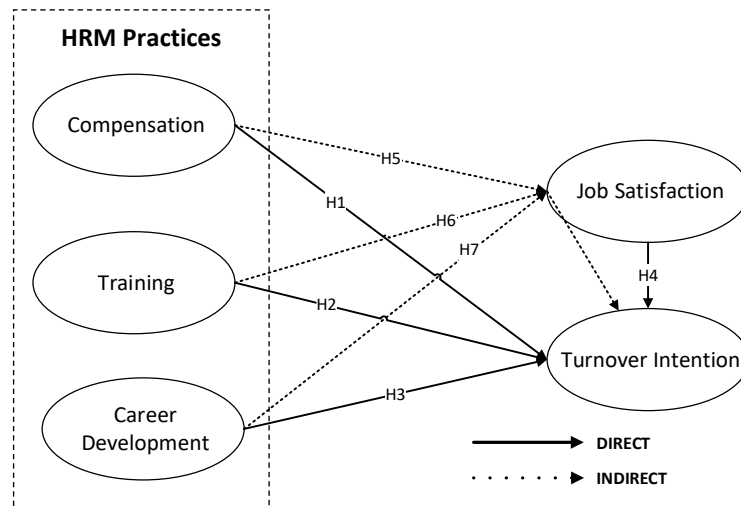


Figure 1 Research Model Proposal

The hypothesis derived from the relationships between variables is as follows:

Compensation with Turnover Intention

Inadequate or dissatisfactory compensation impacts turnover intention. This statement is consistent with the findings of Ekabu (2019), who found that salaries, allowances, and other incentives that are inadequate and are not commensurate with the earnings of other professionals is a primary source of dissatisfaction and turnover intention. Similar findings were reported by Joarder (2012), Kamau *et al.* (2021), Sundari *et al.* (2019), and Zahra *et al.* (2013). These studies indicate a significant negative relationship between turnover intention and compensation. Higher compensation tends to decrease the intention to switch jobs, while lower compensation tends to increase the desire to switch jobs. Therefore, the researcher proposes the following hypothesis:

H₁: Compensation significantly influences turnover intention.

Training with Turnover Intention

There is a significantly negative relationship between training and intention to leave, indicating the importance of providing appropriate training to reduce turnover intention (Mudor & Tooksoon, 2011). The empirical findings of Aburumman *et al.* (2020), Huang

and Su (2016), and Jehanzeb *et al.* (2015) also support the significantly negative relationship between training and turnover intention. These findings suggest that if employees are provided with adequate training to enhance their competence, turnover intention can decrease. Thus, the researcher proposes the following hypothesis:

H₂: Training significantly influences turnover intention.

Career Development with Turnover Intention

Previous studies have shown a relationship between career development and intention to switch jobs (turnover intention), where the better the career development opportunities provided, the lower the turnover intention (Putra *et al.*, 2020; Nurliawan *et al.*, 2022). Moreover, Dewi and Nurhayati (2021) and Yadewani and Reni Wijaya (2021) state that career development has a negative and significant impact on the intention to switch companies. Good career development enables companies to retain employees. Therefore, the researcher proposes the following hypothesis:

H₃: Career development significantly influences turnover intention.

Job Satisfaction with Turnover Intention

Khan and Aleem (2014) found that employee dissatisfaction increases employees' motivation to leave. Conversely, job satisfaction has a negative and significant impact on the intention to switch companies (Zahra *et al.*, 2013; Ghayas & Siddiqui, 2012; Saeed *et al.*, 2016). These studies prove that when job satisfaction is low due to various factors, the employees' intention to leave increases. Therefore, the researcher proposes the following hypothesis:

H₄: Job satisfaction significantly influences turnover intention.

