

THE INFLUENCE OF COMPENSATION, PERCEIVED SUPERVISOR SUPPORT, AND CAREER DEVELOPMENT ON INTENTION TO STAY WITH JOB SATISFACTION AS A MEDIATION VARIABLE IN XYZ MANUFACTURING EMPLOYEES

Monika Teresia¹, Ardi², Richard Andre Sunarjo³

Universitas Pelita Harapan, Tangerang, Indonesia^{1,2}

Universitas Raharja, Tangerang, Indonesia³

Email: monikateresia.edu@gmail.com¹, ardi.kho@lecturer.uph.edu²

Abstract

This research aims to examine the company's efforts to retain competent employees in the textile industry. The research background shows that the textile industry in Indonesia has a significant contribution to the country's economy, but is faced with challenges in maintaining a competent workforce. The research was conducted at the company PT XYZ, one of the textile manufacturing companies in Tangerang. The method used is quantitative with the SEM-PLS analysis technique. Data was collected through questionnaires distributed to employees. This research aims to examine the influence of compensation, perceived supervisor support, and career development on intention to stay which is mediated by job satisfaction. The research results show that the work environment, superior behavior, career development and compensation are factors that influence employees' desire to continue working at the company. This research emphasizes the importance for organizations to create a conducive work environment, build good relationships between employees and superiors, and match the workload with the compensation received. These findings provide managerial implications for textile companies in managing human resources to maintain business sustainability and competitiveness.

Keywords: Intention to Stay, Compensation, Perceived Supervisor Support, Career Development, Job Satisfaction, Manufacture

Introduction

The textile industry and textile products are one of the sectors that contribute to Indonesia's economic growth (Ministry of Industry of the Republic of Indonesia [Kemenperin], 2022). Textile Irniching Bandoeng (TIB) in 1922 was the beginning of the establishment of modern textiles in Indonesia. In 2022, Indonesia will commemorate 100 years of the textile industry and it is hoped that it will continue to develop through innovation and new processes in manufacturing. This industry has competitiveness which is supported by an integrated system and competitive demand.

The textile industry supports the country's foreign exchange earnings of USD 13.02 billion. Indonesia's economic growth received assistance from the textile sub-export of 5.67% in 2021 and 5.33% during January – May 2022. Apart from that, as a social safety net, in 2021 this industrial sector can absorb 3.65% of the workforce which is equivalent to 18.79% of the total number of workers for the manufacturing industry.

Based on data from the Central Statistics Agency (BPS, 2023), there are 32,193 types of manufacturing industry in Indonesia. For the textile and apparel industries, the numbers are 131 and 141 units respectively. Meanwhile, the latest data for the number of textile and apparel workers is 1,215,219 workers in 2020, consisting of 519,299 textile workers and 695,920 apparel workers.

PT XYZ is a textile manufacturing industry in Tangerang and has 429 employees. PT XYZ employees are divided into 2 large groups, namely production and non-production units. Production unit employees are workers who directly work in production processes and activities, including operator level to factory manager. Meanwhile, non-production employees are workers

How to cite: Teresia, et al. (2024). The Influence of Compensation, Perceived Supervisor Support, and Career Development on Intention to Stay with Job Satisfaction as a Mediating Variable in XYZ Manufacturing Employees. *Syntax Literate*. (9)9. <http://dx.doi.org/10.36418/syntax-literate.v9i9>

E-ISSN: 2548-1398

who are not directly involved in production, such as HRD, finance, sales marketing and other supporting departments.

PT XYZ is supported by a competent workforce in accordance with their fields to support its business development. This is certainly something good for the company's performance because it is able to retain its workforce. Therefore, companies must not be careless about the workforce dynamics that may occur. Efforts to retain competent employees still need to be made. One effort that can be made is to pay attention to the workforce that still survives today because they are an important asset that has a role in achieving organizational goals.(Popescu, 2019).

Human resources or employees contribute to every aspect of the organization, whether positive or otherwise. It is important for an organization to create a good working atmosphere to facilitate employee needs. Organizational productivity cannot be separated from the role of human resources within it. The work environment, behavior of superiors, evaluation of employee work, and commitment to achieving organizational goals are factors that make employees feel part of the organization.(Musawer, et al., 2021). Magner stated that employees will be comfortable staying in an organization if they are involved in the decision-making process(Ghosh et al., 2013).

But on the other hand, employees also have the desire to move from their current job and this can be a threat to the organization. Retaining employees is important, especially for potential talents because they have the characteristics that companies need in terms of skills, knowledge, and even their ability to adapt to the organization. Therefore, managing human resources is an important thing that needs to be done in every organization to retain its employees.

Haque stated that retaining employees is important considering the tight competition in the labor market, high expenditure on recruitment and training activities(Malik & Malik, 2023). On the other hand, employee dissatisfaction with the company's efforts to provide and support human resource systems is one of the reasons they leave their jobs. Several previous studies have revealed factors that cause employees to not stay, namely company culture, relationships with colleagues, lack of support, lack of opportunities to develop, dissatisfaction with compensation, managerial role, work environment.(Ghosh et al., 2013).Ghosh et al. (2013)states that an organization needs to plan a strategy to retain employees in order to maintain and achieve business stability.

Sukri et al. (2023)concluded that an individual's desire to stay with a company is a dedication and willingness to continue working at their current job. Aboobaker et al.(Knezović & Neimarlija, 2023)defines the desire to stay as an individual's voluntary willingness to remain in an organization. Companies need to consider providing a supportive work environment so that employees want to remain in the organization or in their jobs.Fathima & Umarani (2023)states that an employee's desire to remain employed at the current company for a long period of time is also known as retention intent or intent to stay.Bandyopadhyay & Srivastava (2023)revealed that job satisfaction, job mentoring, intrinsic motivation, conflict management style, perceived organizational support, perceived equity and supervisory leadership are factors that can influence employees to stay with the organization. Therefore, employee retention needs to be developed so that employees feel comfortable and want to continue working there.

There are several things that can increase employees' desire to stay.Juariyah et al. (2020)in his research, it was revealed that one of the factors that makes employees stay in their jobs is compensation. Compensation is an important factor in an organization. Compensation is something obtained as a result of performance or services provided(Aisyiah & Khoirunnisa, 2022). Apart from that, compensation is also related to job satisfaction(Azzuhairi et al., 2022). With compensation, companies can retain and employ the employees they want.

Another factor that influences a person's desire to stay with a company is career development(Febriyanthy & Sary, 2024). Career development(Houssein et al., 2020)is a continuous choice made continuously by individuals to choose their work. Career development is an individual's subjective assessment of the career they are currently pursuing. In addition, career development does not only include work but also includes the work environment, interactions and changes that may occur in the organization. Apart from that, in the research conductedRahayu et al. (2019)shows that career development is also related to job satisfaction.

