

The Effect Of Career Development, Organizational Culture On Job Satisfaction And Its Impact On Turnover Intention At Pt Xyz Bandung

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Abstract.

The purpose of this study aims to determine the effect of career development, organizational culture on Job Satisfaction and its Impact on Turnover Intention at PT XYZ Bandung. The analytical method used in this study is the Structural Equation Modeling (SEM) method using SmartPLS software. program. This research is included in quantitative research with data collection methods in the form of questionnaires and survey. The research held at PT XYZ Bandung with 140 sample people. The statistical test results all hypotheses are accepted. Based on the results it shows that the research model produces a positive t-statistics value and the t-table = df (n-k) is 1.656. It can be concluded that the greater the value of an exogenous variable on an endogenous variable, the stronger the effect. As for the indirect effect of the largest endogenous variable is on the variable Career development (5.045) and organizational culture (4.528). The significance level used in this study is 5%. Therefore, if the p-values < 0.05 then the hypothesis is accepted while if the p-values > 0.05 then the hypothesis is rejected. Based on the table above, the results show that all hypotheses are accepted.

Keywords: Career Development, Organizational culture, Job satisfaction and Turnover Intention.

I. INTRODUCTION

In the era of revolution 4.0, global competition is getting tougher, every business organization is required to increase excellence in winning the competition. In winning global competition, a company if it wants to succeed today must be able to design human resources that have the ability and are responsive to changes in the business world to come (Nurjaman et al, 2020). The success of the company does not entirely depend on the manager or management of the company, but also on the involvement of employees in the activities and achievement of company goals (Soekiman, 2007). The quality of human resources will ultimately affect the country's competitiveness to compete in global and international markets. In maintaining human resources is not easy in this case the development of superior human resources in increasing a capacity and quality in the organization is a common task. One of the efforts to achieve the desired target or goal of the company is to minimize the level of employee turnover by paying attention to all the factors that cause employees' desire to move (Simanjuntak & Rahardja, 2013). There is a lot of literature that discusses the phenomenon of turnover intention. Nafiudin & Umdiana, (2017) explain that Turnover intention is a person's intention to leave work and look for another better job in the future. It is easy to understand that the intention to move is the result of an individual's evaluation of the continuation of his working relationship with the company which has not yet been realized in the act of leaving the company (Dwi hasono et al, 2022). Employee turnover where entry and exit in a company is an important phenomenon.

A significant level of employee Turnover Intention can be a benchmark that is often used as an indication of a fundamental problem in a company (Hasyim and Jayantika, 2021). A phenomenon of employee entry and exit will have an impact that can be positive or even vice versa negative, therefore it is a matter of concern in the organization, where HR is managed properly in order to achieve goals effectively and can maintain potential HR so that it will not have an impact on the desire to leave an organization (Yasar and Nugraheni, 2017). Based on data from the company shows a high level of turnover intention. Turnover intention is also a problem faced by PT XYZ. PT XYZ is a company engaged in the food and beverage industry located in Bandung. This research was conducted at the head office in Bandung. According to Putra and Utama (2017) the turnover rate is above 10 percent, so turnover in the company is categorized as high.

According to Gillies in (Susilo and Satrya, 2019) the percentage of turnover can be said to be normal if it reaches 5-10% per year, however, if more than 10% percentage of the number of employees, turnover intention is said to be high. Based on the above statement, the percentage of employee resignation or turnover in table 1.1 can be categorized as having a high value, which is above 10% each year.

