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EMPLOYEE RETENTION STRATEGY: ANALYSING THE INFLUENCE OF CAREER DEVELOPMENT, COMPENSATION, AND JOB SATISFACTION ON TURNOVER INTENTION

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ABSTRACT

Turnover intention is a major challenge in human resource management that can affect the stability and operational efficiency of an organisation. This research is focused on examining how career advancement, rewards, and job contentment influence the desire of workers to leave their jobs at PT Surya Toserba Jatiwangi. A quantitative approach was used with multiple regression method to test the relationship between these variables. Data was collected through surveys, questionnaires and interviews of 104 permanent employees with non-probability sampling technique with saturated sample approach. The results show that career development has no significant effect on turnover intention, while compensation and job satisfaction have a significant effect on employees' intention to leave the company. These findings indicate that effective employee retention strategies need to focus on improving compensation and job satisfaction to reduce turnover rates, while career development remains an important factor in the long run to maintain employee loyalty.

KEYWORDS

Turnover Intention, Career Development, Compensation, Job Satisfaction

CITATION

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Introduction.

Turnover intention is one of the main issues in human resource management that concerns many organisations because of its impact on operational stability and efficiency. High levels of intention to leave can lead to disturbances in the functioning of a business, resulting in both financial and time-related impacts (Susijawati et al., 2019). High turnover rates not only result in high recruitment, training and replacement costs, but also the loss of talent and organisational knowledge critical to business continuity (Stamolampros et al., 2019). According to Mahan et al. (2020), the cost of losing an employee can be as high as 33% of the employee's base salary, making this issue a serious challenge for organisations. The consequences of high turnover intention not only impact the financial and operational aspects of the company, but are also closely related to the factors that influence employee satisfaction and loyalty.

Turnover intention is generally the end result of an employee's dissatisfaction with their current job or attraction to more promising job opportunities elsewhere (Wang & Wang, 2020). Previous research shows that career development, compensation, and job satisfaction are significant factors in influencing turnover intention. Kasdorf and Kayaalp (2022) and Wang et al. (2020), found that both career advancement and

happiness at work are important factors in determining if employees will choose to stay in their job, with job satisfaction holding particular importance. While Jevtić and Gašić (2024) highlights that compensation is also vital in decreasing the likelihood of employees wanting to resign from the company.

Inadequate career development opportunities can be a major trigger of turnover intention (Kurniawan & Anwar Us, 2021). Research shows that employees' perceptions of positive career development can reduce the intention to leave, as employees who feel they have good promotion opportunities tend to be more attached to the organisation (Kasdorf & Kayaalp, 2022 ;Ghafoor et al., 2017).

Fair pay and benefits are essential in keeping employees satisfied and motivated to remain with the company. This is supported by Sorn et al. (2023) that there is a strong correlation between pay and employee attrition. Likewise, research from Jevtić and Gašić (2024) shows that compensation affects turnover intention, where employees who receive adequate compensation will affect the intention to leave from work. Previous studies have revealed that both salary and job contentment play a crucial role in employee turnover. While a higher salary can boost satisfaction, there are instances where it can also result in employees wanting to quit, particularly if they believe they are not being fairly compensated compared to other job offers (Paulus & Tj, 2015)

Satisfaction with one's job plays a vital role in reducing the desire to leave a job. Workers who feel content in their roles are often more loyal to the company, leading to a decreased desire to look for job opportunities elsewhere (Rahman, 2020). Lin and Huang (2020) found that high job satisfaction not only lowers exit intention, but also improves employee job performance. Hence, it is crucial to recognise the impact of salary, professional advancement opportunities, and happiness at work in order to devise successful plans for keeping employees.

The high desire to leave the job among Surya Toserba Jatiwangi employees is reinforced by data related to employee turnover. The following table shows data on employee turnover and their reasons.

Table 1. Employee Entry and Exit Data of Surya Toserba Jatiwangi for the 2020-2024 Period

No	Year	Total	Total	Number of Employees at the Beginning of the Year
		Employees	Employees	End of Year and LTO Calculation
		Incoming	Outgoing	
1	2020	19	11	111/105/10.19%
2	2021	13	35	105/105/33.33%
3	2022	11	30	96/104/30.00%
4	2023	11	18	100/92/18.75%
5	2024	16	25	93/104/25.38%
TOTAL TURNOVER PERCENTAGE				23.53%