The Influence of Compensation, Perceived Supervisor Support, and Career Development on Intention to Stay with Job Satisfaction as a Mediating Variable in XYZ Manufacturing Employees

Lloyd stated that perceived supervisor support is related to turnover intention (Afzal et al., 2019). Social exchange theory states that employee commitment to their superiors is a reciprocal relationship where employees expect to receive rewards in return for their efforts and commitment to their superiors. Perceived supervisor support is the supervisor's role in understanding and appreciating the work of their employees, looking after their welfare, and appreciating their efforts (Chami-Malaeb, 2022). Showing personal concern, providing attention to subordinates, providing regular assistance, and encouraging employees to make better decisions are some ways a boss can support their employees. Apart from that, perceived supervisor support is also related to job satisfaction (Winarto & Chalidyanto, 2020).

Based on the results of previous research and several factors that influence employees' desire to stay, this research aims to analyze the influence of compensation, perceived supervisor support, and career development on the desire to stay with job satisfaction as a mediating variable for employees of the XYZ manufacturing company in Tangerang. Job satisfaction as a mediating variable will also be explored to determine its influence on this variable. Based on the research background, this research aims to:

- 1) To test and analyze whether compensation has an effect on the desire to stay at XYZ manufacturing employees?
- 2) To test and analyze whether perceived supervisor support influences the desire to stay at XYZ manufacturing employees?
- 3) To test and analyze whether career development influences the desire to stay at XYZ manufacturing employees?
- 4) To test and analyze whether compensation has an effect on job satisfaction of XYZ manufacturing employees?
- 5) To test and analyze whether perceived supervisor support has an effect on job satisfaction of XYZ manufacturing employees?
- 6) To test and analyze whether career development has an effect on job satisfaction for XYZ manufacturing employees?
- 7) To test and analyze whether job satisfaction can mediate compensation on employees' desire to stay in XYZ manufacturing employees?
- 8) To test and analyze whether job satisfaction can mediate perceived supervisor support on employees' desire to stay in XYZ manufacturing employees?
- 9) To test and analyze whether job satisfaction can mediate career development on the desire to stay in XYZ manufacturing employees?
- 10) To test and analyze whether job satisfaction influences the desire to stay with employees at XYZ manufacturing company?

Research Methods

This research uses a causal quantitative research method approach to see the influence of independent variables on the dependent variable. In this context, research analyzes the influence of intention to stay as an independent variable on the dependent variable which includes compensation, perceived supervisor support, and career development. The population in this study were employees who worked at one of the manufacturing subsidiaries of PT XYZ in Tangerang, totaling 87 employees. This research uses a saturated sample method, where all members of the population are used as samples. The sampling technique applied was non-probability sampling with purposive sampling, selecting active employees with a minimum work period of one year and job levels from staff to manager.

Data collection in this research was carried out using primary data methods obtained directly from the first source through questionnaires. Questionnaires were distributed online using Google Forms to collect the necessary data from respondents. Data analysis was carried out using structural equation modeling (SEM) techniques with a partial least squares (PLS-SEM) approach to test the interdependence of variables in the research model. The software used for data analysis

was SmartPLS version 4, which allows identification and testing of complex relationships between research variables.

Results and Discussion

Analysis results

This research examines the influence of compensation, perceived supervisor support, career development and job satisfaction on the intention to stay of employees who work at the XYZ manufacturing company. The analysis was carried out using the Partial Least Square - Structural Equation Modeling (PLS-SEM) analysis technique using SmartPLS 4 version 4.1.0.3 software. The analysis process consists of two stages, namely outer model testing and inner model testing. At the outer model testing stage, all indicators in the model are tested for validity and reliability. Meanwhile, inner model testing aims to test hypotheses based on the values between the independent variables in the research model. The following are the results of the analysis carried out in this research:

Outer Model

Outer model carried out to ensure the validity and reliability of the indicators used. This stage is carried out before testing how the constructs or variables relate to each other (Hair et al, 2022). In the validity test, 2 measurements are carried out, namely convergent validity and discriminant validity. Meanwhile, the reliability test was carried out by measuring the Cronbach alpha value.

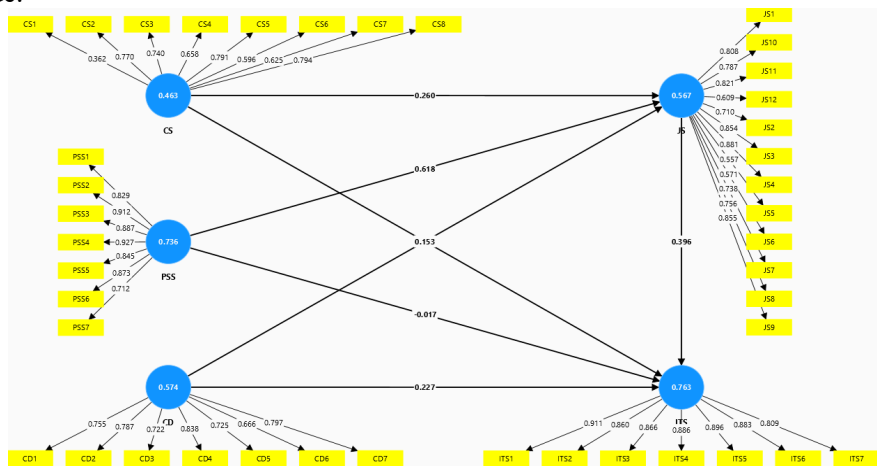


Figure 1. Outer Model Analysis Results

Convergent Validity

Convergent validity is carried out with the aim of measuring the magnitude of the correlation between the construct and the latent variable. The convergent validity test can be seen by the outer loading and average-variance extracted (AVE) values. If the outer loading value is more than 0.70 and the AVE is more than 0.50, then the indicator used has passed the validity test (Hair et al, 2022).