Table 1. Employee turnover at PT.XYZ company

Year	Numbers of employees	Semesters 1	Semesters 2	Turnover	Persentase
2019	113	25	30	55	49%
2020	142	12	8	20	14%
2021	213	34	45	79	37%

Source: The data from company 2023

Based on the table above, it shows that every year PT.XYZ experiences a high turnover rate. Seen in 2019 it has a value of 49% of total employees, then in 2020 it dropped to 14% of total employees, and in 2021 it rose again to 37% of total employees. The table above also shows the highest number of employees who resigned in 2021, reaching 79 employees out of 213 total employees. Based on research conducted by Mitrovska and Eftimov, the turnover rate is shown by referring to the LTO (Labor Turnover Rate). LTO is calculated based on a one-year period. LTO rates that reach more than 10% are categorized as high based on the results of turnover in a company (Susanti and Halilah, 2019). This shows a fluctuating percentage value but still above 10% which indicates a high turnover value. The following is a clustered column that illustrates the fluctuation of employee turnover value at PT XYZ. Based on previous research, there are several factors that influence turnover intention. Basically, turnover intention can arise because there are many factors that play a role including the level of job satisfaction, how compensation is applied by the company, and career development (Kumbara, 2018). According to Dyastati and Sarsono (2020) explained that there is a very significant correlation between career development and turnover intention in employees. Research conducted at PT. XYZ uses the Career Development variable as the dependent variable. Apart from career development, according to Johartono and Retnaningtyas in (Angelina et al, 2020) another factor that determines turnover intention is organizational culture. The company's organizational culture is an important thing that needs attention, because it reflects the characteristics and image of the organization.

According to Robbins and Judge (2016) Culture has a role in setting boundaries for other organizations, culture brings a sense of identity to organizational members, culture facilitates commitment to a broader area than one's individual interests, culture can increase system stability, culture serves as a meaning-making and control mechanism that guides shaping employee attitudes and behavior. According to Hoftside in habib et al (2014) Organizational culture is a set of beliefs, values, work styles, and relationships that distinguish one organization from another. According to Hermawan et al (2015) that Organizational Culture has a significant influence on Employee Job Satisfaction. In the object of this research, PT XYZ has a turnover intention value that can be said to be relatively high, based on previous research on the level of satisfaction of employees in the company. Research at PT.XYZ uses job satisfaction variables as the dependent variable. From the above definitions, it can be said that job satisfaction is a pleasant or unpleasant emotional condition when employees view the work they have done. Another thing that affects an employee's turnover intention is because he is dissatisfied with his current workplace. The causes of this dissatisfaction can vary, namely because of career development, the company's organizational climate, company culture, salaries that are considered insufficient, poor relations with superiors, work stress due to high workloads, compensation provided by the company and inappropriate work (Yasar and Nugraheni, 2017). Therefore, the authors are interested in writing and conducting further research on the impact of career development and organizational culture on job satisfaction and its impact on turnover intention with the following research title. "The effect of career development, organizational culture on job satisfaction and its impact on turnover intention at PT XYZ".

II. BASIC THEORY AND FRAMEWORK

2.1 Human Resources Management

Mondy (Widyawati, 2019) Human Resource Management (HRM) is the use of individuals to achieve organizational goals. The process of acquiring, training, assessing, and compensating employees, and paying attention to their labor relations, health and safety, and justice concerns (Dessler, 2020: 10). From the various definitions of HRM that have been explained above, it can be seen that human resource management is one way for organizations to manage the existing human element, with the intention of the organization in achieving organizational goals. The management of people's resources focuses on efforts to manage all the potential of human resources who work as efficiently as possible in the organization, this is done because the existence of people resources makes a major contribution to achieving organizational goals.

2.1 Career Deevlopment

According to Tampubolon et al (2015) Career development is a process of several activities designed to improve the ability of individual employees to plan current and future careers, followed by a series of training activities, promotions and transfers and equipped with preparing the requirements that employees must have to achieve career advancement. Based on the above understanding, it can be said that career development is a series in an organization where employees can develop their careers, and the organization plays a very important role in the career development of an individual. According to Wahyudi in (Tampubolon et al, 2015) the dimensions of career development are:

1. Assessment and evaluation

The company conducts career assessments and evaluations that are transparent and carried out regularly. Discipline and responsibility factors are also very important.

2. Work Achievement

The implementation of career development improves the work performance of company employees.

3. Educational background

The level of education is one of the main requirements in career development.

4. Training that has been followed

The company always provides training opportunities to develop careers. With career development, it can indirectly reduce the level of employee work accidents.