In Indonesia, the phenomenon of employee turnover in the retail sector is a significant problem. Factors such as job insecurity in contract employees, low organisational commitment, more attractive job offers, lack of career development opportunities, uncompetitive compensation, and low job satisfaction are the main causes of high turnover rates (Chandra, 2022). This condition has an impact on increasing the company's additional costs in the process of recruiting and training new employees. Therefore, companies need to develop effective strategies, including improving compensation and career development to increase employee job satisfaction and reduce intention to leave (Sinaga et al., 2022). Toserba Surya Jatiwangi, one of the well-known shopping centres in Jatiwangi, faces a major challenge in retaining its employees. Over the past five years, the employee turnover rate showed a significant increase, especially in the cashier, warehouse staff, and customer service departments. According to the data, there were 70 new hires and 119 employees who departed during the specified time frame. The percentage of employees who left was recorded at 23.53%.

Based on the problems faced by Tosba Surya Jatiwangi, it is important to understand the main factors that influence employee turnover intention. In this context, compensation, career development, and job satisfaction are variables that are thought to play a significant role in increasing or decreasing employees' intention to leave the company. Therefore, this study aims to analyse how each of these factors affects turnover intention and determine the most dominant factor in influencing employees' decision to leave. The results of this study are expected to provide insight for management in formulating more effective employee retention strategies.

The rapid development in the modern production environment, such as the intensification of domestic and international competition, the acceleration of the market pace, and the diversification of customer needs, along with the shortening of the life cycle of products, have led to the necessity of developing cost calculation methods. Dealing with this issue has become a vital matter that requires objectivity and reliance on scientific foundations to make effective and rational decisions.

The targeted cost and value analysis approaches are among the most prominent strategic management accounting methods that have been developed. Their application has proven remarkable success in industrial institutions, and their use has contributed to achieving competitive advantages that have enabled them to outperform the capabilities of their competitors in the market.

2. Literature Review

2.1. Turnover Intention

Turnover intention is the inclination or desire of an employee to resign from their current position. Mobley, as referenced by Julianti et al. (2024), turnover intention refers to an employee's inclination to switch jobs or leave their current position willingly based on their own preferences. In addition, research conducted by Tamimi et al. (2023) shows that the intention to leave a job is a sign that employees are not happy with their work environment and may choose to resign from their position in the company.

According to Lum et al. (1998) cited by Kartono (2017), several indicators can be used to measure turnover intention, such as the wish to leave, active job searching, and contemplating resigning from one's current position.

2.2. Career Development

One strategy that organisations can use to reduce turnover intention is to invest in employee career development. According to Kasdorf and Kayaalp (2022), career development is an organisational strategic effort that not only provides benefits to employees, but also creates stability in the workforce. Research conducted by Jayasri and Annisa (2023), asserts that career development is an effort that continues to be made by individuals to hone skills, deepen knowledge, and gain experience in order to achieve a predetermined career direction.

In addition, according to Sinambela and Sinambela (2022) in the career development process includes career planning, organisational management, skills upgrading, promotion, joint contribution.

In research by Ghafoor et al. (2017) employee turnover intention is greatly impacted by the progression of one's career. Investment in employee career development is proven to be effective in significantly reducing turnover (Kasdorf & Kayaalp, 2022). Consequently, the theory posited in this research is:

H1: The better the career development, the lower the turnover intention.

2.3. Compensation

Compensation plays a vital role in the field of human resource management, research by Vizano et al. (2020) shows that employees are rewarded by companies in various ways for their work, with compensation encompassing both monetary forms like wages and benefits, and non-monetary forms like appreciation and chances for growth. In line with this, Mujanah et al. (2019) explains that compensation is not only limited to financial rewards, but can also take the form of non-financial forms, such as promotions, transfers to more favourable or prestigious positions, and provision of work facilities.

According to Zainal et al. (2018), compensation indicators refer to the various forms of rewards that individuals receive, whether in the form of direct payments, such as salaries, wages, and incentives, or indirect benefits, such as health insurance, work facilities, or other benefits designed to support employee well-being.

Compensation has a significant impact on an employee's motivation to remain in their current position (Sorn et al., 2023). Research results by Jevtić and Gašić (2024) shows that compensation plays a vital role in impacting employees' motivation to quit their job. As a result, the hypothesis put forward in this research is that :

H2 : The higher the compensation, the lower the turnover intention

2.4. Job Satisfaction

Job satisfaction is a common challenge encountered by companies on a regular basis. Locke, as referenced by Otache and Inekwe (2021) defines that occupational contentment is the pleasing or affirmative feeling derived from evaluating one's job or work environment. In addition, Valaei and Jiroudi (2016), explains that job satisfaction is an individual's mental state related to his job, which reflects the level of satisfaction that employees experience with the tasks and responsibilities they carry..