Table 1. Validity Test Results

Variable	Indicator	Outer Loading	Information	AVE	Composite Reliability
Compensation	CS1	0.362	Invalid	0.463	0.869
	CS2	0.770	Valid		
	CS3	0.740	Valid		
	CS4	0.658	Invalid		
	CS5	0.791	Valid		
	CS6	0.596	Invalid		
	CS7	0.625	Invalid		
	CS8	0.794	Valid		
	PSS1	0.829	Valid	0.736	0.951

The Influence of Compensation, Perceived Supervisor Support, and Career Development on Intention to Stay with Job Satisfaction as a Mediating Variable in XYZ Manufacturing Employees

Variable	Indicator	Outer Loading	Information	AVE	Composite Reliability
Perceived Supervisor Support	PSS2	0.912	Valid	0.574	0.904
	PSS3	0.887	Valid		
	PSS4	0.927	Valid		
	PSS5	0.845	Valid		
	PSS6	0.873	Valid		
	PSS7	0.712	Valid		
	Career Development	CD1	0.755		
CD2		0.787	Valid		
CD3		0.722	Valid		
CD4		0.838	Valid		
CD5		0.725	Valid		
CD6		0.666	Invalid		
CD7		0.797	Valid		
Job Satisfaction	JS1	0.808	Valid	0.567	0.939
	JS2	0.710	Valid		
	JS3	0.854	Valid		
	JS4	0.881	Valid		
	JS5	0.557	Invalid		
	JS6	0.571	Invalid		
	JS7	0.738	Valid		
	JS8	0.756	Valid		
	JS9	0.855	Valid		
	JS10	0.787	Valid		
	JS11	0.821	Valid		
	JS12	0.609	Invalid		
Intention to Stay	ITS1	0.911	Valid	0.763	0.957
	ITS2	0.860	Valid		
	ITS3	0.866	Valid		
	ITS4	0.886	Valid		
	ITS5	0.896	Valid		
	ITS6	0.883	Valid		
	ITS7	0.809	Valid		

Table 1 shows that there are several indicators that have an outer loading value of less than 0.70 so they are categorized as invalid. According to Hair et al (2022), outer loading values in the range of 0.40 to 0.70 do not need to be excluded if the AVE value is not below 0.50 and the composite reliability value is below 0.60. After several indicators were removed, retesting was carried out with the following results:

Table 2. Actual Validity Test Results

Variable	Indicator	Outer Loading	Information	AVE	Composite Reliability
Compensation	CS1		Issued	0.659	0.885
	CS2	0.824	Valid		
	CS3	0.815	Valid		
	CS4		Issued		
	CS5	0.792	Valid		
	CS6		Issued		
	CS7		Issued		
	CS8	0.816	Valid		
Perceived Supervisor Support	PSS1	0.827	Valid	0.736	0.951
	PSS2	0.912	Valid		
	PSS3	0.888	Valid		
	PSS4	0.927	Valid		

Variable	Indicator	Outer Loading	Information	AVE	Composite Reliability
Career Development	PSS5	0.847	Valid	0.649	0.902
	PSS6	0.873	Valid		
	PSS7	0.712	Valid		
	CD1	0.835	Valid		
	CD2	0.874	Valid		
	CD3	0.786	Valid		
	CD4	0.783	Valid		
	CD5		Issued		
	CD6		Issued		
	CD7	0.746	Valid		
Job Satisfaction	JS1	0.853	Valid	0.674	0.935
	JS2	0.759	Valid		
	JS3	0.850	Valid		
	JS4	0.904	Valid		
	JS5		Issued		
	JS6		Issued		
	JS7	0.763	Valid		
	JS8	0.791	Valid		
	JS9		Issued		
	JS10		Issued		
	JS11	0.818	Valid		
	JS12		Issued		
Intention to Stay	ITS1	0.911	Valid	0.763	0.958
	ITS2	0.860	Valid		
	ITS3	0.866	Valid		
	ITS4	0.888	Valid		
	ITS5	0.896	Valid		
	ITS6	0.883	Valid		
	ITS7	0.809	Valid		

After re-testing the validity, it was found that all outer loading values were above 0.40 and the AVE value was above 0.50 so that the convergent validity test was valid.

Discriminant Validity

Discriminant validity is the extent to which a variable differs from other variables. A model is considered to have good discriminant validity when the squared AVE value of each independent variable exceeds the correlation relationship between that variable and other variables. In this research, the method used is heterotrait-monotrait ratio (HTMT) because it is considered more accurate than Fornell-Lacker (Hair et al, 2022). Indicators within a construct are considered to have discriminant validity if the HTMT between constructs or variables is <0.90 (Hair et al, 2022), in other words if the HTMT value is below 0.90 then it can be said to be valid.

Table 3. HTMT Test Results

Variable	Career Development	Compensation	Intention to Stay	Job Satisfaction	Perceived Supervisor Support
Career Development					
Compensation	0.656				
Intention to Stay	0.712	0.756			
Job Satisfaction	0.677	0.629	0.730		
Perceived Supervisor Support	0.638	0.609	0.653	0.883	

In table 3, it can be seen that all variables have values below 0.90 and have fulfilled the discriminant validity aspect. It can be concluded that all indicators in this research model have proven capable of measuring the targeted variables.

Reliability

Reliability testing is used to see the level of consistency of a measuring instrument if measurements are carried out twice or more on the same research. Accuracy and consistency of answers to each variable is needed in measuring each variable so that an instrument can be said to be reliable. The reliability test is carried out by looking at the composite reliability (rho_c) value which is expected to be more than 0.70 (Hair et al, 2022).

Table 4. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Composite Reliability
Career Development	4	0.864	0.902
Compensation	7	0.830	0.885
Intention to Stay	5	0.948	0.958
Job Satisfaction	7	0.936	0.935
Perceived Supervisor Support	7	0.939	0.951

In table 4 it can be seen that the Cronbach's alpha and composite reliability values for all constructs have exceeded the value of 0.70. This shows that all constructs have met reliability, so all variables in this research are reliable.

Inner Model

The structural model or inner model in this research defines the causal relationship between latent variables. This test is carried out to predict the relationship between latent variables by showing the direction of the relationship between latent variables. Before testing the hypothesis, model quality parameters such as variance inflation factor (VIF), R-square, f-square, Q-square, and Q-square prediction are also considered.

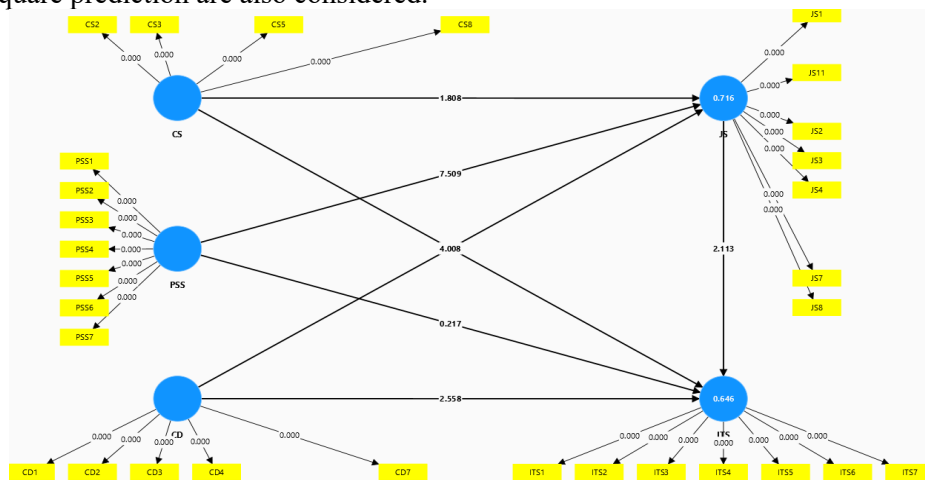


Figure 2. Inner Model Analysis Results

Multicollinearity

The multicollinearity test aims to test whether there is a strong correlation or relationship between two or more independent variables in a model. Multicollinearity is seen from the variance inflation factor (VIF), a VIF value of less than 3 is considered ideal, while a value above 5 indicates the possibility of multicollinearity problems in the research model. If the VIF value is in the range of 3 to 5, this indicates that the multicollinearity test provides an acceptable value or is still within acceptable limits.