Job satisfaction mediates the relationship between compensation and turnover intention

Khan and Aleem (2014) and Ramlah *et al.* (2021) mentioned that job satisfaction is a variable that can mediate the relationship between compensation and turnover intention. The idea that job satisfaction can mediate the association between compensation and the turnover intention is also supported by Agustin (2018), Ahmad Rasyid and Indarti (2017), Mahadewi and Rahyuda (2020), and Rohmawati *et al.* (2017). The higher the compensation offered, the higher the job satisfaction and the lower the desire to leave. Thus, the researcher proposes the following hypothesis:

H₅: Compensation significantly influences turnover intention through job satisfaction.

Job satisfaction mediates the relationship between training and turnover intention

Huang and Su (2016) established that the relationship between training and employee turnover intention can be mediated by job satisfaction. This finding is also supported by Jehanzeb *et al.* (2015), Mudor and Tooksoon (2011), and Schmidt (2007), whose studies demonstrated the relationship between training and turnover intention through the mediating variable of job satisfaction. If training provided by the company is effective, job satisfaction will increase, leading to a decrease in turnover intention. Thus, the researcher proposes the following hypothesis:

H₆: Training significantly influences turnover intention through job satisfaction.

Job satisfaction mediates the relationship between career development and turnover intention

Company-provided employee development can create a positive perception of the company among employees, enhance job satisfaction, and strengthen employee loyalty. As a result, the employees' intention to switch jobs decreases (Pratiwi & Lo, 2020; Yadewani & Reni Wijaya, 2021). Similar findings by Elfa Nurliawan *et al.* (2022) and Hadir Sugianto *et al.* (2022) indicate that career development impacts employee turnover through job satisfaction. The higher the level of career development and job satisfaction, the lower the desire to switch jobs. Therefore, the researcher proposes the following hypothesis:

H₇: Career development significantly influences turnover intention through job satisfaction.

Research Methods

This research was conducted at a power generation unit in Tuban, East Java, Indonesia. This study applied a quantitative approach involving the formulation of hypotheses and testing using quantitative methods (Sugiyono, 2013). Explanatory research is known for its in-depth investigation and attempts to understand the nature of the observed phenomenon. This study aims to explain why a particular phenomenon occurs (Adams *et al.*, 2007). Therefore, this research adopts an explanatory research design.

In this research, the population refers to the group of objects or subjects determined by the researcher for analysis and drawing conclusions (Sugiyono, 2013). This study included a population of 263 employees from a power generation unit in Indonesia as respondents. The researcher utilized the interview technique and questionnaires for testing. The questionnaire consisted of open-ended and closed-ended questions distributed to the respondents directly or through the Internet (Sugiyono, 2013). The questionnaire was conducted online using Google Forms.

This study employed a Likert scale for data measurement or scaling. The Likert scale is commonly used for assessing attitudes, views, and perceptions of individuals or groups (Sugiyono, 2013). For quantitative analysis, the responses to the questionnaire are assigned the following weights:

Table 1 Likert Scale

No.	Code	Description	Weight
1	STS	Very Disagree	1
2	TS	Disagree	2
3	N	Neutral	3
4	S	Agree	4
5	SS	Very Agree	5

Source: Sugiyono (2013); Yusuf (2014)

Partial Least Squares Structural Equation Modeling (PLS-SEM) and the software SmartPLS was utilized to analyze the data from 263 respondents. PLS is highly suitable for exploratory analysis, which aligns with the objectives of this research (Rigdon, 2016; Hair et al., 2017). Research aiming at theory development and lacking a solid theoretical foundation commonly employs PLS-SEM. Moreover, this study used PLS as it does not require the data to follow a normal distribution because SmartPLS utilizes bootstrapping, which means that normality assumptions are not problematic in PLS (Astrachan *et al.*, 2014). Additionally, in bootstrapping, PLS does not impose a minimum sample size requirement (Muhson, 2022). Finally, 199 respondents, with a response rate of 85.4% returned the data, making it suitable for further analysis.

Instrument Testing

Reliability Testing

The researcher compared the Cronbach's Alpha values with the standard cut-off as part of the data reliability testing. The results of the reliability testing are presented in Table 2.

