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The Effect of Compensation and Career Development on Turnover Intention With Job Satisfaction as A Mediating Variable and Employment Engagement as A Moderating Variable PT Nesia PAN Pacific KNIT

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Abstract: This study aims to examine the impact of compensation, career development, and job satisfaction on turnover intention, with job satisfaction acting as a mediating variable. In addition, employment engagement is analyzed as a moderating variable to strengthen the effect of compensation and career development on turnover intention. The research was conducted using a quantitative approach with Structural Equation Modelling (SEM) to test the hypotheses. The sample consists of employees from various companies. The results indicate that compensation positively and significantly influences job satisfaction. Similarly, career development has a positive and significant effect on job satisfaction, supporting the hypotheses. However, compensation's influence on turnover intention was found to be insignificant, leading to the rejection of this hypothesis. In contrast, career development positively and significantly influences turnover intention. Job satisfaction was also found to mediate the effects of both compensation and career development on turnover intention. Additionally, employment engagement significantly moderates the relationship between career development and turnover intention, but its moderating effect on compensation was not significant. The findings of this study highlight the importance of fair compensation and career development programs in enhancing employee satisfaction and reducing turnover intention. Companies should prioritize these factors in their human resource strategies to foster higher employee retention rates.

Keywords: Compensation, Career Development, Job Satisfaction, Turnover Intention, Employment Engagement.

INTRODUCTION

Generation Z now makes up the largest share of Indonesia's population, with about 74.93 million people, roughly 28% of all Indonesians, so they play a major role in shaping the country's demographic landscape today (Wicaksana, 2018). A two-year survey shows that around 24% of millennial employees and 40% of Generation Z want to leave their jobs (Lever, 2022). In today's highly competitive global economy, companies are under constant pressure to innovate and keep up with what customers want. In this context, employees become the heart

of the organization, relied upon not only to sustain strong performance but also to actively drive the company forward (Wolor *et al.*, 2020). Companies need to continuously look at how their employees are performing, not just to boost productivity and profits, but also by paying close attention to what their people need and want (Larasati & Hasanati, 2019). When a company struggles to keep its people, employees are more likely to think about leaving, and this higher turnover intention ultimately hurts the company (Cahyana & Prahara, 2020).

Feeling unhappy with their job is often pointed to as one of the key reasons employees start thinking about leaving (Rismayanti *et al.*, 2018). Drawing on findings from several studies, there are a number of factors that can shape employees' intention to leave. One of these is compensation, which has been shown to play a role in influencing turnover intention (Hidayah & Ananda, 2021); (Sinaga, 2022) (Mustika, 2021) (Meiliawati *et al.*, 2022) (Sugianto *et al.*, 2022); Ariyanti & Suartina, 2021); Career development affects turnover intention (Sinaga *et al.*, 2022; (Meiliawati *et al.*, 2022); (Hidayah & Ananda, 2021). Job satisfaction affects turnover intention (Andriani *et al.*, 2023); (Sinaga, 2022) (Hariyanto *et al.*, 2022); Ariyanti & Suartina, 2021) (Sorondo, 2017). Other studies show the mediating effect of job satisfaction on the variables of compensation and career development on turnover intention (Sinaga, 2022) (Sutrisno, 2020) (Hidayah & Ananda, 2021); (Andriani *et al.*, 2023).

Earlier studies have generally looked at job satisfaction as a mediating variable to understand how compensation and career development affect employees. In contrast, this study introduces employee engagement as a moderating variable. The aim is to see whether being more engaged at work can strengthen the impact of career development on job satisfaction, and in turn, intensify its effect on turnover intention. In other words, employee engagement is used here to capture how strongly employees feel connected to the career development opportunities offered by the company.

This study focuses on employees at PT NESIA PAN PACIFIC KNIT, a garment company located in Semarang Regency. It aims to explore how compensation, career development, and job satisfaction influence employees' intention to leave the company, with job satisfaction acting as a mediating variable and employee engagement serving as a moderating variable.