Table 5 Multicollinearity Test Results

Variable	Intention to Stay	Job Satisfaction
<i>Career Development</i>	1,807	1,716
<i>Compensation</i>	1,710	1,674
<i>Intention to Stay</i>		
<i>Job Satisfaction</i>	3,527	
<i>Perceived Supervisor Support</i>	3,338	1,720

Based on table 5, it can be seen that the Variance Inflation Factor (VIF) value for all research variables does not exceed the value 5. This shows that there is no multicollinearity problem in the research model. This research model is considered acceptable.

Determinant Coefficient (R-Square)

The determinant coefficient or R-square test is carried out to find out how much the independent variable contributes to the dependent. If the R-square value is close to 1, it indicates that the independent variable can provide all the information needed to predict the dependent variable. The coefficient of determination describes the explanatory power and predictive accuracy of the research model. In the partial least square (PLS) method, the coefficient of determination is measured by considering the adjusted R-square value, the higher the value, the greater the influence of the independent variable on the dependent.

Table 6. R-square test results

Variables	R Square	R Square Adjusted
<i>Intention to Stay</i>	0.646	0.629
<i>Job Satisfaction</i>	0.716	0.706

Based on table 6, the R-square value for the intention to stay variable is 0.629. This shows that around 62.9% of the variation in the intention to stay variable can be explained by the independent variables in this research model, namely compensation, perceived supervisor support, career development, and job satisfaction. Meanwhile, the remaining 37.1% was influenced by other factors outside the research model. The R-square value for the job satisfaction variable is 0.706 or 70.6%. This shows that the job satisfaction variable in this research model is able to be influenced by the variables compensation, perceived supervisor support, career development and intention to stay. Meanwhile, the remaining 19.4% was influenced by other variables outside this research.

Effect size (F-Square)

The f-square test is carried out to determine whether there is a change in the R2 value when certain variables are removed from the model so that it can be seen whether the omitted variables have an impact on the research model construct. F-square analysis helps in evaluating the extent to which a particular construct contributes to the variability of the variables targeted in the research model. The f-square test provides data regarding the size of the effect as an assessment to assess the substantial impact of predictor variables. If the F-square value shows values of 0.02, 0.15, and 0.35, respectively, then these values represent small, medium, and large effects.

Table 7. F-square test results

Track	F Square	Information
CD → ITS	0.090	Little effect
CD → JS	0.053	Little effect
CS → ITS	0.206	Medium effect
CS → JS	0.021	Little effect
JS → ITS	0.082	Little effect
PSS → ITS	0.001	Little effect
PSS → JS	0.941	Great effect

The Influence of Compensation, Perceived Supervisor Support, and Career Development on Intention to Stay with Job Satisfaction as a Mediating Variable in XYZ Manufacturing Employees

Table 7 shows that the largest f-square value on the influence on intention to stay is compensation with a value of 0.206. This indicates that the compensation variable has sufficient influence in the research model. Meanwhile, perceived supervisor support has a large effect size on job satisfaction with a value of 0.941.

Predictive Relevance (Q2)

The predictive relevance test is a test carried out to evaluate the level of success in predicting the relevance of a variable. If the Q-square number is below 0.25 then the predictive ability is low, while a Q-square value of more than 0.50 indicates high predictive ability. The Q-square calculation process is carried out using the blindfolding method or in SmartPLS 4 it is carried out using PLSPredict/CVPAT.

Table 8. Predictive Relevance Test Results

Variable	Q2 (=1-SSE/SSO)
<i>Intention to Stay</i>	0.569
<i>Job Satisfaction</i>	0.689

In table 8 it can be seen that the Q-square value is more than 0.50, so it is assumed that the intention to stay and job satisfaction variables have strong predictive ability. The Q-square value of 0.569 for intention to stay indicates that this research model is able to explain around 56.9% of the variability in intention to stay based on additional independent variables, and the remaining 43.1% may be caused by other external factors. variables in this research model. The Q-square value of 0.689 for the job satisfaction variable shows that this research model has a strong level of ability in describing the relationship between variables, especially job satisfaction as a mediating variable.

Hypothesis testing

Analysis in hypothesis testing uses path coefficient assessment. The purpose of this test is to measure how much influence the variables in the research model have and the suitability of the direction of the calculation results to the previously proposed hypothesis. To carry out this test, bootstrapping was carried out using SmartPLS.

Table 9. Hypothesis Test Results

Hypothesis	Path Coefficient	Information
<i>H1: Compensation → Intention to stay</i>	0.353	Supported
<i>H2: Perceived Supervisor Support → Intention to Stay</i>	0.035	Supported
<i>H3: Career Development → Intention to Stay</i>	0.240	Supported
<i>H4: Compensation → Job Satisfaction</i>	0.101	Supported
<i>H5: Perceived Supervisor Support → Job Satisfaction</i>	0.677	Supported
<i>H6: Career Development → Job Satisfaction</i>	0.161	Supported
<i>H7: Compensation → Job Satisfaction → Intention to Stay</i>	0.032	Supported
<i>H8: Perceived Supervisor Support → Job satisfaction → Intention to Stay</i>	0.216	Supported
<i>H9: Career Development → Job Satisfaction → Intention to Stay</i>	0.051	Supported
<i>H10: Job Satisfaction → Intention to Stay</i>	0.320	Supported

Based on table 9, it can be concluded that of the ten hypotheses proposed in the research framework, all hypotheses show positive coefficient values in line with the proposed hypothesis.

The Influence of Compensation on Intention to Stay

In statistical analysis, the null hypothesis (H0) and alternative hypothesis (H1) will be tested based on the statistical results found. In this context, the theoretical hypothesis used is that "compensation has a positive influence on intention to stay". To test this hypothesis, a statistical hypothesis can be formulated as follows:

- a) H0 (Null Hypothesis): There is no positive influence between compensation on intention to stay ($\beta=0$).
- b) H1 (Alternative hypothesis): There is a positive influence between compensation on intention to stay ($\beta\neq 0$).