5. Work Experience

Employees are expected through career development to be able to work together in a team based on mutual respect and respect.

6. Loyalty to employees

The company gives trust to company employees.

Based on the theory above, there are several dimensions regarding career development including assessment and evaluation, work performance, educational background, training that has been followed, work experience, and loyalty to employees.

2.2 Organizational Culture

Organizational culture is a habit that occurs within the scope of organizational work and is a characteristic of the organization itself. According to Edison et al (2016: 119) Organizational culture is the result of a process of melting and melting the cultural style and / or behavior of each individual brought before into a new norm and philosophy, which has energy and group pride in dealing with something and a certain goal. Based on the theories above, organizational culture is a characteristic and characteristic of an organization and individuals in it where values are used as a pattern applied in the company. Where each organization has different organizational cultural values that it applies.

According to Denison in Muttaqin and Wahyuningtyas (2017) in organizational effectiveness, there are four dimensions of organizational culture, among others:

1. Involvement

Organizational culture has a "high commitment" character. encourages employee participation and creates a sense of belonging and responsibility This occurs informally and implicitly, explicitly, and through bureaucracy. Involvement can be measured in 3 indicators: Empowerment, Team Orientation, Capability and Development

2. Consistency

Companies are also more efficient when the organizational culture is more consistent, more coordinated and integrated. consistency is the main source of integration, coordination and control. There are 3 indicators in consistency: Core Value, Agreement, Coordination and Intergration.

3. Adaptability

Organizations have norms and beliefs that support the company's ability to accept, interpret and translate evidence from the environment of internal behavioral changes. There are 3 indicators in adaptation: Creating change, Customer Focus, Organizational Learning.

4. Mission

A successful company has a clear direction and purpose that determines the company's goals, the strategic plan expresses a vision of what will happen in the future. The 2 indicators of the mission are:

Goals and Objectives, Vision.

2.3 Job Satisfaction

According to Handoko in (Akbar and Sari, 2021) job satisfaction is a pleasant or unpleasant emotional state in which employees consider their work. According to Edison et al (2016:213) Job satisfaction is a set of employee feelings about things that are pleasant or not about the work they face. Based on the theory of the experts above, it can be concluded that it is an attitude arising from various factors in the organization regarding what they feel when working in the organization where if employees are satisfied with their work, it will affect their contribution to the company but if they are not satisfied, they will contribute less to the company.

Meanwhile, the dimensions of job satisfaction according to Luthan in Akbar and Sary (2021) explain that job satisfaction indicators are assessed based on the following:

1. The work itself

Job satisfaction itself is the main source of satisfaction, where the job provides interesting tasks, opportunities to learn, opportunities to accept responsibility and progress for employees.

2. Salary

Salary as a motivational factor in job satisfaction is the amount of wages or money received.

3. Promotion Opportunities

Promotion opportunities are opportunities to advance in the organization.

4. Supervision

Supervision is the ability of superiors to provide technical assistance and behavioral support.

5. Coworkers

In general, cooperative coworkers are the simplest source of job satisfaction in individual employees.

2.4 Turnover Intention

According to Robbins (Yasar and Nugraheni, 2020) Turnover Intention is the desire from within an employee to leave or resign from where they work. According to Robbins and Juges (2018: 44) say that turnover intention is a state of employee withdrawal in an attempt to separate themselves from the organization. Based on the theories of the experts above, it can be concluded that turnover intention can occur in an organization, there are good and bad effects as long as it does not exceed the average turnover. Turnover intention itself is a desire of an employee to resign or leave his job.

Dimensions of Turnover intention According to Kartono in Moslem and Sary (2020) the dimensions of turnover are:

1. Intention to Quit is behavior that reflects the individual's intention to leave the company.

2. Looking for a New Job (Job Search) is the behavior of employees who are looking for a new job outside the current job.

3. Thinking of Quit is the thought that employees have of leaving the company.

Based on the theory above, there are several dimensions of Turnover intention, namely Intention to quit, job search, and Thinking of quit.