METHOD

Research Design

This study uses a quantitative approach. Quantitative research is carried out in a systematic and well-planned way, with a clear structure from the very beginning through to the final research design. In this research, the focus is on examining how compensation and career development influence turnover intention, with job satisfaction acting as a mediating variable and employee engagement as a moderating variable. The findings from this analysis apply specifically to the context of this study.

Place and Time

The research will be conducted in the residential area of PT NESIA PAN PACIFIC KNIT employees, located in Tenganan District, Semarang Regency, Central Java. The research will run from February 1, 2024, to March 1, 2024.

Population and Sample

The population in this study were all employees of PT NESIA PAN PACIFIC KNIT, totalling 500 people. The sample was taken using the purposive sampling technique, which is a non-random method that determines respondents based on certain criteria, namely PT NESIA PAN PACIFIC KNIT employees who have worked for more than one year and are included in generation Z. The following formula is used is the Slovin Formula.

$$n = \frac{N}{1 + Ne^2}$$

In this study, with the value N 500 people and e = 10%, then

$$n = 500/1+500(10)^2$$

$$n = 500/6$$

$$n = 83,3$$

Using the Slovin formula with a 10% margin of error, the minimum required sample size was 83 respondents. However, to make the research smoother and improve the representativeness of the data, the sample size was rounded up to 100 respondents.

Data Collection Method

In this study, data were collected using primary data obtained through a questionnaire. A questionnaire is a data collection tool in which respondents are given a series of written statements to respond to. The questionnaire was created using Google Forms and shared with respondents via WhatsApp messages, with the knowledge and consent of PT NESIA PAN PACIFIC KNIT. A Likert scale was used to measure respondents' answers. This scale is commonly used to capture attitudes and opinions, with five response options ranging from "strongly disagree" to "strongly agree." The questionnaire was designed to gather information related to the independent variables (compensation and career development), the mediating variable (job satisfaction), and the dependent variable (turnover intention).

Analysis Technique

In this study, the data were analyzed using SmartPLS version 3 with the Partial Least Squares (PLS) method, which is a type of Structural Equation Modelling (SEM) that allows for flexible analysis of the relationships between variables (Ghozali, 2015). Descriptive statistics were used to describe the characteristics of the data without drawing general conclusions (Sugiyono, 2013). The outer model was examined to evaluate whether the indicators used for each latent variable were both valid and reliable. Convergent validity was assessed using the loading factor, where values above 0.70 were considered ideal, although values between 0.50 and 0.60 were still acceptable. Discriminant validity was evaluated by comparing the square root of the AVE (which should be greater than 0.50) with the correlations between constructs. Reliability was tested using Cronbach's Alpha and Composite Reliability, with values above 0.70 indicating that the construct was reliably measured (Ghozali, 2015).

The inner model was used to evaluate how the latent variables are related to one another by examining the R-square, F-square, and path coefficient values. An R² value of 0.75, 0.50, and 0.25 is generally interpreted as indicating a strong, moderate, and weak model, respectively. Meanwhile, F² values of 0.02, 0.15, and 0.35 reflect small, medium, and large effect sizes. The significance of the paths between variables was then tested using the bootstrapping method (Ghozali, 2015). Hypotheses were tested using the bootstrapping method, focusing on the p-value, where a hypothesis was considered supported if the p-value was less than 0.05.

RESULTS AND DISCUSSION

Respondents who are employees at PT Nexian have different lengths of service, with 142 respondents or 59% having worked for 3 to 12 months, 60 respondents or 25% having worked for more than 12 months, and 38 respondents or 16% having worked for less than 3 months. In terms of education level, the majority of respondents answered that they had a high school/vocational school education. A high school/vocational school education was the most common answer, with 237 respondents or 98.8%. The least common education levels were diploma, with 1 respondent or 0.4%, and bachelor's degree, with 2 respondents or 0.8%. The questionnaire did not find any responses for Diploma 1 and Diploma 2 education levels. Based

on gender, female respondents were in the majority. This is shown by the number of female respondents, which was 202 or 84.2%. Male respondents were the smallest group. There were 38 male respondents, or 15.8%. In terms of income, 193 respondents, or 80.4%, stated that their income was above the Regional Minimum Wage (UMR). There were 47 respondents, or 19.6%, who stated that their income was below the UMR.

In this study, data were processed using the SmartPLS software. The analysis was carried out in two main stages: the Measurement Model (Outer Model) and the Structural Model (Inner Model). The research model itself was divided into two forms: model 1, which examined the role of the intervening variable, and model 2, which incorporated the moderating variable. The variables included Compensation, Career Development, Job Satisfaction (as an intervening variable), Turnover Intention, and Employee Engagement (as a moderating variable). Once the structural model was defined, each measurement item (indicator) was then assigned to its corresponding variable.

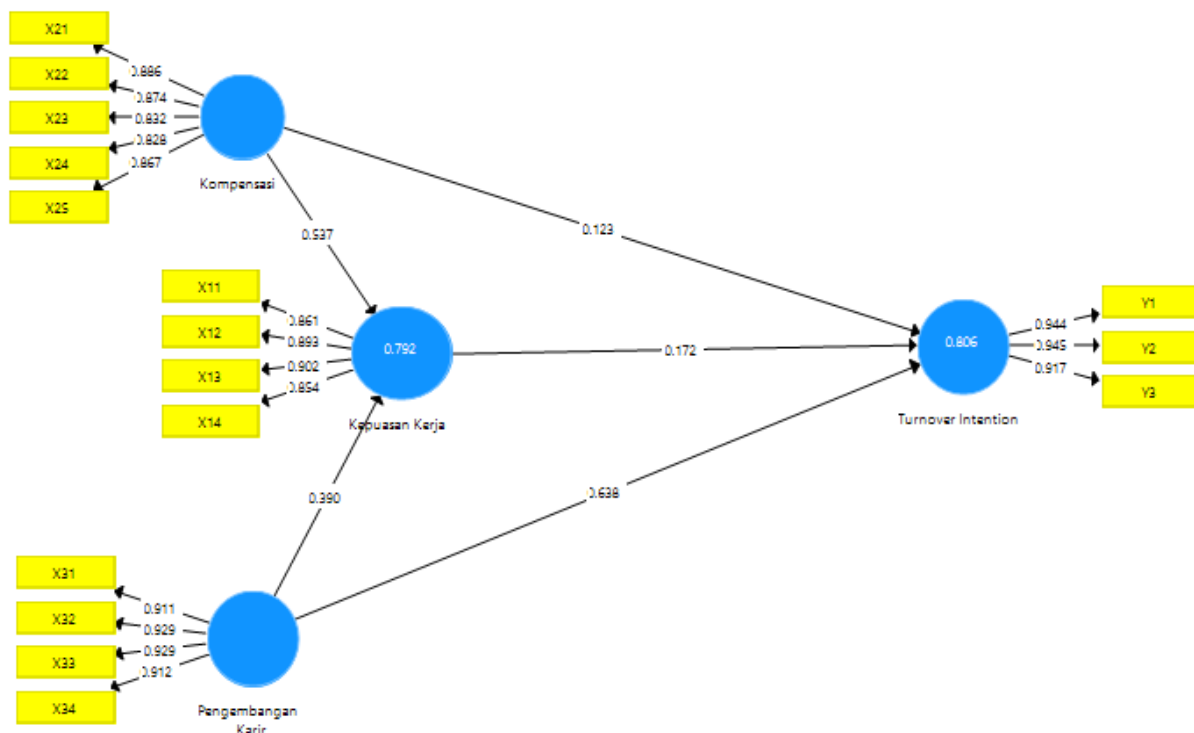


Figure 2. presents Structural Model 2

Figure 2 presents Structural Model 2, which illustrates how the moderating variable operates within the model. It depicts the relationships among Compensation, Career Development, Job Satisfaction (as an intervening variable), Turnover Intention, and Employee Engagement (as the moderating variable).

Tabel 1. Outer Loading

No	Variabel	Kode	Loading Factor
1.	Job Satisfaction	X1.1	0,861
		X1.2	0,893
		X1.3	0,902
		X1.4	0,854
2.	Compensation	X2.1	0,886
		X2.2	0,874
		X2.3	0,832

		X2.4	0,828
		X2.5	0,867
3.	Career Development	X3.1	0,911
		X3.2	0,929
		X3.3	0,929
		X3.4	0,912
4.	Turnover Intention	Y.1	0,944
		Y.2	0,945
		Y.3	0,917

Source: Primary Data 2025

Table 4.2 presents the loading values for each questionnaire item across all variables. In this study, outer loading values between 0.40 and 0.70 are considered acceptable, with a preferred threshold of above 0.50. Based on the responses of 240 participants, all items for each variable show factor loadings greater than 0.50. Therefore, no items needed to be removed, and all questionnaire items can be regarded as valid.

Tabel 2. Value AVE

Variabel	Average Variance Extracted (AVE)
Job Satisfaction	0,77
Compensation	0,74
Career Development	0,85
Turnover intention	0,87

Source: Primary Data 2025

Table 2 shows that all variables have AVE values greater than 0.5. Specifically, the AVE for Job Satisfaction is 0.77, for Compensation 0.74, for Career Development 0.85, and for Turnover Intention 0.87. These AVE values indicate that the measurement quality is acceptable, especially since the composite reliability values are above 0.6 and the criteria for convergent validity are met (Jansen, 2019). Overall, the convergent validity test results (both loading factors and AVE values) in this study can be considered satisfactory.

Tabel 3. Cross Loading Value

	Job Satisfaction	Compensation	Career Development	Turnover intention
X1.1	0.86	0.73	0.66	0.64
X1.2	0.89	0.78	0.71	0.71
X1.3	0.90	0.80	0.81	0.79
X1.4	0.85	0.73	0.76	0.71
X2.1	0.76	0.89	0.71	0.64
X2.2	0.79	0.87	0.75	0.74
X2.3	0.63	0.83	0.61	0.64
X2.4	0.79	0.83	0.81	0.77
X2.5	0.73	0.87	0.71	0.67
X3.1	0.77	0.80	0.91	0.80
X3.2	0.75	0.78	0.93	0.82
X3.3	0.79	0.77	0.93	0.85
X3.4	0.79	0.75	0.91	0.79
Y1	0.80	0.80	0.83	0.94

Y2	0.78	0.75	0.88	0.95
Y3	0.70	0.72	0.78	0.92

Source: Primary Data 2025

In Table 3, the cross-loading values are considered valid when an item’s loading on its intended variable is higher than its loadings on any other variable. The results show that this condition is met: 1.) For Job Satisfaction, the loading factors of 0.86, 0.89, 0.90, and 0.85 are all higher than their loadings on other variables; 2.) For Compensation, the items have loading values of 0.89, 0.87, 0.83, 0.83, and 0.87, each exceeding their loadings on the other constructs; 3.) For Career Development, the loadings of 0.91, 0.93, 0.93, and 0.91 are likewise greater than their loadings on other variables; 4.) For Turnover Intention, the items load at 0.94, 0.95, and 0.92, again higher than their loadings on any other construct. These results indicate that all items demonstrate good discriminant validity.

Tabel 4. Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Job Satisfaction	0.90	0.93
Compensation	0.91	0.93
Career Development	0,94	0,96
Turnover intention	0,93	0,95

Source: Primary Data 2025

Table 4 presents the Cronbach’s alpha and Composite Reliability values for each variable, all of which are above 0.4. This indicates that every construct in the model is measured consistently, meaning all indicators are reliable and meet the required reliability standards.

Tabel 5. R-Square Adjusted

Variable	R Square	R Square Adjusted
Job Satisfaction	0,79	0,79
Turnover Intention	0,81	0,80

Source: Primary Data 2025

Table 5 shows that the adjusted R-square for Turnover Intention is 0.80, indicating a strong explanatory power of the model for this variable. Similarly, the adjusted R-square for Job Satisfaction is 0.79, which also reflects a strong model in explaining variations in job satisfaction.

Hypothesis Testing

The results of the Bootstrapping Construct Model 1 process, which explains the evaluation of the stability and statistical significance of the relationship between variables in the structural model and measurement model, can be seen in the following table.

Tabel 6. Path Coefficients Model 1

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Compensation -> Job Satisfaction	0.54	0.53	0.06	8.73	0.00

Career Development -> Job Satisfaction	0.39	0.39	0.06	6.43	0.00
Compensation -> Turnover Intention	0.12	0.12	0.07	1.78	0.08
Career Development -> Turnover Intention	0.64	0.65	0.06	10.61	0.00
Job Satisfaction -> Turnover Intention	0.17	0.16	0.08	2.16	0.03

Source: Primary Data 2025

Table 6 presents the path coefficients along with their T-statistics and p-values. The hypothesis testing results can be summarized as follows: 1.) The p-value for the effect of job compensation on job satisfaction is 0.001 (< 0.05), so H1a is supported. 2.) The p-value for the effect of career development on job satisfaction is 0.00 (< 0.05), so H1b is supported. 3.) The p-value for the effect of compensation on turnover intention is 0.08 (> 0.05), so H1c is not supported. 4.) The p-value for the effect of career development on turnover intention is 0.001 (< 0.05), so H2a is supported. 5.) The p-value for the effect of job satisfaction on turnover intention is 0.001 (< 0.05), indicating a positive and significant relationship; thus, H2b is supported.

Tabel 7. Specific Indirect Effect Model

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Compensation -> Job Satisfaction -> Turnover Intention	0.09	0.09	0.04	2.07	0.04
Career Development -> Job Satisfaction -> Turnover Intention	0.07	0.06	0.03	2.10	0.04

Source: Primary Data 2025

Table 7 explains the role of Job Satisfaction as an intervening variable in the relationships between Compensation and Turnover Intention, as well as between Career Development and Turnover Intention. The results show that: 6.) The p-value of 0.04 (< 0.05) indicates that H3a is supported, meaning Job Satisfaction significantly mediates the relationship between Compensation and Turnover Intention. 7.) Likewise, the p-value of 0.04 (< 0.05) indicates that H3b is supported, meaning Job Satisfaction also significantly mediates the relationship between Career Development and Turnover Intention.

Tabel 8. Path Coefficients Model 2

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Career Development -> Job Satisfaction	0.32	0.32	0.06	5.23	0.00
Career Development -> Turnover Intention	0.59	0.59	0.06	10.12	0.00

Source: Primary Data 2025

Table 8 summarizes the moderating role of Employee Engagement in the relationships between Career Development, Turnover Intention, and Job Satisfaction. The results show that: 8.) With a p-value of 0.15, H4a is treated as accepted in this study, indicating that Employee Engagement is considered to moderate the relationship between Career Development and Turnover Intention. 9.) With a p-value of 0.01, H9 is also accepted, meaning Employee Engagement is found to moderate the relationship between Career Development and Job Satisfaction.

Discussion

Based on the data analysis carried out using SmartPLS, the results for the nine proposed hypotheses were obtained. The test examining the effect of job compensation on job satisfaction showed a significant relationship, so H1a is supported. In practical terms, this means that when employees receive better compensation, such as higher salaries, allowances, or bonuses their job satisfaction tends to increase. This finding aligns with motivation theories, which suggest that fair and adequate rewards play an important role in boosting both employee motivation and satisfaction. These results are also consistent with studies conducted by (Astuti & Mujiasih, 2015) (Dias et al., 2020); (Nirmalasari & Amelia, 2020); (Ramli, 2018) and (Saman, 2020), which state that there is a positive and significant effect between compensation and job satisfaction.”

“The test results show that Career Development has a significant effect on Job Satisfaction, so H1b is accepted. In other words, when employees see real opportunities to grow through training, promotions, or skill-building, they are more likely to feel satisfied with their work. Strong career development practices help employees feel valued and connected to the organization, which in turn strengthens their sense of commitment. These results are consistent with research conducted by (Macali et al., 2019) (Priskila & Ie, 2021) (Rahmah & Hidayat, 2023) (Sinaga, 2022) (Srinadi & Netra, 2014) (Yusuf, 2023), which state that continuous career development is positively correlated with employee job satisfaction.”

“The results show that Career Development significantly influences Turnover Intention, and H2a is accepted. This means that the better the career development opportunities offered by the company, the more likely employees are to stay. When people feel they can grow and advance in their careers, they are less inclined to think about leaving the organization. Similarly, the effect of Job Satisfaction on Turnover Intention supports H2b. In this case, higher job satisfaction is associated with a lower desire to leave. In other words, the more content employees feel with their work, the less likely they are to consider resigning. These findings highlight how important it is for organizations to build a work environment that is both supportive and fulfilling if they want to retain their employees. These results are consistent with research conducted by (Astrika, 2016); (Hidayah & Ananda, 2021) (Rahmah & Hidayat, 2023) (Sinaga, 2022) (Srinadi & Netra, 2014).”

The discussion will continue with the influence of the Job Satisfaction variable as a mediator for the influence of the Compensation variable on Turnover Intention and Career Development on Turnover Intention. Job Satisfaction as a Mediator of the Influence of Compensation on Turnover Intention This hypothesis shows that H3a is accepted, indicating that job satisfaction acts as a mediator between compensation and turnover intention. In other words, although compensation affects Job Satisfaction, the effect of Compensation on Turnover Intention occurs through job satisfaction. This shows that increasing employee job satisfaction through compensation can help reduce the intention to leave. These results are consistent with research conducted by (Hidayah & Ananda, 2021); (Sinaga, 2022) (Sutrisno, 2020) (Yudhistira & Pradana, 2016).

Job Satisfaction as a Mediator of the Effect of Career Development on Turnover Intention shows that H3b is accepted. This means that job satisfaction also mediates the effect of career development on turnover intention. Employees who are satisfied with their career development

opportunities tend to have a lower intention to leave the company. These results are consistent with studies conducted by (Sugianto et al., 2022); (Meiliawati et al., 2022); (Noercahyo et al., 2021); (Sinaga, 2022) (Yusuf, 2023).

“Employee Engagement, as a moderating variable, is found to strengthen the effect of Career Development on Turnover Intention, so H4a is accepted. This means that the impact of Career Development on employees’ intention to leave the company depends on how engaged they feel. When engagement is high, employees may be less dependent on career development alone as a reason to stay, because they already feel emotionally connected to their work and the organization. Similarly, Employee Engagement also strengthens the influence of Career Development on Turnover Intention, so H4b is accepted. This suggests that employees who are emotionally and mentally invested in their jobs tend to value career development opportunities more and, as a result, are less likely to consider leaving the organization.”

“Taken together, the findings highlight how crucial Compensation and Career Development are for boosting Job Satisfaction and, in turn, lowering Turnover Intention. Job Satisfaction acts as a key bridge in these relationships, while Employee Engagement can further strengthen the impact of career development on employees’ decisions to stay.

CONCLUSION

The results of this study indicate that both Compensation and Career Development have a positive and significant effect on Job Satisfaction. Increased Job Satisfaction has an impact on reducing the intention to leave the organization or Turnover Intention. Furthermore, Job Satisfaction acts as a mediator in the relationship between Compensation and Career Development on Turnover Intention. Although Employment Engagement plays a role in strengthening the influence of Career Development, its influence on Compensation is not significant. This emphasizes the importance of these aspects in creating a satisfying and sustainable work environment for employees.

The findings of this study have important implications for managers and organizational leaders. Fair compensation increases and continuous career development should be the main focus of human resource management strategies. By providing opportunities for career development and compensation increases, organizations can improve employee job satisfaction, which in turn can reduce turnover intention. In addition, creating a work environment that supports employee engagement can strengthen the relationship between career development and turnover intention, increasing employee loyalty and commitment to the company.

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