The path coefficient value of 0.353 indicates that there is a positive influence on compensation and intention to stay so that H0 is rejected and H1 is accepted. Referring to the path coefficient value, it is known that an increase in one unit of compensation will increase the intention to stay by 0.353. These data show that compensation has a positive relationship with intention to stay.

The influence of perceived supervisor support on intention to stay

In statistical analysis, the null hypothesis (H0) and alternative hypothesis (H1) will be tested based on the statistical results found. In this context, the theoretical hypothesis used is that "perceived supervisor support has a positive influence on intention to stay". To test this hypothesis, a statistical hypothesis can be formulated as follows:

- a) H0 (Null Hypothesis): There is no positive influence between perceived supervisor support on intention to stay ($\beta=0$).
- b) H1 (Alternative hypothesis): There is a positive influence between perceived supervisor support on intention to stay ($\beta\neq 0$).

The path coefficient value of 0.035 indicates that there is a positive influence on perceived supervisor support and intention to stay so that H0 is rejected and H1 is accepted. Referring to the path coefficient value, it is known that an increase in one unit of perceived supervisor support will increase the intention to stay by 0.035. These data show that perceived supervisor support has a positive relationship with intention to stay.

The Influence of Career Development on Intention to Stay

In statistical analysis, the null hypothesis (H0) and alternative hypothesis (H1) will be tested based on the statistical results found. In this context, the theoretical hypothesis used is that "career development has a positive influence on intention to stay". To test this hypothesis, a statistical hypothesis can be formulated as follows:

- a) H0 (Null Hypothesis): There is no positive influence between career development on intention to stay ($\beta=0$).
- b) H1 (Alternative hypothesis): There is a positive influence between career development on intention to stay ($\beta\neq 0$).

The path coefficient value of 0.240 indicates that there is a positive influence on career development and intention to stay so that H0 is rejected and H1 is accepted. Referring to the path coefficient value, it is known that an increase of one career development unit will increase the intention to stay by 0.240. These data show that career development has a positive relationship with intention to stay.

The Effect of Compensation on Job Satisfaction

In statistical analysis, the null hypothesis (H0) and alternative hypothesis (H1) will be tested based on the statistical results found. In this context, the theoretical hypothesis used is that "compensation has a positive influence on job satisfaction". To test this hypothesis, a statistical hypothesis can be formulated as follows:

- a) H0 (Null Hypothesis): There is no positive influence between compensation on job satisfaction ($\beta=0$).
- b) H1 (Alternative hypothesis): There is a positive influence between compensation on job satisfaction ($\beta\neq 0$).

The path coefficient value of 0.101 indicates that there is a positive influence on compensation and job satisfaction so that H0 is rejected and H1 is accepted. Referring to the path coefficient value, it is known that an increase in one unit of compensation will increase job

satisfaction by 0.101. These data show that compensation has a positive relationship with job satisfaction.

The Influence of Perceived Supervisor Support on Job Satisfaction

In statistical analysis, the null hypothesis (H0) and alternative hypothesis (H1) will be tested based on the statistical results found. In this context, the theoretical hypothesis used is that "perceived supervisor support has a positive influence on job satisfaction". To test this hypothesis, a statistical hypothesis can be formulated as follows:

- a) H0 (Null Hypothesis): There is no positive influence between perceived supervisor support on job satisfaction ($\beta=0$).
- b) H1 (Alternative hypothesis): There is a positive influence between perceived supervisor support on job satisfaction ($\beta\neq0$).

The path coefficient value of 0.677 indicates that there is a positive influence on perceived supervisor support and job satisfaction so that H0 is rejected and H1 is accepted. Referring to the path coefficient value, it is known that an increase in one unit of perceived supervisor support will increase job satisfaction by 0.677. These data show that compensation has a positive relationship with job satisfaction.

The Influence of Career Development on Job Satisfaction

In statistical analysis, the null hypothesis (H0) and alternative hypothesis (H1) will be tested based on the statistical results found. In this context, the theoretical hypothesis used is that "career development has a positive influence on job satisfaction". To test this hypothesis, a statistical hypothesis can be formulated as follows:

- a) H0 (Null Hypothesis): There is no positive influence between career development and job satisfaction ($\beta=0$).
- b) H1 (Alternative hypothesis): There is a positive influence between career development and job satisfaction ($\beta\neq0$).

The path coefficient value of 0.161 indicates that there is a positive influence on career development and job satisfaction so that H0 is rejected and H1 is accepted. Referring to the path coefficient value, it is known that an increase of one career development unit will increase job satisfaction by 0.161. These data show that compensation has a positive relationship with job satisfaction.

The influence of Compensation on Intention to Stay is mediated by Job Satisfaction

In statistical analysis, the null hypothesis (H0) and alternative hypothesis (H1) will be tested based on the statistical results found. In this context, the theoretical hypothesis used is that "compensation has a positive influence on intention to stay which is mediated by job satisfaction". To test this hypothesis, a statistical hypothesis can be formulated as follows:

- a) H0 (Null Hypothesis): There is no positive influence between compensation on intention to stay which is mediated by job satisfaction ($\beta=0$).
- b) H1 (Alternative hypothesis): There is a positive influence between compensation on intention to stay which is mediated by job satisfaction ($\beta\neq0$).

The path coefficient value of 0.032 indicates that there is a positive influence on compensation and intention to stay which is mediated by job satisfaction so that H0 is rejected and H1 is accepted. Referring to the path coefficient value, it is known that an increase in one unit of compensation will increase the intention to stay which is mediated by job satisfaction by 0.032. These data show that compensation has a positive relationship with intention to stay which is mediated by job satisfaction.

The influence of Perceived Supervisor Support on Intention to Stay is mediated by Job Satisfaction

In statistical analysis, the null hypothesis (H0) and alternative hypothesis (H1) will be tested based on the statistical results found. In this context, the theoretical hypothesis used is that "perceived supervisor support has a positive influence on intention to stay which is mediated by job satisfaction". To test this hypothesis, a statistical hypothesis can be formulated as follows:

- a) H0 (Null Hypothesis): There is no positive influence between perceived supervisor support on intention to stay which is mediated by job satisfaction ($\beta=0$).
- b) H1 (Alternative hypothesis): There is a positive influence between perceived supervisor support on intention to stay which is mediated by job satisfaction ($\beta\neq 0$).