Table 2 Results of Reliability Testing

Variable	Cronbach's Alpha	Note
Compensation	0.796	Reliable
Training	0.764	Reliable
Career Development	0.717	Reliable
Job Satisfaction	0.747	Reliable
Turnover Intention	0.854	Reliable

The results in Table 2 indicates that the instrument's variables (questionnaire items) have met the criteria for data reliability based on Cronbach's Alpha values. According to the guideline by Ghozali (2016), when the Cronbach's Alpha value is greater than or equal to 0.60, the variable is considered to have good reliability. Therefore, the questionnaire items have high reliability, and further analysis can proceed accordingly.

Validity Testing

Data validity, or data accuracy, was evaluated by considering the significance of the total correlation. Validation calculations using SPSS 25 software aim to facilitate the identification of valid and invalid items. In SPSS, validity is considered established if the Significance Probability (Sig. Probability) is less than 0.05 and invalid if it is greater than 0.05 (Ghozali, 2016).

The validity testing results for the questionnaire items in this study for the job satisfaction variable and certain indicators were removed as their total significance values exceeded the 5% significance level (α). However, upon re-evaluation of validity, the results indicate that all indicators are valid, as evidenced by the significance values (Sig. Probability) for each indicator being less than α (0.05 or 5%). Therefore, the questionnaire items in this study have met the validity testing criteria and can proceed to data analysis.

Results and Discussion

Outer Model

This research employed the Structural Equation Modeling (SEM) method using SmartPLS. SEM-PLS analysis was conducted by testing the Outer Model and Inner Model as this study fulfilled its requirements.

Convergent Validity

Convergent validity testing was conducted by examining the factor loadings of latent variables with their indicators. This was done to assess the extent to which the factor loadings of each indicator on the latent variable are substantial and can be considered valid if the factor loadings are ≥ 0.7 J. F. Hair *et al.* (2014).

Based on Table 3, the job satisfaction variable with indicator codes KK5, KK6, and KK9 were removed. The compensation variable with indicator codes KS4 and KS6 were also removed. Next, the career development variable with indicator codes PK4, PK5, and PK6 were removed. Additionally, the training variable with indicator codes TN1, TN2, TN3, TN4, TN5, and TN10 were removed because their outer loadings were less than 0.7. According to Hair *et al.* (2014), for convergent validity, the factor loadings (outer loadings) and Composite Reliability should be ≥ 0.7 . The items in Table 6 have fulfilled the criteria for Convergent Validity as the values are above 0.7 (the minimal standard for convergent validity is 0.5, but it is expected to be > 0.7 for higher validity). Therefore, the data analysis can proceed.

Table 3 Results of Outer Loading

Variable	Indicator	Job Satisfaction	Compensation	Career Development	Training	Turnover Intention
Job Satisfaction	KK1	0.843				
	KK2	0.860				
	KK3	0.793				
	KK4	0.740				
	KK8	0.708				
Compensation	KS1		0.920			
	KS2		0.917			
	KS3		0.876			
	KS5		0.784			
Career Development	PK1			0.891		
	PK2			0.885		
	PK3			0.885		
Turnover Intention	TI1					0.864
	TI2					0.874
	TI3					0.897
Training	TN11				0.736	
	TN12				0.794	
	TN6				0.802	
	TN7				0.841	
	TN8				0.872	
	TN9				0.824	

Next, convergent validity was measured by examining the Average Variance Extracted (AVE) values, with the criterion that AVE should be > 0.5 . The AVE values obtained are shown in Table 4.

Table 4 Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)	Description
Compensation	0.767	Valid
Training	0.660	Valid
Career Development	0.787	Valid
Job Satisfaction	0.625	Valid
Turnover Intention	0.772	Valid

Table 4 exhibits that all variables have met the criteria of $AVE > 0.5$. Therefore, the compensation, training, career development, job satisfaction, and turnover intention variables are valid and meet the predetermined criteria.

Discriminant Validity

Discriminant validity is used to assess the accuracy of a reflective model. One of the methods for measuring discriminant validity is through the Fornell-Larcker scale (VAVE), Cross-loadings, and the Heterotrait-Monotrait Ratio (HTMT) correlation (Hair *et al.* (2014)). The Fornell-Larcker criterion states that if the square root of the average variance extracted (VAVE) for each construct is greater than the correlations between other

constructs, then discriminant validity is established (Hair *et al.*, 2011; Mittal & Sharma, 2019; Zeng *et al.*, 2021).

However, when two variables are perfectly correlated, the cross-loadings cannot show discriminant validity, rendering the model useless for empirical computations (Henseler *et al.*, 2015). Per the research conducted by Henseler *et al.* (2015), the HTMT ratio has a threshold value of 0.85, and if it surpasses this threshold, a tolerance of 0.90 is permitted. Meanwhile, according to Mittal and Sharma (2019), an HTMT value greater than 0.90 denotes a lack of discriminant validity.

Table 5 Fornell - Larcker

Variable	Job Satisfaction	Compensation	Career Development	Training	Turnover Intention
Job Satisfaction	0.791				
Compensation	0.727	0.876			
Career Development	0.573	0.474	0.887		
Training	0.476	0.266	0.592	0.813	
Turnover Intention	-0.349	-0.301	-0.230	-0.060	0.878

Table 6 Heterotrait-Monotrait Ratio (HTMT)

Variable	Job Satisfaction	Compensation	Career Development	Training	Turnover Intention
Job Satisfaction					
Compensation	0.806				
Career Development	0.662	0.542			
Training	0.548	0.286	0.644		
Turnover Intention	0.378	0.320	0.255	0.093	

The correlations between other constructs and the cross-loading values (Table 7) are lower than the Fornell-Lacker correlation values for each construct, as shown in Table 5. Therefore, discriminant validity is met. The HTMT values in Table 6 also show that all the inter-construct correlations have HTMT < 0.85. Hence, based on the discriminant validity criteria, all the variables meet the requirements, and the analysis can proceed.

Table 7 Cross Loading

	Job Satisfaction	Compensation	Career Development	Training	Turnover Intention
KK1	0.843	0.729	0.477	0.257	-0.333
KK2	0.860	0.744	0.517	0.292	-0.306
KK3	0.793	0.500	0.454	0.463	-0.258
KK4	0.740	0.381	0.406	0.435	-0.296
KK8	0.708	0.432	0.396	0.522	-0.168
KS1	0.665	0.920	0.417	0.176	-0.289
KS2	0.678	0.917	0.403	0.212	-0.283
KS3	0.619	0.876	0.325	0.249	-0.233
KS5	0.581	0.784	0.523	0.308	-0.247
PK1	0.488	0.423	0.891	0.497	-0.224
PK2	0.553	0.383	0.885	0.617	-0.144

Table 7 Cross Loading (cont')

	Job Satisfaction	Compensation	Career Development	Training	Turnover Intention
PK3	0.481	0.455	0.885	0.458	-0.248
TI1	-0.236	-0.189	-0.155	0.006	0.864
TI2	-0.227	-0.191	-0.164	-0.017	0.874
TI3	-0.404	-0.363	-0.259	-0.114	0.897
TN1 1	0.252	0.115	0.317	0.736	-0.019
TN1 2	0.358	0.193	0.338	0.794	0.004
TN6	0.310	0.179	0.530	0.802	-0.061
TN7	0.468	0.304	0.606	0.841	-0.092
TN8	0.480	0.252	0.618	0.872	-0.092
TN9	0.369	0.193	0.376	0.824	0.003

Inner Model

According to Ghozali (2021), the structural model (Inner Model) is commonly referred to as the structural model, inner relation, and substantive theory. It demonstrates the influence of latent variables based on substantive theory.

Coefficient of Determination (R^2)

The structural model analysis utilizes the coefficient of determination (R^2) (Hair et al., 2017). Following the recommendation by Chin (1998), R^2 values above 0.67 are considered strong (high), values between 0.33 and 0.67 are moderate, and values between 0.19 and 0.33 are weak (low). Similarly, Hair *et al.* (2011) state that an R^2 value of 0.75 is substantial, 0.50 is moderate, and 0.25 is weak.

Table 8 R^2 (*R Square*)

Variable	R Square	Description
Job Satisfaction	0.628	Moderate
Turnover Intention	0.148	Low

Table 8 indicates that the R^2 value for the job satisfaction variable is 0.628 or 62.8%. The job satisfaction variable, with an R^2 value of 62.8%, is influenced and explained by compensation, training, and career development variables. Meanwhile, the remaining 37.2% is influenced by other variables outside the scope of this study. An R^2 value of 0.628 is considered moderate per Chin's (1998) recommendation.

The R^2 value for the turnover intention variable is 0.148 or 14.8%, indicating that the compensation, training, and career development variables provide a weak explanation, and the remaining 85.2% is influenced by external variables not included in this study. An R^2 value of 0.148 is considered low (weak). However, this does not affect the model, as it only affects the correlation relationships between variables.

Path Analysis

The significance of each path coefficient can be evaluated through bootstrapping procedures. According to J. F. Hair *et al.* (2011), a t-statistic value of 1.96 corresponds to a significance level (ρ value) of 5%. A path analysis identifies the direct and indirect effects of independent variables on the dependent variable. It involves examining the results of t-statistics and ρ values to assess the significance of these effects.

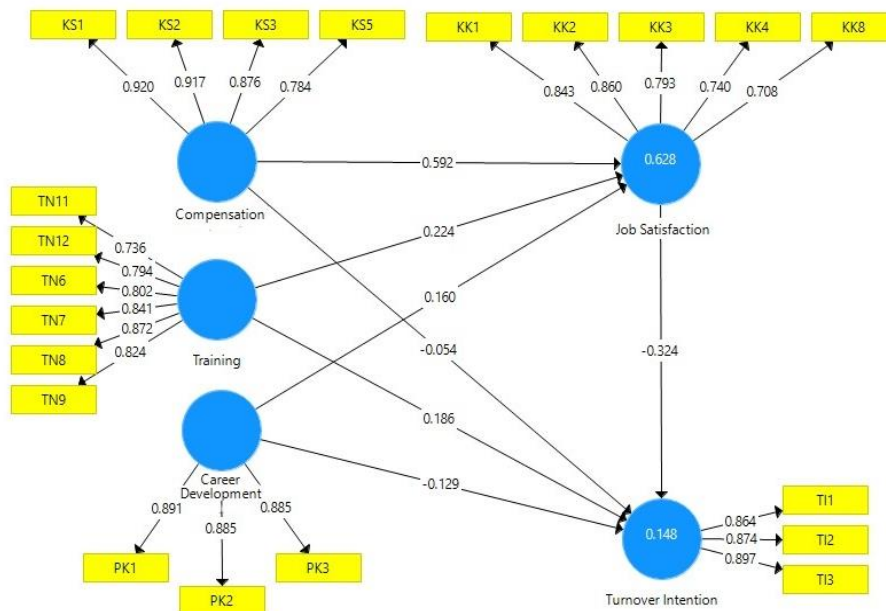


Figure 2 Path Analysis Result

Table 9 Summary of Hypothesis Results

Hypothesis	Original Sample	T Statistics	ρ values	Description
Compensation → Turnover Intention	-0.054	0.469	0.639	Not Significant
Training → Turnover Intention	0.186	2.197	0.029	Significant
Career Development → Turnover Intention	-0.129	1.284	0.200	Not Significant
Job Satisfaction → Turnover Intention	-0.324	2.647	0.008	Significant
Compensation → Job Satisfaction → Turnover Intention	-0.192	2.491	0.013	Significant
Career Development → Job Satisfaction → Turnover Intention	-0.052	1.743	0.082	Not Significant
Training → Job Satisfaction → Turnover Intention	-0.073	2.086	0.038	Significant

H1 is rejected as compensation has a negative influence on turnover intention with an original sample value of -0.054 and is not significant (T statistics 0.469 < 1.96 and ρ value 0.639 > 0.05). Training has a positive influence on turnover intention with an original

sample value of 0.186 and is significant (T statistics $2.197 > 1.96$ and p value $0.029 < 0.05$). Thus, H2 is accepted. Meanwhile, H3 is rejected as career development has a negative influence on turnover intention with an original sample value of -0.129 and is not significant (T statistics $1.284 < 1.96$ and p value $0.200 > 0.05$). Finally, H4 is accepted as job satisfaction has a negative influence on turnover intention with an original sample value of -0.324 and is significant (T statistics $2.647 > 1.96$ and p value $0.008 < 0.05$).

Next, compensation has a negative influence on turnover intention through job satisfaction with an original sample value of -0.192 and is significant (T statistics $2.491 > 1.96$ and p value $0.013 < 0.05$). Therefore, H5 is accepted. H6 is also accepted as training has a negative influence on turnover intention through job satisfaction with an original sample value of -0.073 and is significant (T statistics $2.086 > 1.96$ and p value $0.038 < 0.05$). Finally, H7 is rejected as career development has a negative influence on turnover intention through job satisfaction with an original sample value of -0.052 and is not significant (T statistics $1.743 < 1.96$ and p value $0.082 > 0.05$).

The influence of Compensation on Turnover Intention

The hypothesis testing results indicate no significant influence between compensation and turnover intention. This finding aligns with Irbayuni (2012), Purwati *et al.* (2020), and Yelfira *et al.* (2021), which suggest that compensation is not the main factor influencing turnover intention. However, the path coefficient shows that the effect of compensation on turnover intention is not statistically significant. In other words, it cannot be concluded that low compensation significantly increases turnover intention. The lack of significance in this study may be because employees do not perceive the size of the compensation they receive as a determining factor. The employees felt content with their existing compensation. They may feel content as the respondents in this study are predominantly high school graduates or equivalent with salaries above the minimum wage. Therefore, in this study, direct compensation does not significantly impact turnover intention.

The findings suggest that the compensation provided by the company is deemed more than sufficient for a comfortable life in Tuban, East Java. Many of the respondents with a high school background also felt that they were in a comfort zone regarding their current jobs and considered the compensation provided by the company to be adequate. Consequently, compensation does not influence the intention to leave the job among these employees.

The influence of Training on Turnover Intention

The hypothesis testing results reveal a significant positive influence between training and turnover intention. The positive path coefficient indicates that the more employees possess competencies and skills acquired through training, the higher the likelihood of obtaining employment in other companies based on those competencies. This finding aligns with the studies conducted by Cheng and Waldenberger (2013) and Verhees (2012), which state that previous research claims that training leads employees to

become more skilled, competent, and productive, making them employable elsewhere. This evidence demonstrates that training has a positive relationship with turnover intention.

These findings align with the human capital theory introduced by Becker (1962), which states that human capital adds value to workers when they acquire knowledge, competencies, and skills that benefit the company. This added value becomes inherent to the employees themselves. Therefore, investments in human capital through training (knowledge enhancement, skill development, and work experience) provide value to the company and the employees themselves. The substantiation of this is evident in the number of employees who transition to other companies, relying on the competencies acquired through training or certification. The author also conducted this research due to personal experience of leaving a company and relying on competencies gained from the previous organization.

The influence of Career Development on Turnover Intention

Based on the research findings, career development does not have a significant influence on turnover intention. Therefore, there is no significant relationship between career development and employees' desire to resign. Although the negative path coefficient suggests that lower career development is associated with higher turnover rates, this finding is not statistically significant in this study. This finding aligns with the studies conducted by Yogatama and Novianti (2020), Juhdi *et al.* (2013), Kamau *et al.* (2021), and Nawaz and Pangil (2016), which demonstrate that career development is not a significant factor in reducing turnover intention.

According to the respondents, the main reason for the lack of significance in the relationship between career development and turnover intention is that they feel comfortable in their current career stage. As specified in their company's policy, they must relocate to other regions if they want career advancement. This policy makes employees reluctant to pursue career progression because they feel content in their comfort zone. Additionally, as the respondents are predominantly high school graduates, their job roles in the company are limited to staff-level positions. Although offering employees options for career growth can lessen their desire to leave the organization, more research is required to investigate other aspects that affect turnover intention. Thus, there is a negative correlation between career development and turnover intention, indicating that a successful career development program might lower turnover intention. However, this influence is not statistically significant.

The influence of Job Satisfaction on Turnover Intention

The test results indicate that job satisfaction has a significant negative relationship with turnover intention. This means that higher levels of job satisfaction among employees are associated with a lower desire to leave the company (turnover intention). Conversely, if job satisfaction is low, the level of turnover intention tends to be higher. This finding is supported by studies conducted by Adeoye *et al.* (2016), Javed *et al.*

(2014), and Vizano *et al.* (2021), which demonstrate a significant negative relationship between job satisfaction and turnover intention.

It is important to note that job satisfaction is subjective and influenced by various individual factors. Each employee has different levels of satisfaction, and it is influenced by their personal preferences and circumstances. As stated by Zainal *et al.* (2009), the more aligned an employee's activities are with their personal desires, the higher their satisfaction with the company and the greater the likelihood of employee retention. Assessing job satisfaction involves evaluating individuals' feelings, regardless of their satisfaction. This finding aligns with the job satisfaction provided by the company, which is considered more than sufficient by the employees. The company offers various facilities to support work activities, such as safety shoes, safety helmets, complete work equipment, and more. As a result, employees feel content in their work, creating a comfortable working environment and dissuading them from intending to leave the company. This aligns with Udin's (2023) statement, where workers who form an emotional bond with the company and find satisfaction in their duties tend to make dedicated efforts and contribute actively towards the realization of organizational goals.

The Influence of Compensation on Turnover Intention through the Mediation of Job Satisfaction

This study examined the indirect relationship between compensation and turnover intention through the mediating variable: job satisfaction. It was discovered that through job satisfaction, compensation has a negative and significant effect on the intention to leave one's employment. This result aligns with earlier studies showing job satisfaction as a mediating factor for the association between turnover intention and compensation. Therefore, this data implies that high compensation is associated with high job satisfaction and low turnover intention. Conversely, employees who are paid poorly report feeling dissatisfied with their jobs, which increases their intention to leave. These findings support those of Agustin (2018), Mahadewi and Rahyuda (2020), Rasyid and Indarti (2017), and Rohmawati *et al.* (2017), who found that job satisfaction acts as an effective mediator in the link between compensation and turnover intention.

Compensation demonstrates a significant relationship with turnover intention when the mediating variable of job satisfaction is introduced, despite the fact that there is no significant direct relationship between compensation and turnover intention. Job satisfaction acts as a mediator between compensation and turnover intention. Therefore, when employees do not feel satisfied with their compensation, their intention to leave is high. This finding aligns with the theory of job satisfaction proposed by Edward Lawler, known as the Equity Model Theory. Zainal *et al.* (2009) explained that this theory describes satisfaction and dissatisfaction regarding compensation. The main factor causing dissatisfaction is the discrepancy between the compensation received by employees and what other employees receive. There are three levels of employee satisfaction that can be fulfilled: meeting basic needs, fulfilling employee desires by providing more than expected and meeting employee expectations to minimize their desire to move to another company.

Indirectly, when the respondents were asked if they were satisfied with the compensation provided by the company, a significant number acknowledged their dissatisfaction with the given compensation. Consequently, some employees remain inclined to leave the company in pursuit of alternative employment offering better compensation. Hence, through the mediation of job satisfaction, compensation influences turnover intention.

The Influence of Training on Turnover Intention through the Mediation of Job Satisfaction

The findings of this study indicate that training has a significant negative effect on turnover intention through the mediating variable of job satisfaction. The test results demonstrate that employees who receive training to enhance their competencies will experience higher satisfaction, leading to a decrease in their intention to leave. These findings are supported by Jehanzeb et al. (2015), Mudor and Tooksoon (2011), and Schmidt (2007), who suggest that job satisfaction can mediate the relationship between training and turnover intention. In a direct relationship, training shows a positive correlation. However, when job satisfaction is introduced as a mediating variable, the relationship between training and turnover intention becomes negative. Therefore, job satisfaction can be considered as a partial mediator. This implies that when employees are provided with effective training, their job satisfaction indirectly increases, resulting in lower turnover intention.

In the equity theory proposed by Zainal *et al.* (2009), the main components are inputs, outcomes, fairness, and unfairness. Inputs represent valuable factors for employees, such as education, experience, training, workload, and equipment. Employees compare their inputs to the inputs received by others. If the comparison is fair, it leads to satisfaction. However, if it is unfair, it results in dissatisfaction, which in turn impacts the level of turnover intention. At present, the company has provided sufficient training opportunities to enhance employee competencies, leading to a sense of satisfaction among employees regarding the training provided by the company. However, increasing the number of training sessions provided by the company may instigate employees to contemplate leaving the company, irrespective of their satisfaction levels.

The Influence of Career Development on Turnover Intention through Job Satisfaction Mediation

The test results found that career development has a non-significant negative relationship with turnover intention through job satisfaction, indicating that job satisfaction is considered unable to provide mediating effects. This finding is consistent with the findings of Juhdi *et al.* (2013), Kamau *et al.* (2021), and Nawaz and Pangil (2016), which suggest that career development is not the main factor contributing to turnover. In this case, career development is not the primary factor influencing employees' turnover intention. The respondents' characteristics indicate that the dominant group has a high school education background, whereas career development typically requires employees with at least a bachelor's degree. Therefore, in this case, job satisfaction does not mediate the

relationship between career development and turnover intention. Hence, career development has a negative impact on turnover intention through job satisfaction. This implies that better career development provided to employees will increase job satisfaction, leading decreased turnover intention. However, this influence is not statistically significant, indicating that the job satisfaction variable is considered incapable of providing a mediating effect.

Conclusion

The above results and discussion suggest there is no relationship between the compensation variable and turnover intention. However, when job satisfaction is introduced as a mediating variable, compensation shows a significant relationship. Therefore, job satisfaction can fully mediate the relationship between compensation and turnover intention. Meanwhile, the training variable has a direct positive and significant relationship. However, when job satisfaction is introduced as a mediating variable, training exhibits a significant negative relationship, indicating that job satisfaction partially mediates the relationship between training and turnover intention. Moreover, the career development variable does not have a direct relationship with turnover intention. When job satisfaction is introduced as a mediating variable, career development does not have a relationship with turnover intention. Thus, job satisfaction does not provide mediating effects, and career development is not a determining factor for employee turnover intention.

The practical implications of this study suggest that companies should endeavor to retain employees by ensuring their well-being. The research findings indicate that providing more training and certifications to employees may increase the likelihood of these employees seeking opportunities elsewhere. This aligns with human capital theory, where the knowledge, competence, and skills acquired by employees become inherent qualities associated with the individuals themselves. However, it is important to note that this study is limited to independent variables and was only conducted in one power plant management entity. Future research should include other variables influencing turnover intention that align with phenomena existing within companies, such as job rotation, employee performance, job engagement, and others. Additionally, research is encouraged to be conducted across all power plants in Indonesia.

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