According to Siqueira as cited by Elian et al. (2020), the factors that often become an assessment of job satisfaction are the salary offered by the company, the promotions given, the comfort of the relationship between employees and colleagues and leaders. Furthermore, Luthans (2006) identified five main factors that are often used to measure employee job satisfaction, namely: job content, supervision, promotion opportunities, and relationships with co-workers.

The level of job satisfaction plays a crucial role in the likelihood of rural doctors in China leaving their jobs (Zhang et al., 2021). Results from research from Lin and Huang (2020) revealed that Employee turnover intention is greatly impacted by how satisfied employees are with their job. Consequently, the hypothesis presented in this research is that:

H3 : The higher the job satisfaction, the lower the turnover intention.

3. Research Method

The research methodology employed in this study is quantitative in nature, with the primary goal of examining the correlation between variables established through numerical data and statistical analysis (Sugiyono, 2021). The chosen technique is multiple regression analysis, as it allows for the estimation and testing of the significance of multiple variables' relationships at the same time within the study (Ghozali, 2018). In order to simplify the process of analysing data, this research utilised the 25th version of SPSS software, which helps in processing and interpreting data more accurately and systematically.

This study involves three independent variables, namely career development, compensation, and job satisfaction. Career development is measured using five indicators, compensation is measured with six indicators, and job satisfaction is measured with four indicators. In this research, the focus is on turnover intention as the variable of interest. This concept is evaluated through three different measures. To collect data, a five-point Likert scale is employed, with participants indicating their agreement levels on different statements, ranging from 'Strongly Disagree' (1) to 'Strongly Agree' (5) (Sekaran & Bougie, 2013).

All individuals in this research were employed as full-time workers at PT Surya Toserba Jatiwangi in Majalengka city, with a total of 104 employees. A non-probabilistic sampling method was employed using a saturated sampling approach. The reason for selecting saturated sampling was due to the small size of the population, allowing for the inclusion of all population members as research samples (Sugiyono, 2021). Thus, the total sample in this study was 104 permanent employees.

The information in this research was gathered through the administration of surveys and structured interviews. Questionnaires were used to obtain information about respondents' perceptions of the research variables, while interviews were conducted to dig deeper into individuals' backgrounds, behaviours, beliefs, and attitudes towards the factors that influence turnover intention. This approach aims to ensure that the data obtained is relevant, valid, and can be used to answer the research questions comprehensively. The research model is depicted in figure 1.

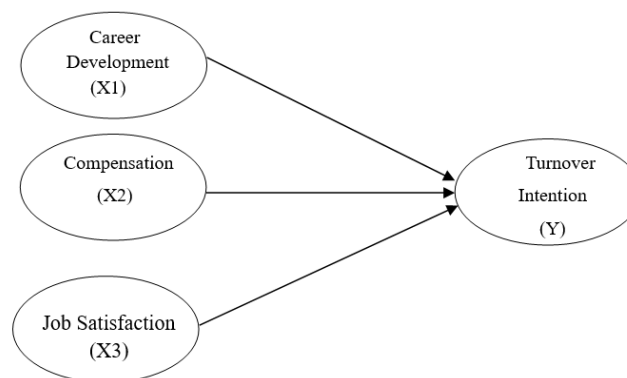


Fig. 1. Research model

The study aims to measure the cost of producing electrical energy using the integration of the target cost and activity cost methods as tools for strategic cost management. The researchers believe in the necessity of using strategic cost management tools in calculating the cost of producing electrical energy because its cost takes into account political, social and economic factors, which requires working to reduce and support it so

4. Result and discussion

4.1. Results

In this study, respondents are identified by various characteristics such as gender, age, and level of education. The subsequent discussion will explore these characteristics and delve into how they relate to the variables under investigation.

Table 2. Characteristics of Respondents Based on Gender, Age, Education and Years of Education

Respondent Characteristics	Number of Respondents	
	In Numbers	Percentage
Gender		
Male	40	38.46%
Female	64	61.54%
Age		
< 25 years	57	54.81%
25 - 35 years	36	34.62%
36 - 45 years	7	6.73%
> 46 years	4	3.85%
Respondent Education		
High School	96	92.31%
Diploma	2	1.92%
Bachelor's degree	6	5.77%
Period of Employment		
< 5 years	76	73.08%
5 - 10 years	18	17.31%
11 - 15 years	8	7.69%
>15 years	2	1.92%

Source: Data processed in 2025

In terms of age, most respondents were in the age group < 25 years as many as 57 people or 54.81%. The majority of respondents' education is SMA / SMK as many as 96 people or 92.31%. In terms of duration of employment, most participants have been employed for less than five years, with 76 individuals constituting 73.08%. The validation test outcomes can be found in table 3.

Table 3. Research Instrument Validity Test Results

Point Statement	Career Development	Compensation	Job Satisfaction	Turnover Intention
1	0,412	0,415	0,522	0,603
2	0,196	0,641	0,565	0,435
3	0,396	0,556	0,242	0,477
4	0,489	0,341	0,476	0,484
5	0,555	0,323	0,403	0,385
6	0,43	0,509	0,43	0,513
7	0,209	0,548	0,396	
8	0,472	0,479		
9	0,372			
10	0,626			

Source: Data processed in 2025

A survey was conducted with 104 participants from PT SURYA TOSERBA JATIWANGI to assess the importance of the research. The calculation of degrees of freedom (df) was done by subtracting 2 from the total number of participants, resulting in a value of 102. The significance level (α) chosen for the study was 0.05. According to the findings in table 3, the product moment correlation coefficient yielded a critical value (r table) of 0.162. The validity assessment indicated that all variables examined surpassed the critical value (r table), confirming the validity of the statements. The reliability test results for instruments measuring career development, compensation, job satisfaction, and turnover intention are detailed in table 4.

Table 4. Reliability Test Results of Research Instruments

No	Variables	Cronbach's Alpha
1	Career Development	0,752
2	Compensation	0,774
3	Job Satisfaction	0,722
4	Turnover Intention	0,745

Source: Data processed in 2025

According to table 4, it is evident that each research tool exhibits a Cronbach's α value exceeding 0.70. As a result, one can infer that all the instruments are dependable. The examination of classic assumptions in this research involves conducting tests for multicollinearity and normality. The outcomes of these tests are detailed in table 5.

Table 5. Multicollinearity and Normality Test Results

Variables	Tolerance	VIF
Career Development	0,220	4,546
Compensation	0,295	3,390
Job Satisfaction	0,394	2,536
Kolmogorov-Smirnov : Asymp.Sig. (2-tail.) : 0,200		

Source: Data processed in 2025

Table 5 shows that all variables have $VIF < 10$ and tolerance > 0.10 , indicating no multicollinearity. The Kolmogorov-Smirnov test result (sig. = 0.200, > 0.05) confirms normal residual distribution. The regression equation $Y = a + b_1X_1 + b_2X_2 + b_3X_3$ was used to analyze the impact of career development, compensation, and job satisfaction. Detailed results are in Table 6.

Table 6. Multiple Regression Results of the Effect of Variables X_1 , X_2 , and X_3 on Y

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0,438	1,358		-0,323	0,748
Career Development	0,130	0,100	0,161	1,293	0,199
Compensation	0,340	0,088	0,417	3,873	0,000
Job Satisfaction	0,300	0,091	0,307	3,300	0,001
Adjusted R Square = 0,648					
F Statistics = 64,213					
Sig F Statistics = 0,000					

Source: Data processed in 2025

The F value in table 6 is 64.213 with a significance of 0.000, indicating that the regression model is quite effective in explaining variations in turnover intention in this study. The regression equation based on table 6 is as follows: $Y = -0.438 + 0.130 X_1 + 0.340 X_2 + 0.300 X_3$. The constant value a of -0.438 indicates

that when career development (X1), compensation (X2) and job satisfaction (X3) are zero, turnover intention (Y) will still exist with a decreasing amount. According to the findings, career progression, pay, and job contentment have a significant impact on performance, with a calculated Adjusted R Square (R²) value of 0.648. This suggests that training and workplace conditions account for 64.80% of performance outcomes, leaving 35.20% attributed to other factors.

1. Hypothesis Testing 1:

Table 6 shows that there is no substantial impact of career progression (X1) on the desire to leave a job (Y). The p-value of 0.199 is above 0.05, and the t value of 1.293 is less than the t table of 1.660, highlighting this lack of correlation. Thus, the career development variable has an effect but not significant on the turnover intention variable and the effect is positive.

The beta coefficient value of the career development variable (X1) on the turnover intention variable (Y) is 0.130, meaning that the higher the career development, the higher the tendency of employees to leave the company.