The path coefficient value of 0.216 indicates that there is a positive influence on perceived supervisor support and intention to stay which is mediated by job satisfaction so that H0 is rejected and H1 is accepted. Referring to the path coefficient value, it is known that an increase in one unit of perceived supervisor support will increase the intention to stay which is mediated by job satisfaction by 0.216. These data show that perceived supervisor support has a positive relationship with intention to stay which is mediated by job satisfaction.

The influence of Career Development on Intention to Stay mediated by Job Satisfaction

In statistical analysis, the null hypothesis (H0) and alternative hypothesis (H1) will be tested based on the statistical results found. In this context, the theoretical hypothesis used is that "career development has a positive influence on intention to stay which is mediated by job satisfaction". To test this hypothesis, a statistical hypothesis can be formulated as follows:

- a) H0 (Null Hypothesis): There is no positive influence between career development on intention to stay which is mediated by job satisfaction ($\beta=0$).
- b) H1 (Alternative hypothesis): There is a positive influence between career development on intention to stay which is mediated by job satisfaction ($\beta\neq 0$).

The path coefficient value of 0.051 indicates that there is a positive influence on career development and intention to stay which is mediated by job satisfaction so that H0 is rejected and H1 is accepted. Referring to the path coefficient value, it is known that an increase of one career development unit will increase the intention to stay which is mediated by job satisfaction by 0.051. These data show that career development has a positive relationship with intention to stay which is mediated by job satisfaction.

The Influence of Job Satisfaction on Intention to Stay

In statistical analysis, the null hypothesis (H0) and alternative hypothesis (H1) will be tested based on the statistical results found. In this context, the theoretical hypothesis used is that "job satisfaction has a positive influence on intention to stay". To test this hypothesis, a statistical hypothesis can be formulated as follows:

- a) H0 (Null Hypothesis): There is no positive influence between job satisfaction and intention to stay ($\beta=0$).
- b) H1 (Alternative hypothesis): There is a positive influence between job satisfaction and intention to stay ($\beta\neq 0$).

The path coefficient value of 0.320 indicates that there is a positive influence on job satisfaction and job satisfaction so that H0 is rejected and H1 is accepted. Referring to the path coefficient value, it is known that a one unit increase in job satisfaction will increase the intention to stay by 0.320. These data show that job satisfaction has a positive relationship with intention to stay.

Importance – Performance Analysis (IPMA)

Importance-performance analysis (IPMA) is used to identify the most important variables and indicators that have the best performance, and influence the dependent variable or target construct in the research model. In IPMA analysis, two axes will be formed, namely the x-axis and the y-axis. The x-axis contains the importance value obtained from the total effect value and

The Influence of Compensation, Perceived Supervisor Support, and Career Development on Intention to Stay with Job Satisfaction as a Mediating Variable in XYZ Manufacturing Employees

the y-axis contains the average value. The value of the effect size is used as a reference for dividing the IPMA analysis results into quadrants. The purpose of this analysis is to identify factors that have shown poor performance and require improvement.

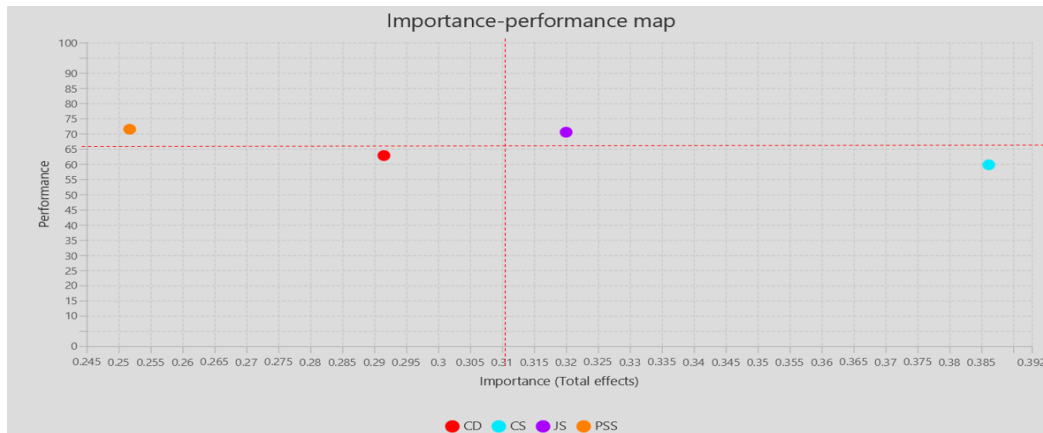


Figure 3. IPMA construct result

From Figure 3, it can be found that the job satisfaction variable is at the top right of the image, which indicates that this variable is very important and shows high performance. Thus, the higher the employee's job satisfaction, the higher the intention to stay they feel.