2.5 Research Hypothesis and Framework

2.5.1 Research Hypothesis

According to Sujarweni (2021: 62) argues that the hypothesis is a temporary answer regarding the objectives of the research derived from the framework that has been made. Based on the background, framework, and previous research previously described, the hypotheses in this study are as follows:

H1: Career development (X1) has a significant effect on job satisfaction (Y1)

H2: Organizational culture (X2) has a significant effect on job satisfaction (Y1)

H3: Career development (X1) has a significant effect on Turnover Intention (Y2)

H4: Organizational culture (X2) has a significant effect on Turnover Intention (Y2)

H5: Job satisfaction (Y1) has a significant effect on Turnover Intention (Y2)

2.6.2 Framework

Based on the theory and previous research that has been presented that there is a relationship between career development and organizational culture, and there is an influence of career development and organizational culture on job satisfaction and its impact on turnover intention, it can be described in the research model as follows:

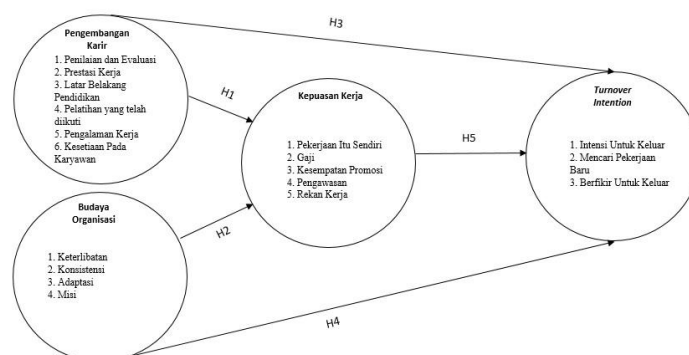


Fig 1. Framework#

III. METHODS

The data collection method used in this research is using questionnaire and investigation casual. This study uses a quantitative approach where the data that used include primary and secondary data. Primary data was obtained directly through questionnaires, direct observation and interviews. Secondary data were obtained from some written sources such as literature, articles, scientific papers or publications. Researcher involvement Not intervening in the data, unit of analysis Individual use analysis technique Path Analysis. Based on time of implementation Cross sectional. The population in this study was 140 employees at PT XYZ Bandung.

2.7 Model analysis and Test Techniques

In This research uses a software called Smart PLS 3. SEM is a multivariate statistical analysis method. Performing SEM data processing is different from performing regression data processing or path analysis. SEM data processing is more complicated, because SEM is built by measurement models and structural models. In SEM, there are 3 activities simultaneously, namely checking the validity and reliability of the instrument (confirmatory factor analysis), testing the relationship model between variables (path analysis), and getting a suitable model for prediction (structural model analysis and regression analysis). In this researcher after testing using sem pls, we test this outer model to get validity and reliability. Outer model testing consists of convergent validity (Outer loading), discriminant validity (Cross loading), internal consistency reliability.

1. Convergent Validity is carried out to see the validity of each indicator of the size of each variable. Convergent validity shows which measures are positively correlated with other measures of the same structure using different metrics.

a. Outer loading Convergent validity value is obtained from the results of the outer loading factor value on exogenous and endogenous variables. Then based on the criteria, the recommended value is > 0.7 but is acceptable up to > 0.5 .

b. Average Variant Extraced (AVE)

AVE or Average Variant Extraced (AVE) can be used to see how the quality of an indicator is related to the research variable. The criterion is the expected AVE value which is ≥ 0.5 . If these criteria are met, the construct can explain more than half of the variance of the indicator.

2. Discriminant Validity can be used and assumes that each reflective construct should share more variance with its own indicators than with other constructs in the path model (Hair et al., 2017). There are two ways to test discriminant validity, namely conducting the Fornell Larcker and Cross Loading tests.

a. Fornell Larcker

The Fornell Larcker test is carried out by comparing the correlation of latent variables with constructs in the AVE. The criterion for testing is if the square root value must have a value greater than the construct in a variable compared to other construct variables.

b. Cross loading

Cross loading test is a test obtained from outer loading on each variable, where each indicator must have a value greater than the cross loading value.