2. Hypothesis 2 Testing:

According to the data in Table 6, the payment amount has a considerable impact on the desire to leave the job. The results of the statistical examination reveal a distinct association between payment and turnover intention, where a p-value of 0.000 indicates significance. Additionally, the t-score of 3.873 surpasses the critical t-value, thus reinforcing the influence of payment on turnover intention. In summary, the payment variable significantly and positively affects turnover intention.

The connection between compensation and turnover intention is shown by the beta coefficient of 0.340 for the compensation factor on the turnover intention variable. With this positive relationship, it can be inferred that as compensation increases, turnover intention also increases.

3. Hypothesis 3 Testing:

According to the data in Table 6, there is a notable connection between job satisfaction (X3) and turnover intention (Y). This is supported by the p-value of 0.001, which is below 0.05, and the t value of 3.300, surpassing the t table value of 1.660. Therefore, it can be concluded that job satisfaction significantly impacts turnover intention in a positive manner.

The beta coefficient for the relationship between job satisfaction and turnover intention is 0.300, suggesting that increased job satisfaction is linked to higher turnover intentions.

4.2. Discussion

4.2.1. The Effect of Career Development (X1) on Turnover Intention (Y)

Research findings indicate that career growth plays a role in lowering employee turnover rates at PT Surya Toserba Jatiwangi, but the impact is not statistically significant. This suggests that while the company's career advancement initiatives may boost workers' willingness to remain in their roles, it does not sufficiently deter turnover intentions. One possible reason is that employees' perceptions of the programme may not be optimal or not fully in line with their needs. In addition, this finding can also be attributed to the fact that the better a person's career development, the greater their chances of getting job opportunities in other companies, which in turn can increase their intention to move. This is in line with research conducted by Dawwas and Zahare (2014) who found that The progression in one's career can lead to a decrease on turnover intention. Similarly, research by Herminingsih and Apriana (2020), there is evidence to suggest that advancing in one's career can lead to a decrease in the desire to leave a job.

4.2.2. Effect of Compensation (X2) on Turnover Intention (Y)

The research indicates that employee turnover intention is influenced in a positive and significant manner by compensation. In other words, when employees receive higher compensation, they are more inclined to leave the company. This phenomenon can occur because employees who have achieved financial stability tend to have the courage to pursue new opportunities, including starting their own business. This finding is in line with research conducted by Dewi and Herianti (2023) which found that compensation has a positive effect and contributes significantly to the increase in turnover intention. Thus, companies need to design compensation strategies that are not only attractive, but also able to retain employees in the long term.

4.2.3. Effect of Job Satisfaction (X3) on Turnover Intention (Y)

Studies indicate that satisfaction with one's job plays a crucial role in influencing one's decision to leave a company. While job satisfaction often leads to a decrease in the likelihood of employees wanting to quit, there are instances where it can actually motivate individuals to seek new opportunities. Those who are content with their current roles are more likely to feel empowered to explore new challenges and potential career growth elsewhere. In this scenario, it is important for businesses to consider additional elements that could boost staff retention, including ongoing professional growth opportunities, training initiatives for enhancing skills, and rewards based on loyalty. This discovery aligns with studies carried out by Ningrum et al. (2024), who found that satisfaction with one's job is closely linked to the likelihood of wanting to leave it.

5. Conclusions

The aim of this study is to explore the reasons why employees may decide to quit their jobs, with a particular focus on factors such as career growth, salary, and overall job contentment. The research was carried out at PT Surya Toserba Jatiwangi through the use of numerical techniques and statistical analysis involving 104 full-time staff members.

The results revealed that career development does not have a significant impact on turnover intention. This suggests that although career progression opportunities can increase employee loyalty in the long run, this factor is not the main element that determines their decision to stay or switch. In contrast, compensation was found to have a significant effect on turnover intention. This discovery indicates that when employees receive higher compensation, they tend to be more inclined to explore different opportunities. Improved financial security gives them the ability to explore other options that they find appealing. Moreover, the level of job satisfaction plays a crucial role in determining their intention to leave. Surprisingly, a high level of job satisfaction can motivate employees to look for new challenges elsewhere. Employees who feel comfortable and confident in their jobs tend to be more open to better career opportunities.

Thus, an effective strategy in retaining employees should focus on increasing job satisfaction and providing compensation that is not only competitive but also able to maintain employee loyalty in the long run. Meanwhile, although career development does not directly contribute to reducing turnover intention, it is still important to pay attention to in order to maintain employees' attachment to the company in the long run.

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