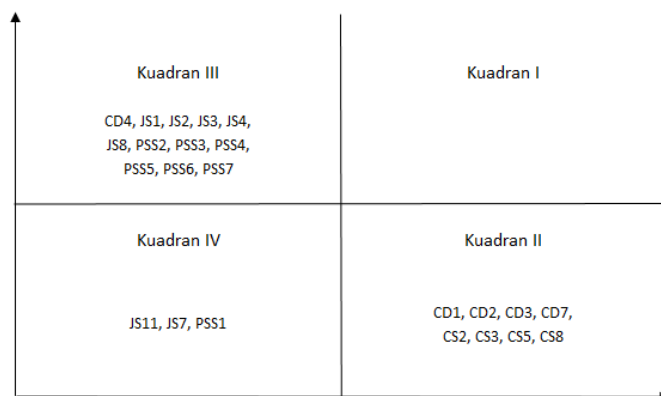


Figure 4. IPMA indicator results

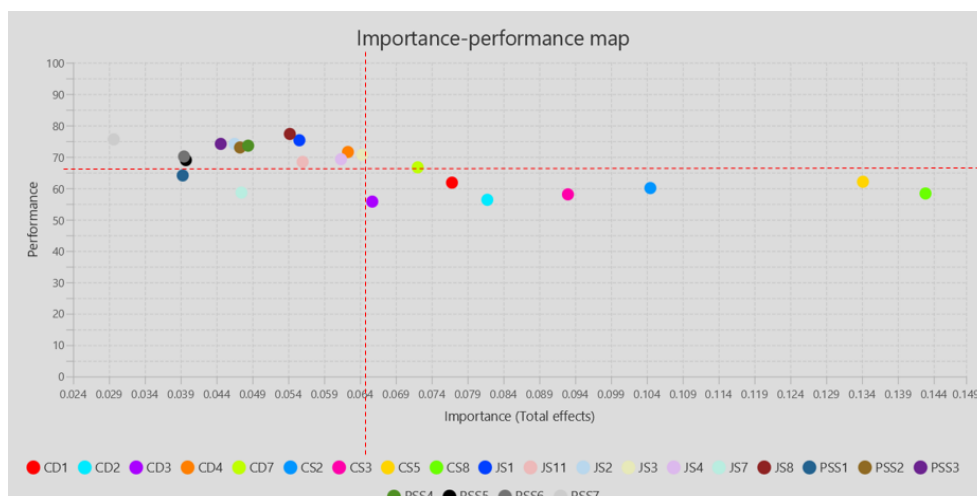


Figure 5. IPMA indicator quadrant

Figure 5 shows the results of indicators that show the level of importance and performance of various variables. These factors are distributed across quadrants and indicate their level of importance and performance. In the figure, it is found that the indicators in this research are divided into four quadrants. The indicators in the top right group are considered very important because they produce a large effect size and good performance, therefore they are grouped in quadrant I. Variables in quadrant I are variables that need to be maintained because they have good performance. Quadrant II is in the bottom right group and is considered quite important but could become the next priority if the indicators in quadrant I have been improved. The indicators in the left group are indicators that are considered not very important because they have a low effect size. In quadrant III, although it produces quite high performance, the effect is not very significant. Quadrant IV has small effect size and performance values.

Discussion

The purpose of this research is to empirically test the research model in the context of compensation, perceived supervisor support, career development, job satisfaction and intention to stay for XYZ manufacturing employees. Based on the research framework that has been prepared, there are ten hypotheses that will be tested. The results of the hypothesis test showed a positive effect, indicating that the ten hypotheses were supported in this research. Structural analysis also shows that based on the r-square and q-square values, this research model has a good level of predictive relevance.

The research results show that the variable that has the most influence on intention to stay is compensation of 0.353, followed by job satisfaction of 0.320. Meanwhile, regarding job satisfaction, the most influential variable is perceived supervisor support at 0.677. This figure shows that the higher the compensation felt by employees, the higher the intention to stay as well as the perceived job satisfaction. The higher the job satisfaction, the higher the employee's intention to stay. Apart from that, high perceived supervisor support is also followed by high job satisfaction felt by employees. The findings of this research show the importance of these variables in increasing employees' intention to stay.

Hypothesis 1 in this study tests the effect of compensation on intention to stay. The research results show that compensation has a positive influence on intention to stay. This indicates that if the company wants to increase intention to stay, employee compensation needs to be increased. The results of this research are also in line with research conducted by Aman-Ullah et al., (2023) where individuals who feel satisfied with the compensation they receive will tend to choose to stay with the company where they work. Juariyah et al (2020) stated the same thing that compensation is one of the factors that influences someone to stay with their organization.

Hypothesis 2 in this study tests the influence of perceived supervisor support on intention to stay. The research results show that perceived supervisor support has a positive influence on intention to stay. An indication of this result is that if employees feel they have support from their superiors, their tendency to stay with the company increases. Research conducted by Chami-Malaeb (2022) on nurses regarding *perceived supervisor support* gave similar results in this study where perceived superior support can help a person's tendency to move.

Hypothesis 3 in this study tests the influence of career development on intention to stay. The research results show that career development has a positive influence on intention to stay. With career development, organizations can develop and plan career development so that employee turnover rates decrease. Research conducted by Rahayu et al (2019) shows that employees who feel that their talents are supported and appreciated by the company tend not to look for other jobs.

Hypothesis 4 in this study tests the effect of compensation on job satisfaction. The research results show that compensation influences job satisfaction. Employees who feel that they receive sufficient salary will feel satisfied with their work and this is in line with research results. Sinuruya & Ekawati (2023) found that compensation and job satisfaction have a positive relationship, the higher the compensation, the level of satisfaction increases. Aman-Ullah et al (2023) in their

research stated that fair and adequate compensation has a positive impact on job satisfaction. Employees who feel appreciated will be more motivated.

Hypothesis 5 in this study tests the influence of perceived supervisor support on job satisfaction. The results of this research indicate that perceived supervisor support has a positive influence on job satisfaction. The results of research conducted by Afzal et al (2010) show that superior support helps employees develop a positive attitude towards the company which ultimately also improves performance. Winarto and Chalidyanto (2020) in their research stated that employees who feel satisfied are employees who receive support from their superiors.

Hypothesis 6 in this study tests the influence of career development on job satisfaction. The research results show that career development has a positive influence on job satisfaction. Feriyadit et al (2024) found that career development has the potential to increase a person's job satisfaction. Employees who are more satisfied with their careers feel their goals are fulfilled. Achmad et al (2023) also found similar results that career development influences job satisfaction. Job satisfaction is the result of a person's career development(Ashraf, 2019).

Hypothesis 7 in this study tests the effect of compensation on intention to stay which is mediated by job satisfaction. The research results show that compensation mediated by job satisfaction has a positive influence on intention to stay. This is in line with research conducted by Fransinatra & Asyik (2023), Aman-Ullah et al (2023) that compensation has a contribution to a person's intention to stay. Agustine & Nawangsari (2020) conducted the same research with job satisfaction as a mediating variable and found that compensation had a negative effect on turnover. This is in line with research results that employees who are satisfied with compensation will also feel satisfied with their work and this will influence their intention to stay at the company.

Hypothesis 8 in this study tests the influence of perceived supervisor support on intention to stay which is mediated by job satisfaction. The research results show that perceived supervisor support mediated by job satisfaction has a positive influence on intention to stay. Perceived supervisor support influences a person's commitment to their organization (Winarto & Chalidyanto, 2020). Alkhateri & Nusari (2018) revealed that job satisfaction can mediate the influence of superior support on nurses' turnover intention and the same thing can be seen in the results of this study. Dhir et al (2020) also found that employees who feel supported by their superiors tend to have satisfaction at work and this influences loyalty to the organization.

Hypothesis 9 in this study tests the influence of career development on intention to stay which is mediated by job satisfaction. The research results show that career development mediated by job satisfaction has a positive influence on intention to stay. Job satisfaction reduces employees' tendency to move. Jena & Nayak (2023) found that career development provided by the organization increased employee job satisfaction. This encourages employees to stay with their current organization.

Hypothesis 10 in this study tests the influence of job satisfaction on intention to stay. The research results show that job satisfaction has a positive influence on intention to stay. Employees who are satisfied with their jobs and other related aspects have a lower tendency to move from their jobs (Azis et al, 2019) and this is in line with the results of this research. The results of this research are also in line with those conducted by Thakur & Arora (2022) that employees who feel satisfied with their work will tend to feel comfortable and therefore choose to stay at their job.