3. Internal consistency Reliability

Internal consistency Reliability is a form of measuring the reliability of indicators. Where the resulting value shows that a construct can be trusted or not. This test consists of composite reliability and Cronbach alpha.

a. Composite Reliability

This test is a measure to measure whether the indicator is reliable or not. The resulting value shows whether a construct that is built has reliability or not. Criteria Based on the criteria, the expected value is at least 0.7. If the value ≥ 0.8 , it can be concluded that the existing data has a high level of reliability.

b. Cronbach Alpha

Cronbach Alpha is a test for assessing reliability. The resulting value is used to measure the internal consistency of a variable. Based on the criteria, the expected value is at least 0.7. This value can still be tolerated up to a value ≥ 0.6 .

This research tests the Inner Model using Smart-PLS 3. Inner Model testing is carried out to identify and see how the relationship between exogenous and endogenous variables. This test consists of coefficient of determination - r^2 , and predictive relevance - q^2 .

a. Coefficient of determination - r^2 or R square

Coefficient of Determination - R^2 is a test conducted to determine and see together the effect on variable Y

b. predictive relevance- q^2

Predictive relevance testing digunakan untuk mengetahui kemampuan prediksi melalui prosedur blindfolding dimana Berdasarkan kriteria nilai Q^2 dikategorikan kecil apabila bernilai 0,02, sedang apabila bernilai 0,15 dan besar apabila bernilai 0,35.

Hypothesis testing in PLS-SEM is performed by comparing the values of the t-statistic with the t-table and paying attention to the p and the value of the orbital coefficients (Hair et al., 2017). The P-value is intended to determine whether there is significance in a hypothesis. If the p-value is 0.05, the variable has a significant effect, and if the p-value is 0.05, the variable has no significant effect (Hair et al., 2017). The value of the path coefficient is used to know whether a variable has a positive or negative effect (Hair et al., 2017). This study will describe an overview of the variables of career development, organizational culture, Job satisfaction, and turnover intention from the results of distributing questionnaires

IV. RESULT AND DISCUSSION

In this study uses a questionnaire as primary data to determine the effect of career development, organizational culture on job satisfaction and its impact on turnover inteion. The total number of respondents collected was 140 according to a predetermined number. Respondent characteristics consist of gender, age, last education and how long have been working.

3.1 Measurement outer Model

This research tests the outer model measurement using Smart-PLS-3. This outer model test is to obtain validity and reliability. Outer model testing consists of convergent validity (Outer loading), discriminant validity (Cross loading), internal consistency reliability. The following are the results of the outer model in this study.

Table 2

Konstruk	Indicator	Loading Factor(>0,5)	Result
Career Development	PK1	0,853	Valid
	PK2	0,932	Valid
	PK3	0,833	Valid
	PK4	0,747	Valid
	PK5	0,894	Valid
	PK6	0,702	Valid
	PK7	0,769	Valid
	PK8	0,758	Valid
	PK9	0,831	Valid
	PK10	0,835	Valid
Organizational Cukture	BO1	0,946	Valid
	BO2	0,925	Valid
	BO3	0,917	Valid
	BO4	0,815	Valid
	BO5	0,873	Valid
	BO6	0,892	Valid
	BO7	0,893	Valid
	BO8	0,883	Valid
	BO9	0,907	Valid
	BO10	0,948	Valid
	BO11	0,874	Valid
	BO12	0,874	Valid
	BO13	0,932	Valid
	BO14	0,866	Valid
	BO15	0,932	Valid
	BO16	0,878	Valid
	BO17	0,936	Valid
	BO18	0,841	Valid
	BO19	0,929	Valid
	BO20	0,929	Valid
	BO21	0,918	Valid
	BO22	0,727	Valid
	BO23	0,745	Valid
	BO24	0,756	Valid
	BO25	0,8928	Valid
	BO26	0,742	Valid
	BO27	0,922	Valid
	BO28	0,943	Valid
	BO29	0,952	Valid
	BO30	0,898	Valid
Job Satisfaction	KK1	0,889	Valid
	KK2	0,814	Valid
	KK3	0,916	Valid
	KK4	0,934	Valid
	KK5	0,933	Valid
	KK6	0,913	Valid

	KK7	0,711	Valid
	KK8	0,709	Valid
	KK9	0,761	Valid
	KK10	0,704	Valid
	KK11	0,917	Valid
	KK12	0,891	Valid
	KK13	0,889	Valid
	KK14	0,710	Valid
	KK15	0,822	Valid
	KK16	0,889	Valid
	KK17	0,781	Valid
	KK18	0,750	Valid
<i>Turnover Intention</i>	TI1	0,728	Valid
	TI2	0,811	Valid
	TI3	0,841	Valid
	TI4	0,822	Valid
	TI5	0,790	Valid
	TI6	0,874	Valid

Table 2. shows the results of convergent validity testing on career development variables, organizational culture, job satisfaction and turnover intention. The loading factor on each indicator has a result > 0.5 , which means that each indicator can reflect each construct in each variable. The final results show that each variable has good convergent validity.

Table 3. Discriminant Validity

Variabel	<i>Average Varian Extraced (AVE)</i>
Career development (X1)	0,669
Organizational Culture(X2)	0,788
Job satisfaction (Y1)	0,688
Turnover intention (Y2)	0,660

The average variance extracted (AVE) value on career development variable has valid results because the value is > 0.5 , namely 0.669, the AVE value on the organizational culture variable has valid results because the value is > 0.5 , namely 0.788, the value AVE on the Job satisfaction variable has valid results because the value is > 0.5 , namely 0.688, the AVE value on the turnover intention variable has valid results because the value is > 0.5 , namely 0.660, which means that the variance of each indicator in each variable can be explained by each construct or discriminant validity value has been fulfilled. Based on the calculations using Smart-PLS 3 above, it can be seen that the AVE results on the variables are greater than > 0.5 . This is in accordance with the criteria that all variables have a high level of convergent validity.

Table 4. Fornell Larcker

Construct	Career Development	Organizational Culture	Job Satisfaction	Turnover Intention
Career Development	0.838			
Organizational Culture	0.829	0.888		
Job Satisfaction	0.825	0.839	0.830	
Turnover Intention	-0.809	-0,670	-0.601	0.812

Based on the table above, it can be concluded that all variables have a value greater than the value below. Thus, the variables in this study have met the Fornell Larcker criteria.

Table 5. Result Of Cross Loading

Indicator	CD	OC	JS	TI
CD1	0,853	0,742	0,8	-0,325
CD2	0,932	0,914	0,88	-0,249
CD3	0,833	0,864	0,784	-0,234
CD4	0,747	0,694	0,747	-0,212
CD5	0,894	0,82	0,856	-0,231
CD6	0,702	0,591	0,636	-0,147
CD7	0,769	0,693	0,679	-0,127
CD8	0,758	0,647	0,718	-0,31
CD9	0,831	0,736	0,755	-0,196

CD10	0.835	0.743	0.72	-0.305
OC1	0.894	0.946	0.887	-0.206
OC2	0.847	0.925	0.848	-0.149
OC3	0.868	0.917	0.88	-0.214
OC4	0.82	0.815	0.787	-0.268
OC5	0.806	0.873	0.856	-0.255
OC6	0.811	0.892	0.882	-0.187
OC7	0.816	0.893	0.882	-0.187
OC8	0.837	0.883	0.906	-0.13
OC9	0.907	0.908	0.914	-0.149
OC10	0.868	0.948	0.879	-0.181
OC11	0.826	0.874	0.794	-0.181
OC12	0.831	0.874	0.796	-0.177
OC13	0.837	0.877	0.808	-0.223
OC14	0.828	0.866	0.79	-0.235
OC15	0.835	0.932	0.834	-0.133
OC16	0.845	0.878	0.817	-0.203
OC17	0.844	0.936	0.848	-0.159
OC18	0.856	0.941	0.854	-0.19
OC19	0.852	0.929	0.877	-0.16
OC20	0.835	0.929	0.842	-0.153
OC21	0.849	0.918	0.824	-0.184
OC22	0.611	0.727	0.648	-0.047
OC23	0.625	0.745	0.653	-0.125
OC24	0.627	0.756	0.659	-0.14
OC25	0.847	0.928	0.872	-0.16
OC26	0.852	0.742	0.8	-0.325
OC27	0.869	0.922	0.845	-0.181
OC28	0.867	0.945	0.869	-0.168
OC29	0.824	0.898	0.854	-0.231
OC30	0.824	0.898	0.854	-0.231
JS1	0.795	0.86	0.889	-0.132
JS2	0.74	0.832	0.814	-0.15
JS3	0.823	0.89	0.916	-0.199
JS4	0.837	0.908	0.908	-0.179
JS5	0.872	0.902	0.933	-0.192
JS6	0.818	0.88	0.913	-0.21
JS7	0.659	0.616	0.711	-0.171
JS8	0.657	0.588	0.709	-0.192
JS9	0.731	0.665	0.761	-0.101
JS10	0.625	0.592	0.704	-0.124
JS11	0.837	0.894	0.917	-0.236
JS12	0.801	0.876	0.891	-0.089
JS13	0.837	0.897	0.889	-0.173
JS14	0.648	0.609	0.71	-0.149
JS15	0.799	0.741	0.822	-0.102
JS16	0.79	0.732	0.814	-0.16
JS17	0.751	0.717	0.781	-0.245
JS18	0.742	0.661	0.75	-0.185
TI1	-0.219	-0.275	-0.26	0.728
TI2	-0.313	-0.251	-0.227	0.811
TI3	-0.183	-0.096	-0.09	0.841
TI4	-0.159	-0.109	-0.055	0.822
TI5	-0.231	-0.148	-0.172	0.874
TI6	-0.224	-0.179	-0.156	0.79

Based on the calculation results obtained using Smart-PLS 3, the results of the Cross Loading test are obtained. From these calculations it can be concluded that all variable items are valid. Thus, the model has met the Discriminant Validity criteria.

Table 6. Composite Reliability

Varibel Laten	<i>Cronbach Alpha</i>	Codition Value	Description
Career Development	0,944	> 0,7	Reliabel
Organizational Culture	0,991	> 0,7	Reliabel
Job Satisfaction	0,973	> 0,7	Reliabel
<i>Turnover Intention</i>	0,896	> 0,7	Reliabel

Based on the test results using Smart-PLS 3, the results of Cronbach Alpha are obtained. From these calculations it can be concluded that all variables get results > 0.7. Thus, the variables in this study have met the criteria of Cronbach Alpha or can be said to be reliable.

3.2 Structural Inner Model

This research tests the Inner Model using Smart-PLS 3. Inner Model testing is carried out to identify and see how the relationship between exogenous and endogenous variables. This test consists of coefficient of determination - r^2 , and predictive relevance - q^2 .

Tabel 7. Result of R-Square

Variabel	<i>R-Square</i>	<i>R-Square Adjusted</i>
Job Satisfaction	0,902	0,901
Turnover Intention	0,420	0,419

Table 7 shows that the largest R square lies in the job satisfaction variable with a value of 0.902. From these calculations it can be concluded that the R-square value is 0.902. Thus it can be concluded that the results of the strength of the model are simultaneously strong at 0.902 or 90.2% while the remaining 9.8% is influenced by other variables not discussed in this study. The turnover Intention variable has an R-square value of 0.420. It can be concluded that the results of the strength of the model are simultaneously stated to be strong at 0.420 or 42% while the rest is influenced by other variables not discussed in this study.

Table 8. Q-Square

Variabel	$Q^2 (=1-SSE/SSO)$	Result
<i>Job Satisfaction</i>	0,614	Has predictive relevance
<i>Turnover Intention</i>	0,065	Has predictive relevance

From this calculation, the result of Q2 Job Satisfaction is 0.614 and Q2 Turnover Intention has a value of 0.065. This means that this study has a good observation value because all Q2 values are in the Large category.

4. Hypotesis Result

Hypothesis testing is based on the output of Inner testing, Coefficient of Determination - R^2 and Predictive Relevance - Q^2 . Then to find out whether the hypothesis is rejected or accepted, it is necessary to see the Path Coefficient results. These results are obtained through Boostraping using Smart-PLS 3. The following are the results of hypothesis testing.

Table 9. Path Coefficient and T Statistic

Hub Variabel	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>	<i>Result of Hypothesis</i>
Career Development=> Job Satisfaction	0.503	0.505	0.072	6.954	0.000	Accepted
Organizational Culture=>Job satisfaction	0.451	0.450	0.073	6.147	0.000	Accepted
Career Development=>Turnover Intention	-0.843	-0.861	0.173	4.882	0.000	Accepted
Organizational Culture=>Turnover Intention	0.329	0.343	0.174	1.896	0.029	Accepted
Job Satisfaction=> Turnover Intention	0.327	0.327	0.288	1.758	0.040	Accepted

Based on the results obtained in table 9 , it shows that the research model produces a positive t-statistics value and the $t\text{-table} = df (n-k)$ is 1.656. It can be concluded that the greater the value of an exogenous variable on an endogenous variable, the stronger the effect. As for the indirect effect of the largest endogenous variable is on the variable Career development (5.045) and organizational culture (4.528). The significance level used in this study is 5%. Therefore, if the $p\text{-values} < 0.05$ then the hypothesis is accepted while if the $p\text{-values} > 0.05$ then the hypothesis is rejected. Based on the table above, the results show that all hypotheses are accepted.

V. CONCLUSION

Based on the description of the background, theory, research results, and discussion that been conclude and described using descriptive analysis and the Structural Equation Modeling method regarding the effect of career development and Job satisfaction has a significant effect. Analysis of the effect of career development variables on job satisfaction is carried out by partial hypothesis testing using path coefficient. Based on the results of partial testing using the path coefficient, the T-statistic result for the career development variable on job satisfaction is 6.954. When compared with the T-Table value in this study, which is 1.656. Then the T-Statistic value is greater than the T-Table. With a p-value of 0.000 which is smaller than the significance value of 0.05, the hypothesis is accepted. So career development has a significant influence on job satisfaction. Analysis of the effect of organizational culture variables on job satisfaction is carried out by partial hypothesis testing using path coefficient. Based on the results of partial testing using the path coefficient, the T-statistic result for the organizational culture variable on job satisfaction is 6.147. When compared with the T-Table value in this study, which is 1.656.

Then the T-Statistic value is greater than the T-Table. With a p-Value of 0.000 which is smaller than the significance value of 0.05, the hypothesis is accepted. So organizational culture has a significant influence on job satisfaction. Analysis of the effect of career development on turnover intention is done by testing partial hypotheses using path coefficient. Based on the results of partial testing using the path coefficient, the T-statistic result for the organizational culture variable on career development on turnover intention is 4.882. When compared with the T-Table value in this study which is 1.656. Then the T-Statistic value is greater than the T-Table. With a p-value of 0.000 which is smaller than the significance value of 0.05, the hypothesis is accepted. So career development has a significant influence on turnover intention. Analysis of the effect of organizational culture variables on turnover intention is done by partial hypothesis testing using path coefficient. Based on the results of partial testing using the path coefficient, the T-statistic result for the variable Job satisfaction on Turnover Intention is 1.758. When compared with the T-Table value in this study, which is 1.65, the T-Statistic value is greater than the T-Table. With a p-Value of 0.040 which is smaller than the significance value of 0.05, the hypothesis is accepted. So job satisfaction has a significant influence on turnover intention.

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