
The Influence of Organisational Culture, Transformational Leadership, Compensation, and Career Development on Job Satisfaction and Its Implication on Turnover Intention of PT CBI Ltd

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Abstract

This study aimed to examine the influence of organizational culture, transformational leadership, compensation, and career development on job satisfaction and its implications for turnover intention, on employees of PT CBI Ltd. The instrument used in this research was a questionnaire to 202 respondents, who were then analyzed descriptively and quantitatively. Descriptive analysis in this study was used to provide an overview of the characteristics of respondents and a description of the research variables. In contrast, quantitative analysis conducted with SEM-PLS (Partial Least Square) was used to test the hypothesis in this study. Based on the results of the research in this study, the results obtained that: 1) Organisational Culture positively affected Job Satisfaction; 2) Transformational Leadership has positive effect on Job Satisfaction; 3) Compensation has positive effect on job satisfaction; 4) Career Development has a positive effect on job satisfaction; 5) Organisational Culture has a negative effect on Turnover Intention; 6) Transformational Leadership has a positive effect on Turnover Intention; 7) Compensation has a negative effect on Turnover Intention; 8) Career Development negatively affects Turnover Intention; 9) Job Satisfaction negatively affects Turnover Intention. Thus, organizational culture, transformational leadership, compensation, career development, and job satisfaction negatively influenced turnover intention in PT CBI Ltd employees.

Keywords: organizational culture, transformational leadership, compensation, career development, job satisfaction, turnover intention

1. Introduction

PT CBI Ltd is a cosmetics and care manufacturing company. PT CBI Ltd is an officially registered business entity with a license to manufacture cosmetic products in bulk. Many components are involved in each production process, such as raw materials, packaging materials, and equipment used in the cosmetics production process, affecting the high quality of products. To obtain cosmetic products that are safe to use and of high quality. Therefore, there is a standard set in the cosmetics industry for conducting the cosmetics production process, referred to as GMP (Good Manufacturing Practice). (Ghozali, 2014)

All elements must be supported to effectively implement GMP in the cosmetics industry. Human resources (HR) is a very important element because product quality and benefits can be compromised without qualified HR. Human resources serve as movers and planners in an

organization or company to achieve goals, making it one of the most important factors. People are now considered assets that must be trained and developed. It is called turnover intention if someone wants to leave an organization or company and look for a new job. According to data from PT CBI Ltd 's annual report, there has been an increase in PT CBI Ltd 's employee turnover. In 2022, the highest turnover rate was about 5%, or about 22 employees resigned in one year. Researchers also interviewed employees who had resigned. Many of them answered that the reason they left their current company was to get a better job and a better position. In addition, the researcher conducted a pre-survey by sending questions to ten randomly selected PT CBI Ltd workers. This was done to determine employees' responses to variables, such as desire to leave and job satisfaction.

The pre-survey results from the 30 people surveyed showed that 93% of the respondents would pursue a better job opportunity if there were a better job elsewhere; however, only 67% of the respondents stated that they would not work in the same company in the next five years. 10% of the respondents have tried to find and apply for jobs elsewhere in the past year. Then, tried to find and apply for job vacancies elsewhere, and as many as 7% stated that they were looking for another job because it did not match their expectations. Based on data taken from employee interviews conducted by HRD PT CBI Ltd in 2022, most of the data shows that employees who left the company were 4% because they got jobs or job offers in other companies that they considered better than where they currently work. To find out the level of employee satisfaction with their work, it is necessary to consider the results of the pre-survey relating to the desire to reduce the number of employees working. Individual levels of job satisfaction vary, so the level of job satisfaction is not fixed. This is because job satisfaction can be influenced by factors within and outside the company. A person's desire to move or leave their job is influenced by their level of satisfaction with their current job. In addition, the researcher conducted a pre-survey of 30 people who work at PT CBI Ltd to find out the level of employee satisfaction.

From the 2022 pre-survey data, the level of job satisfaction was 83% when getting a job that suits their abilities, increased enthusiasm for work by 90%, job satisfaction with salary related to the work done by 60%, job satisfaction with strong supervisor support by 93%, and job satisfaction with the way the boss supervises and handles employees by 87%. The results from the pre-survey show that PT CBI Ltd employees are quite satisfied with their jobs, or perhaps they are quite satisfied with their jobs. This creates a difference for researchers because the results of the pre-survey on job satisfaction show that PT CBI Ltd employees are satisfied with their jobs and have no desire to move for reference in determining the independent and dependent variables. The authors used research relevance and differences from previous studies for background. They used job satisfaction as the independent variable and transformational leadership, compensation, career development, and job satisfaction as the dependent variables. Additional variables, including organizational culture, transformational leadership, compensation, and career development, were gradually reviewed by the researchers based on the findings of previous studies. (Halimah et al., 2016) One definition of organizational culture is the philosophy, ideology, values, assumptions, beliefs, expectations, attitudes, and norms that exist within an organization and are applied by its employees to achieve the vision and mission of the organization. In addition, organizational culture can also be defined as a system of beliefs and attitudes developed within an organization that influences the behaviour of its members. From

the pre-survey data, 87% stated that the company is a very dynamic place to work and innovate, 90% stated that management gives all employees the freedom to create and innovate, and 60% stated that achievement and aggressive achievement of goals to win the competition, and 93% stated that HR development involves trust, openness, and employee involvement. And 87% stated that the principle of the company must efficiency is critical in producing goods or services.

A person who has leadership ability can motivate and encourage others to achieve certain goals. The Leadership style that identifies the needed changes develops a vision and implements the plans necessary for change. It also emphasizes and encourages subordinates to do more than what is expected of them. The pre-survey data results show that superiors should use reasoning and faith to solve problems by 90%. Not only do companies need employees to achieve their goals, but also companies need employees to help them fulfil their basic needs, such as food and shelter. Thus, companies must compensate their employees as a form of appreciation for their work. Compensation is very important if it is not fulfilled, and it includes everything an employee receives for his work for the company.

Pre-survey data shows that the compensation received by PT CBI Ltd employees is almost in line with expectations. Most respondents said that the compensation received by employees was quite satisfactory related to the salary received in accordance with the effort spent by 70% where the needs and facilities of the office and employees have been met, as well as health insurance, THR, and compensation. Career development is an effort or activity such as career planning, career path, career position, career guidance, and so on, which contains aspects of progress. Table 1.7 shows that only 70% of respondents agree that there are opportunities to develop careers for all employees. Negative perceptions from employees will become a problem in the future, both work-related and non-work-related, such as the performance appraisal process and support from superiors to subordinates. These negative perceptions can reduce employee satisfaction.

Thus, this is the background of the author's research and the title of the thesis to be compiled on the issue of "The Effect of Organisational Culture, Transformational Leadership, Compensation, and Career Development on Job Satisfaction and its Implications for Turnover Intention at FMCG Company PT CBI Ltd " (Case study on PT CBI Ltd employees). Based on the phenomena and results of the pre-survey above, the research questions related at the PT CBI Ltd, are:

1. Does organizational culture affect job satisfaction of employees of the PT CBI Ltd?
2. Does transformational leadership affect job satisfaction of employees of the PT CBI Ltd?
3. Does compensation affect job satisfaction of employees of the PT CBI Ltd?
4. Does career development affect job satisfaction of employees of the PT CBI Ltd?
5. Does organizational culture affect Turnover Intention of employees of the PT CBI Ltd?
6. Does transformational leadership affect Turnover Intention of employees of the PT CBI Ltd?
7. Does compensation affect Turnover Intention of employees of the PT CBI Ltd?
8. Does career development affect Turnover Intention of employees of the PT CBI Ltd?
9. Does job satisfaction affect Turnover Intention of employees of the PT CBI Ltd?

2. Literature Review

2.1 Job Satisfaction

According to Handoko in Sutrisno (2016), job satisfaction is a pleasant or unpleasant emotional state about how an employee sees their job. This perspective shows work ethics, discipline, and work performance. In addition, job satisfaction can be defined as an emotional condition experienced by employees when the value of work rewards with the company reaches the desired level of compensation, both financially and non-financially. Employees' feelings towards their jobs are represented by their job satisfaction. Because employees not only work in the office officially, they must also feel satisfaction from their work so that they are not bored and more diligent in their activities. (Riyanto & Panggabean, 2020)

2.2 Organisation Culture

Simply put, (Sedarmayanti, 2019) states that organizational culture consists of the attitudes, beliefs, and values shared by people throughout the organization. Organizational culture consists of an organization's principles, standards, rules, philosophies, and beliefs. Members of the organization act and think according to these principles. A shared system is a term used to describe organizational culture as a common view of all organization members.

2.3 Turnover Intention

According to (Robbins, 2019), turnover is a decision made by the company to permanently dismiss an employee or a decision made by the employee to leave the company. According to (Rony & Jelita, 2023), the desire to change places is the level at which an employee considers resigning or leaving a job.

2.4 Transformational leadership

The ability to encourage a group to achieve a goal or vision is defined as leadership, according to (Robbins, 2019), transformational leaders pay attention to the matters and development needs of each follower, according to (Edison, 2022). They change followers' awareness of problems by giving them new ways to look at issues. They can inspire, galvanize and encourage their followers to put in more effort to achieve group goals.

Therefore, applying transformational leadership should start with setting clear goals and creating a learning culture within the organization. An advanced and competitive organization will emerge as a result of self-improvement. Job satisfaction can be achieved through transformational leadership, according to (Luthfi & Nawangsari, 2021). To increase employee satisfaction with their work, the leader's inspirational motivation is the most important in transformational leadership.

2.5 Compensation

(Badriyah, 2015) states that compensation includes all types of income, both in the form of money and indirect goods, given to employees in return for their contributions to the organization. According to (Hamali, 2018), compensation is one of the important components of labour management.

2.6. Career Development

There are two different perspectives on careers, according to (Marwansyah, 2019). These opinions are outlined below. On the one hand, subjective careers include changes in attitudes, values, and motivations with age. In contrast, objective careers are the series of jobs a person does throughout life. Both perspectives prioritize the individual.

Moreover, both argue that people have control over their destinies and should maximize opportunities to achieve career success and satisfaction.

2.7 Conceptual Framework and Research Hypothesis

The Effect of Organisational Culture on Job Satisfaction

Employees will be more satisfied with their jobs if a company has a strong organizational culture. This is especially true for companies in the production industry that require precision in operating. A strong organizational culture is very threatening to employee safety. (Tumbelaka, 2020) researched the relationship between Hospital organizational culture and employee satisfaction. The results show a positive correlation between organizational culture and employee satisfaction. Taking into account the research as mentioned above, the following hypothesis can be proposed:

H1 : Organisational culture has a positive effect on job satisfaction.

The Effect of Transformational Leadership on Job Satisfaction

Transformational leadership can adapt to changes in the surrounding environment and make changes to advance the organization (Sutrisno, 2019). According to research by (Hadi et al., 2018), companies in the Denpasar city market area benefit from the relationship between job satisfaction and transformational leadership. Taking into account the research mentioned above, the following hypothesis can be proposed:

H2 : Transformational leadership has a positive effect on job satisfaction.

The Effect of Compensation on Job Satisfaction

According to research by (Handayani, 2020) at PT PLN East Java Distribution Malang Area, compensation impacts employee job satisfaction. (Prayudi, 2020) study also found that the relationship between compensation and employee job satisfaction is positive. Based on the above research, the following hypothesis can be proposed about that better compensation will increase the job satisfaction of PT API employees:

H3 : Compensation has a positive effect on job satisfaction

The Effect of Career Development on Job Satisfaction

Good career development will result in satisfaction in doing his job. (Riyanto & Hatmawan, 2020) found that employees feel satisfied with their jobs when they are given the opportunity to develop their careers. This research is reinforced by (Riyanto & Panggabean, 2020) study, which found that career development positively and significantly influences job satisfaction. Taking into account the research as mentioned earlier, the following hypothesis can be proposed:

H4 : Career Development has a positive effect on job satisfaction

Effect of Organisational Culture on Turnover Intention

A good organizational culture greatly affects employee performance, making them more satisfied, which leads to increased productivity, and reduces the desire to move. (Silalahi, 2017) This research is reinforced by (Lijan, 2018) research which shows that organizational culture has a negative and significant impact on the desire to move. Based on the above analysis, the following hypothesis can be proposed:

H5 : Organisational culture has a negative effect on turnover intention

Effect of Transformational Leadership on Turnover Intention

A good organizational culture greatly affects employee performance, making them more satisfied, which leads to increased productivity, which in turn reduces the desire to move (Rony & Jelita, 2023). This research is reinforced by (Amalia, 2018) research which shows that organizational culture affects the willingness to move. Taking into account the research as mentioned above, the following hypothesis can be proposed as:

H6 : Transformational leadership negatively affects turnover intention.

Effect of Compensation on Turnover Intention

It will be more difficult for employees to leave the company if they receive proper compensation. (Riyanto, 2020) According to research conducted by Nugroho and Darmawati in 2018, compensation affects turnover intention. Taking into account the above analysis, the following hypothesis can be proposed:

H7 : Compensation negatively affects turnover intention.

Effect of Career Development on Turnover Intention

to reduce the number of employee turnovers by providing opportunities for each employee to advance in his career. (Badriyah, 2015) A study by (Riyanti, D., Sandroto, B P., Winstinindah, C., Warmiyati, D.W., & Tri, 2016) found that career development significantly and negatively affects employees' desire to leave the company. Taking into account the above research, the following hypothesis can be proposed:

H8 : Career Development has a negative effect on turnover intention.

Effect of Job Satisfaction on Turnover Intention

According to (Gandika, 2015), there is no possibility that employees will leave the company if they feel their working conditions are in line with expectations. A 2019 study by Susilo and Satrya found that job satisfaction lowers the desire to leave a job. Taking into account the above research, the following hypothesis can be proposed:

H9 : Job Satisfaction negatively affects turnover intention.

Theoretical studies from previous research and these hypotheses are used to develop this framework, depicted in Figure 1

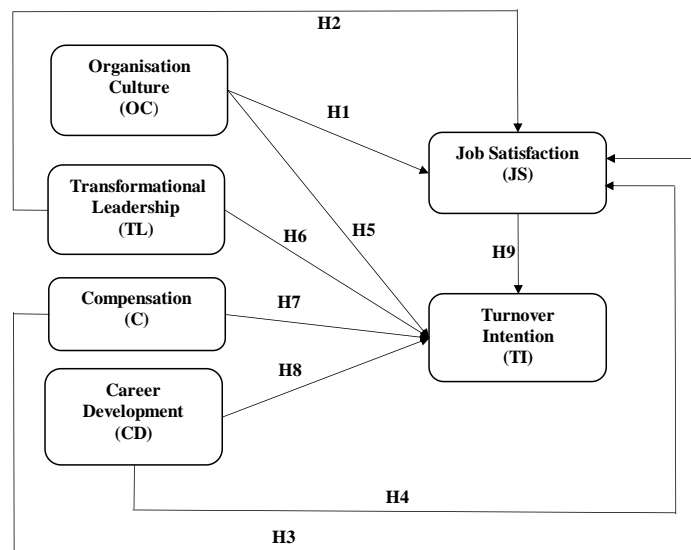


Figure 1. Theoretical Framework

3. Research Methodology

3.1 Research Design

Data was collected from 202 people who participated in the study. Using the Google format, questionnaires were created and distributed to employees. This study used non-probability sampling with a purposive approach. For the purpose of this study, the Likert scale has gradations stating score 1 strongly disagree, score 2 strongly disagree, score 3 neutral, score 4 agree, and score 5 strongly disagree. The Model Equation of Structure (SEM) was used to test the proposed hypotheses. PLS is statistical software. (Sihombing, 2021)

3.2 Definisi Operasional Variabel

Because every employee's job satisfaction standard differs, (Halimah et al., 2016) explains that there is no absolute benchmark for job satisfaction. If discipline, morale, and employee turnover are high, then job satisfaction in the company decreases. Five components of job satisfaction, according to (Robbins, 2019): 1) The work itself; 2) Quality of supervision; 3) Relationships with co-workers; 4) Promotion opportunities; and 5) Salary.

According to (Edison, 2022), the following are measures and indicators of organizational culture: 1) Self-awareness; 2) Aggressiveness; 3) Personality; 4) Performance; and 5) Team orientation.

Turnover Intention is the desire to change places has not yet materialized, according to (Gandika, 2015), three aspects can be used to measure the desire to quit: 1) Thinking about quitting; 2) Thinking seriously about leaving; and 3) Intention to look for a new job.

Four dimensions of transformational leadership, according to (Kharis, 2015): 1) Charisma: a sense of responsibility, vision, respect, and trust; 2) Inspiration: talking about high expectations, focusing efforts with symbols, and simply describing an important purpose; 3) Intellectual

stimulation: encouraging logic, intelligence, and careful problem-solving. 4) Individualised consideration: paying attention to what is important.

Cases in labour relations often discuss compensation and its various components, such as benefits, increases, compensation structures, and compensation scales. According to (Hadi et al., 2018), the following factors influence compensation: 1) Salary or Wages; 2) Incentives; 3) Allowances; and 4) Facilities.

A career is all a person's work during their lifetime, according to (Zainal, 2018). According to (Busro, 2018), to measure career development, namely: 1) Career Clarity: The management system provides information about career education and career planning that is transparent to employees. Employees can prepare themselves for a better position in the future by looking at the clear career path offered by this system; 2) Self-Development: Self-development is anything that improves the quality of life and helps realize your goals by helping you become more aware of who you are, develop your talents and potential, and improve your performance; and 3) Quality Performance Improvement: a process cycle specifically designed to enhance the activities and systems of an organization and its processes. A team approach enables quality performance improvement, requiring a development team of employees working in different functional areas and levels.

3.3 Analysis Technique

This research was quantitative, using Structural Equation Model-Partial Least Square (SEM-PLS) analysis technique with the support of the SmartPLS 3.0 application. The inner model and outer model were used for testing. Convergent validity testing is used to test the inner model. According to Chin in Ghazali (2021) a loading factor > 0.70 was considered a valid indicator. Other measurements can be used to assess convergent validity, namely the AVE (Average Variant Extracted) value. The reliability test used in this study was conducted by looking at the consistency reliability of the composite reliability and Cronbach's Alpha values. If Cronbach's Alpha and Composite Reliability were both > 0.7 , then the reliability of the measurement model was good (Ghozali & Latan, 2015).

The inner model used for testing, in the form of the coefficient of determination (R^2), predictive-relevance (Q^2), Goodness of Fit Index (GoF), and hypothesis testing are all tested in the model. The GoF value criteria were 0.10 indicates a small GoF, 0.25 indicates a medium GoF, and 0.36 indicates that the GoF was large (Ghozali & Latan, 2015). The measurement model had good predictive relevance if the Q^2 value > 0 .

Hypothesis testing was performed based on the results of Bootstrapping analysis with the two-tailed method. The original sample value showed the positive or negative effect of a relationship between variables. As for the two-tile method, it was declared significant if the T-Statistic $> T$ -table 1.96 or P-Value < 0.05 and declared insignificant if the T-Statistic $< T$ -table 1.96 or P-Value > 0.05 (Hair et al., 2022).

4. Research Results

4.1 Outer Model

The outer model must be evaluated by checking convergent validity, Composite Reliability, Cronbach's Alpha, and discriminant validity. In Figure 2, the results of convergent validity are obtained, the loading factor value has not met the requirements, and there are still several indicators <0.70, so the deletion of several indicators is carried out so that the modified loading factor results can be seen in Figure 2.

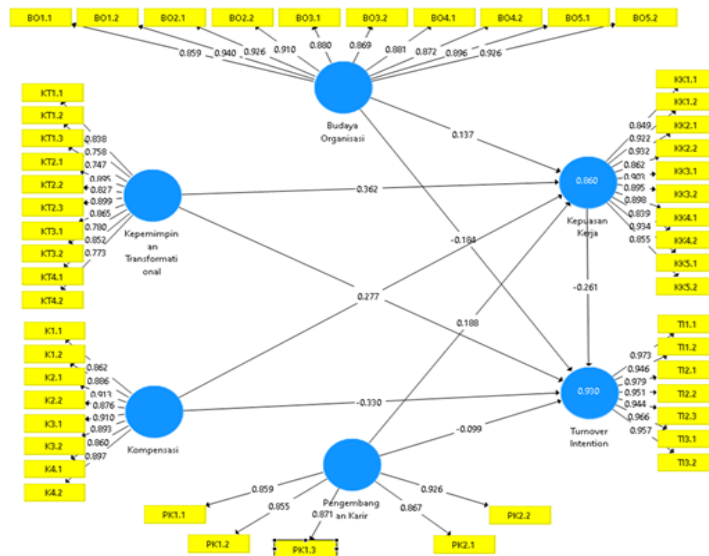


Figure 2. Convergent Validity Test Loading Factor Initial Stage

The subsequent test results of the Composite Reliability, Cronbach's Alpha values in Table 1, provide insight into the consistency of the measurement model used. Composite reliability and Cronbach's alpha are both > 0.7. The reliability of the measurement model used can be said to be high. Likewise, the AVE value that all existing variables Self-Leadership (SL), Motivation (MTV), and Employee performance (EP) have AVE> 0.5, means that the measurement model used has valid constructs.

Table 1. Validity And Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha	AVE
OC	0.976	0.973	0.80
TL	0.955	0.947	0.681
C	0.974	0.97	0.791
CD	0.967	0.961	0.788
JS	0.943	0.924	0.767
TI	0.988	0.986	0.921

The results of subsequent discriminant validity testing can be determined using the Fornell-Larcker method. Table 2 shows that when tested with the Fornell-Larcker approach, the values for all variables are greater than the correlation values found between the variables. The variables have been shown to have discriminant validity.

Table 2. Fornell Lacker Test Result

	OC	TL	JS	C	CD	TI
OC	0.896					
TL	0.831	0.825				
JS	0.844	0.9	0.889			
C	0.872	0.91	0.901	0.887		
CD	0.873	0.911	0.895	0.929	0.876	
TI	-0.891	-0.913	-0.924	-0.94	-0.923	0.96

4.2 Inner Model

4.2.1 Evaluation of the Coefficient of Determination (R²)

The R-square value in Table 3 can be explained that the Turnover Intention variable is 0.930, it shows that 93.0% of the Turnover Intention variable is influenced by organisation culture, transformational leadership, compensation, career development and job satisfaction while the remaining 7.0% is influenced by variables other than the variables studied. The R² value of the Job Satisfaction variable is 0.860, organisation culture, transformational leadership, compensation, career development variables can influence 86.0% of Job Satisfaction variables, while other variables account for the remaining 14.0%.

Table 3. R-square (R²) Test Result

Variable	R Square	R Square Adjusted	Category
JS	0,860	0,857	Stronge
TI	0,930	0,928	Stronge

4.2.2 Predictive Relevance (Q-Square)

Based on the calculation of predictive relevance (Q²) in Table 4 which shows the value of the Turnover Intention variable (TI) is 0.850 and the value of the Job Satisfaction variable (JS) is 0.671. The Q² value for the two variables above > 0 indicates that the model has some useful predictive power.

Table 4. Predictive Relevance Value Test Results (Q^2)

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
OC	1632.000	1632.000	
TL	2040.000	2040.000	
JS	2040.000	670.504	0.671
C	1632.000	1632.000	
CD	1020.000	1020.000	
TI	1428.000	214.544	0.850

4.3 Hypothesis Testing

The results of hypothesis testing are the T-Statistics or P-Values values after the Bootstrap SmartPLS application. The hypothesis is accepted if the P-Values <0.05 or T-Statistics> 1.96 indicates that the path coefficient is significant (Hair et al., 2017, 2019).

Table 5. Hypothesis Test Results

Variable Effect	Original Sample	T Statistik (O/STDEV)	P Values	Status
OC ->JS	0.137	2.171	0.030	Accepted
TL ->JS	0.362	4.854	0.000	Accepted
C ->JS	0.277	3.651	0.000	Accepted
CD ->JS	0.188	2.322	0.021	Accepted
OC -> TI	-0.220	4.477	0.000	Accepted
TL -> TI	-0.228	4.557	0.000	Accepted
C -> TI	-0.403	4.810	0.000	Accepted
CD -> TI	-0.149	2.124	0.034	Accepted
JS -> TI	-0.261	4.541	0.000	Accepted

5. Discussion

5.1 The Effect of Organisation Culture on Job Satisfaction

Table 5 shows that the Organisation Culture (OC) variable positively affects Job Satisfaction (JS), with a statistical t-value of 2.171 greater than the table value of 1.972 and a P-value of 0.030 lower than $\alpha = 0.1$. This means "Organisation Culture (OC) has a positive effect on Job Satisfaction (JS)." **accepted.**

This is in line with research conducted by (Tumbelaka, 2020), which states that a strong organizational culture leads to higher levels of employee satisfaction in the workplace. The stronger the organizational culture of a company, the higher employee satisfaction. This is especially true for companies engaged in the production industry where the operating process is highly concerned. A strong organizational culture is very threatening to employee safety. Organizational culture does not appear out of thin air; however, it is difficult to remove once it does. The culture will be embedded in the organization and includes traditions, habits, and the level of success gained from hard work.

Figure 2 show that the organisation culture of PT CBI Ltd has a positive impact on the job satisfaction of its employees, especially on the personality aspect, which is the strongest relationship with the corporate culture. However, factors such as self-awareness, aggressiveness, performance, and team orientation do not show a strong correlation between PT CBI Ltd employees' level of satisfaction with their jobs and their jobs.

5.2 The Effect of Transformational leadership on Job Satisfaction

The Transformational Leadership (TL) variable positively impacts Job Satisfaction (JS), as shown in Table 5, with a t-statistic value of 4.854 greater than the table value of 1.972 and a P-value of 0.000 lower than $\alpha = 0.1$. Therefore, hypothesis H2 says that "Transformational Leadership (TL) has a positive effect on Job Satisfaction (JS)." **accepted.**

This is in line with research conducted by (Riyanto & Panggabean, 2020), who found that transformational leadership is not only sensitive to changes in their environment but can also make changes to advance the organization. Therefore, strong transformational leadership will result in high levels of employee satisfaction. The stronger the transformational leadership in a company, the higher the level of employee satisfaction.

Figure 2 show that the transformational leadership positively impacts the job satisfaction of PT CBI Ltd employees, especially in terms of individual consideration. However, in terms of idealized influence, intrinsic motivation, and intellectual stimulation, there is not a strong enough relationship between employees' job satisfaction. PT CBI Ltd and the influence of transformational leadership.

5.3 The Effect of Compensation on Job Satisfaction

The compensation variable (K) positively impacts job satisfaction (KK), as shown in Table 5, with a statistical t value of 3.651 greater than the t table value of 1.972 and a P value of 0.000 less than $\alpha = 0.1$. Therefore, hypothesis H3 says that "Compensation (K) has a positive effect on job satisfaction (KK)." **accepted.**

(Badriyah, 2015)states that compensation includes all types of income, both in the form of money and indirect goods, which are given to employees in return for their contributions to the organization. (Hamali, 2018)states that compensation is one of the main components of human labor management.

Figure 2 show In terms of incentives, Compensation increases employee satisfaction with PT CBI Ltd. However, in terms of other factors such as salary & wages, benefits, and perks, there is not a strong enough relationship between PT CBI Ltd employees' satisfaction with their job and their compensation level.

5.4 The Effect of Career Development on Job Satisfaction

The Career Development (CPD) variable positively impacts Job Satisfaction (SH), as shown in Table 5, with a statistical t-value of 2.322 greater than the t-table value of 1.972 and a P-value of 0.021 less than $\alpha = 0.1$. Therefore, hypothesis H4 stating that "Career Development (CPD) has a positive effect on Job Satisfaction (SH)." **is accepted.**

Employees will feel satisfied doing their jobs with good career development. In (Riyanto & Panggabean, 2020), it was found that career development increases job satisfaction because employees feel they have the opportunity to develop in their careers, which in turn results in job satisfaction.

Figure 2 show that the Career Development has a positive impact on the job satisfaction of PT CBI Ltd employees, especially in terms of career clarity. However, in terms of other things, such as self-development and performance improvement, there is not a strong enough relationship between career developers and PT CBI Ltd employees' satisfaction.

5.5 The Effect of Organisation Culture on Turnover Intention

Table 5 shows that the t table value = 1.972 is lower than the t statistical value = 4.477, and the P value = 0.000 is lower than $\alpha = 0.1$. Therefore, hypothesis H5 says that "Organisational Culture (BO) negatively affects Turnover intention (TI)." **accepted.**

A good organizational culture has a strong and profound impact on employee performance. A good organizational culture makes employees more satisfied, increasing productivity and leading to less turnover intention. (Sugiyono, 2015)

Figure 2 show that the organisation culture negatively affects employees' desire to turnover intention, especially in terms of performance. However, in terms of other factors such as self-awareness, aggressiveness, personality, and team orientation, there is not strong enough evidence that employees' desire to leave is affected.

5.6 The Effect of Transformational Leadership on Turnover Intention

Table 5 shows that the statistical value of t = 4.557 is greater than the statistical value of t = 1.972, and the P-value is 0.000 lower than $\alpha = 0.1$. Therefore, hypothesis H6 saying that "Transformational leadership (KT) negatively affects Turnover intention (TI)." **is accepted.**

By using transformational leadership, followers can be motivated to achieve performance that exceeds basic expectations by changing their perspectives and beliefs to perform even better (Utami et al., 2022), indicating that transformational leadership increases the level of turnover intention.

Figure 2 show that the transformational leadership impacts the willingness to turnover intention PT CBI Ltd employees, especially in terms of intellectual stimulation. However, in terms of idealized influence, inspirational motivation, and individual attention, PT CBI Ltd employees' satisfaction and their job are not related.

5.7 The Effect of Compensation on Turnover Intention

Table 5 because the t-statistic value of 4.810 is greater than the t-statistic value of 1.972, and the P-value is 0.000 lower than $\alpha = 0.1$, indicating that the compensation variable (K) has a negative effect on Turnover intention (TI). Therefore, hypothesis H7 says that "Compensation (K) negatively affects Turnover intention (TI)." **accepted.**

It will be more difficult for employees to leave the company if they receive proper compensation.(Sugiyono, 2015) According to research conducted by Nugroho and Darmawati in 2018, compensation affects turnover intention.

From figure 2 we found that compensation negatively affects the desire to turnover intention of PT CBI Ltd, especially in terms of incentives. However, in terms of other things, such as salary & wages, allowances, and facilities, there is no strong enough correlation between the desire to transfer PT CBI Ltd employees.

5.8 The Effect of Career Development on Turnover Intention

Table 5, shows that the t table value = 1.972 is less than the t statistical value = 2.124, and the P value = 0.034 is less than $\alpha = 0.1$. Due to its negative coefficient value of -0.149, the compensation variable (K) has a negative impact on sales intention (TI). So, hypothesis H8, which says "Compensation (K) negatively affects Turnover intention (TI)," **is accepted.**

To reduce the desire to leave employees by allowing them to advance in their careers.(Rachmadi Usman, 2000) According to research conducted by Hafiz et al. (2016), career development negatively and significantly impacts the desire to leave employees.

Figure 2 show that the career development has a negative impact on employees' willingness to turnover intention PT CBI Ltd, especially in terms of career clarity. However, the relationship is not strong enough in terms of other matters, such as Self-Development and Performance Quality Improvement.

5.9 The Effect of Job Satisfaction on Turnover Intention

Table 5 shows that the table value of 1.972 is less than the t statistical value of 4.541, and the P value is 0.000 less than $\alpha = 0.1$. Therefore, hypothesis H9 says that "Job Satisfaction (KK) negatively affects Turnover intention (TI)." **accepted.**

According to (Sihombing, 2021), there is no possibility that employees will leave the company if they feel their working conditions are in line with expectations. A study conducted in 2019 by Susilo and Satria found that job satisfaction reduces the desire to leave a job.

Job Satisfaction of PT CBI Ltd employees affects the desire to turnover, especially regarding Supervisory Quality (supervision). However, for other elements, such as Work Itself, Relationship with Colleagues, Promotion Opportunities, and Pay, there is not a strong enough correlation between turnover intention and PT CBI Ltd employees.

6. Conclusion

The results showed that organizational culture, transformational leadership, compensation, career development, and job satisfaction positively affect job satisfaction but have a negative effect on turnover intention. According to the results of the study, to increase job satisfaction and reduce the desire to leave work, it is necessary to ensure that the work culture at PT CBI Ltd focuses on the personality of employees so that each employee is very concerned about internal and external customer satisfaction and is respectful, friendly, open, and aware of group satisfaction. The company should also be done to improve performance aspects, such as increasing the value of

employee creativity and enhancing an innovative and productive organizational culture. Utilize internal resources from TOP management and other staff members to shape organizational cultural values. Each employee can save their best ideas into a digital container that can be accessed anytime. Improve employee engagement by facilitating communication through digital technology. Conduct objective appraisals based on employee performance and achievements. This is done by monitoring employee performance and assessing the results of their achievements by recording their progress, goals, and work results. Building a strong transformation leadership character emphasizes individual consideration to increase employee job satisfaction. It is necessary to provide special time for employees to provide motivation and inspiration for employees to improve their performance.

Then, the next effort is to increase employee job satisfaction. Compensation should be considered. This can include incentives in the form of bonuses given to employees who achieve higher than standard levels of achievement. In addition, to ensure that employees meet company goals, organized performance management should be used, which includes the development of annual goals, annual performance appraisals, and a consistent training process. Furthermore, in order to make efforts to increase job satisfaction through career development, one thing that needs to be considered is career clarity. The company must know structured career planning and career education. The management system can allow employees to decide on their career path and current job.

Furthermore, there needs to be an effort to improve the corporate culture that emphasizes self-awareness to reduce the desire to quit work, such as by instilling patterns of thinking and conditions of family behavior that exist at PT CBI Ltd, which creates a very comfortable work environment. Suppose transformational leadership wants to reduce the desire to leave. In that case, they should consider the Intellectual Stimulation aspect by encouraging logic, problem-solving, and intelligence, such as providing training to new leaders to develop a transformational leadership style that will help develop and achieve company goals.

Next, in an effort to reduce the desire to lower the number of employees who leave the company, compensation should be seen as part of the compensation given to certain employees who do a better job than the standard. Then, in reducing the desire to lower turnover in career development, keep in mind that the better the company's self-development program, the less likely turnover will be. Therefore, to increase job satisfaction as it relates to turnover goals, provide employees with opportunities for promotion according to their abilities by providing tasks and achievement targets that are set based on the assessment of the position that will be given to the employee.

7. Limitation and Suggestion

This research is only in the supply chain factory area; therefore, suggestions that can be given for further research are to increase the population in the study so that the scope of the research and generalization of the research become wider.

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