Conclusion

This research illustrates that in the context of the manufacturing industry, the challenge of retaining employees is important. Based on the results of the research conducted, the following conclusions were obtained: (1) *Compensation* has a positive influence on intention to stay. (2) *Perceived supervisor support* has a positive influence on intention to stay. (3) *Career development* has a positive influence on intention to stay. (4) *Compensation* has a positive influence on job satisfaction. (5) *Perceived supervisor support* has a positive influence on intention to stay. (6) *Career development* has a positive influence on intention to stay. (7) *Compensation* which is mediated by job satisfaction has a positive influence on intention to stay.

(8) *Perceived supervisor support* which is mediated by job satisfaction has a positive influence on intention to stay. (9) *Career development* which is mediated by job satisfaction has a positive influence on intention to stay. And (10) *Job satisfaction* has a positive influence on intention to stay.

Compensation that is adequate and appropriate to employee contributions is an important factor in retaining employees. Employees will feel appreciated and motivated to continue working at the company if they receive compensation that is commensurate with their performance and responsibilities. Apart from that, the opportunity to develop a career is a very important factor for employees. Employees want opportunities to grow and develop professionally. If the company provides a good career development program, this will increase employee satisfaction and loyalty. Supervisor support can also influence the level of employee satisfaction and loyalty to the company. Leaders who are able to create a positive work environment, provide support, and appreciate employee contributions will make employees feel valued and committed to the company.

BIBLIOGRAPHY

- Afzal, S., Arshad, M., Saleem, S., & Farooq, O. (2019). The impact of perceived supervisor support on employees' turnover intention and task performance: Mediation of self-efficacy. *Journal of Management Development*, 38(5), 369–382. <https://doi.org/10.1108/JMD-03-2019-0076>
- Aisyiah, F., & Khoirunnisa, R. (2022). *Effect Of Training, Career Development, Compensation, And Performance Appraisal On Employee Intention To Stay*. <https://doi.org/10.4108/eai.10-8-2022.2320822>
- Aman-Ullah, A., Aziz, A., Ibrahim, H., Mehmood, W., & Aman-Ullah, A. (2023). The role of compensation in shaping employee's behaviour: a mediation study through job satisfaction during the Covid-19 pandemic. *Revista de Gestão*, 30(2), 221–236.
- Ashraf, M. A. (2019). The mediating role of work atmosphere in the relationship between supervisor cooperation, career growth and job satisfaction. *Journal of Workplace Learning*, 31(2), 78–94. <https://doi.org/10.1108/JWL-12-2017-0113>
- Bandyopadhyay, C., & Srivastava, K. B. L. (2023). Strength of HR signals and intent to stay: mediating role of psychological contract fulfillment. *Evidence-Based HRM*, 11(3), 501–518. <https://doi.org/10.1108/EBHRM-12-2021-0251>
- Chami-Malaeb, R. (2022). Relationship of perceived supervisor support, self-efficacy and turnover intention, the mediating role of burnout. *Personnel Review*, 51(3), 1003–1019. <https://doi.org/10.1108/PR-11-2019-0642>
- Febriyanthy, P. A., & Sary, F. P. (2024). The Effect Of Career Development And Work Life Balance Toward Intention To Stay On Generation Z In Bandung Raya. *Asian Journal of Management, Entrepreneurship and Social Science*, 4(01), 1109–1120.
- Ghosh, P., Satyawadi, R., Prasad Joshi, J., & Shadman, M. (2013). Who stays with you? Factors predicting employees' intention to stay. *International Journal of Organizational Analysis*, 21(3), 288–312.
- Hazeen Fathima, M., & Umarani, C. (2023). Fairness in human resource management practices and engineers' intention to stay in Indian construction firms. *Employee Relations*, 45(1), 156–171. <https://doi.org/10.1108/ER-07-2021-0308>
- Houssein, A., Singh, J., & Arumugam, T. (2020). Retention of Employees through Career Development, Employee Engagement and Work-life Balance: An Empirical Study among Employees in the Financial Sector in Djibouti, East Africa. *Global Business and Management Research: An International Journal*, 12(3), 17–32.
- Juariyah, L., Hendra Wardana, T., & AP, A. H. (2020). Factors Analysis of Employees' Intention to Stay in Chemical Manufacturing. *KnE Social Sciences*, 2020, 394–406. <https://doi.org/10.18502/kss.v4i9.7339>
- Knezović, E., & Neimarlija, I. (2023). Organizational justice and employees' intention to stay:

The Influence of Compensation, Perceived Supervisor Support, and Career Development on Intention to Stay with Job Satisfaction as a Mediating Variable in XYZ Manufacturing Employees

- the mediating role of job satisfaction. *Evidence-Based HRM*, 11(1), 1–18. <https://doi.org/10.1108/EBHRM-07-2021-0156>
- Malik, P., & Malik, P. (2023). Should I stay or move on—examining the roles of knowledge sharing system, job crafting, and meaningfulness in work in influencing employees' intention to stay. *Journal of Organizational Effectiveness*. <https://doi.org/10.1108/JOEPP-08-2022-0229>
- Musawer, A. (2021). Factors Influencing Employess Intention To leave Job(Kabul, Afghanistan Private Universities 2021). *International Journal of Innovations in Engineering Research and Technology*, 8(2), 43–53.
- Popescu, C., Georgescu, A. R., & Grapă, B. G. (2019). The Role and the Importance of Human Resources in Obtaining Organization Performances. *Valahian Journal of Economic Studies*, 10(1), 79–88. <https://doi.org/10.2478/vjes-2019-0008>
- Rahayu, M., Rasid, F., & Tannady, H. (2019). International Review of Management and Marketing The Effect of Career Training and Development on Job Satisfaction and its Implications for the Organizational Commitment of Regional Secretariat (SETDA) Employees of Jambi Provincial Government. *International Review of Management and Marketing*, 9(1), 79–89.
- Sukri, S. F., Ngah, A. H., & Yiaw, M. T. B. (2023). To stay or not to stay: the mediation roles of job satisfaction and organization commitment among women in logistics industry. *Acta Logistica*, 10(1), 35–46. <https://doi.org/10.22306/al.v10i1.346>
- Winarto, Y., & Chalidyanto, D. (2020). Perceived supervisor support and employee job satisfaction in private hospital. *EurAsian Journal of BioSciences Eurasia J Biosci*, 14(March), 2793–2797.
- Zaki Azzuhairi, A., Budi Eko Soetjipto, & Puji Handayati. (2022). The Effect of Compensation and Work Motivation on Intention to Stay Through Job Satisfaction and Organizational Commitment to Employees. *International Journal Of Humanities Education and Social Sciences (IJHESS)*, 2(3), 712–729. <https://doi.org/10.55227/ijhess.v2i3.284>

Copyright holder:

Monika Teresia, Ardi, Richard Andre Sunarjo (2024)

First publication rights:

Syntax Literate: Jurnal Ilmiah Indonesia

This article is licensed under:

