

The Influence of Compensation, Work Environment and Position Promotion on Turnover Intention with Intervening Variables Employee Organizational Commitment in Implementing Line at PT. PLN (Persero) Main Unit for Suluttenggo Region

Stefanus Lambanaung, Bernhard Tewal, Irvan Trang

Master of Management Study Program, Faculty of Economics and Business,
Sam Ratulangi University, Manado, Indonesia

Abstract

The growth of an organization will be constrained if an organization cannot maintain a productive and enthusiastic workforce at work, its expansion will be limited. PT PLN (Persero) is a state-owned enterprise that covers all aspects of the electricity system in Indonesia. This study aims to determine the effect of compensation, work environment and promotion directly affect Turnover Intention or indirectly through the Organizational Commitment of implementing employees at PT. PLN (Persero) UIW Suluttenggo. The research sample consisting of 104 employees was taken for this study using a purposive sampling technique from a total population of 282 executive employees. Questionnaire data collection was carried out using the Google form, and questionnaires were sent using the WhatsApp messaging application. Structural Equation Modeling (SEM) using the SPSS 26 and Amos 22 applications is a data analysis method used in this study that takes a quantitative approach. The findings show that direct compensation does not have a significant negative effect on turnover intention and does not have a significant positive effect on organizational commitment. Position directly does not have a significant negative effect on turnover intention and does not have a significant positive effect on organizational commitment. Meanwhile, organizational commitment has a negative and significant effect on Turnover Intention. Furthermore, the indirect relationship between compensation, work environment and promotion has no effect on Turnover Intention through the intervening variable of organizational commitment to executive employees at PT. PLN (Persero) UIW Suluttenggo.

Keywords: Compensation, Work Environment, Promotion, Turnover Intention.

Introduction

The growth of an organization will be hampered if the organization cannot maintain a productive and enthusiastic workforce at work, so that its expansion will be limited. This is because the loss of labor will cause the organization to move more slowly towards achieving its goals (Dessler, 2020). One of the efforts that must be made to remain stable towards organizational goals is to reduce the level of turnover intention or measure the number of employees who intend to leave the organization. This will certainly have an impact on the achievement and readiness of the company to support short, medium and long term strategies in facing future challenges, in order to achieve a strategic position in the competition.

At PLN (Persero) UIW Suluttenggo there is a group of implementing employees who do not have the opportunity to get a promotion based on the Directors Decree number: 379.K.DIR/2010 concerning the Human Capital Management System (HCMS) in Article 20 regarding Career Paths,

so implementing employees may find it difficult to improve their careers in companies and research related to compensation, work environment, promotion and organizational commitment still in terms of research there are different results.

Employees who feel that they are paid fairly and in accordance with the value they bring to the company tend to be more satisfied with their jobs and are less likely to look for work elsewhere or have intention to quit (turnover intention) (Mumin et al., 2021; Rajan, 2021; Rachmaningrum, 2022). However, other research shows that compensation is not the only factor that influences intention to quit or turnover intention (Li, Guo and Zhou, 2021; Supriadi, Trang and Rogi, 2021). A bad work environment can increase turnover intention (Paat, Tewal and Jan, 2017; Mumin et al., 2021; Sabardini, Wijono and Fatimah, 2022). However, some research results show that the work environment does not always affect turnover intention (Al-Khasawneh and Khadar, 2021; Jung, Song and Yoon, 2021). The relationship between the availability of promotions always affects the desire to stay in the organization (Kindangen, Adolfini and Taroreh, 2019; Amir and Djafar, 2020; Rasheed et al., 2020b; Mumin et al., 2021; Priskila and Ie, 2021; Supriadi, Trang and Rogi, 2021). However, on the other hand, there is also research showing that there is no relationship between promotion opportunities and turnover intention. (Kurniadi, 2018). Employees who have low levels of organizational commitment tend to be more easily frustrated or dissatisfied with their jobs, and are more likely to consider looking for work elsewhere (Amir and Djafar, 2020; Mendrofa and Gulo, 2022). However, there are also research results showing that the relationship between organizational commitment and turnover intention is not always linear or consistent. Some factors,

In connection with the phenomenon related to the absence of a Promotion for implementing employees and the Gap in the research results, it indicates that there are still doubts or ambiguity regarding a topic, and further research is needed to further understand the relationship between the variables studied. In this case, the gap in research results regarding compensation, work environment, promotion, and organizational commitment to turnover intention can be the basis for research. So the researchers considered conducting research with the title "The Influence of Compensation, Work Environment and Position Promotion on Turnover Intention with Intervening Variables Employee Organizational Commitment in Implementing Line at PT. PLN (Persero) Main Unit for Suluttenggo Region",

Research purposes

1. Analyzing Compensation has a negative effect on Turnover Intention
2. Analyzing Compensation has a positive effect on Organizational Commitment
3. Analyzing the Work Environment has a negative effect on Turnover Intention
4. Analyzing the Work Environment has a positive effect on Organizational Commitment
5. Analyzing Position Promotion has a negative effect on Turnover Intention
6. Analyzing Position Promotion has a positive effect on Organizational Commitment
7. Analyzing Organizational Commitment has a negative effect on Turnover Intention
8. Analyzing Compensation influences Turnover Intention through Organizational Commitment
9. Analyzing the Work Environment influences Turnover Intention through Organizational Commitment
10. Analyzing Position Promotion influences Turnover Intention through Organizational Commitment

LITERATURE REVIEW

Tewal et al., (2017: 43), argues that Turnover is when an employee leaves the company permanently, either because they want to or because they have to. Handoko (Muslim, 2022:4) states

that employees will leave their jobs if they find more attractive job prospects elsewhere. Zeffane (Muslim, 2022:4) reveals that intention is a person's desire or intention to do something, while turnover is the resignation or cessation of someone from their place of work. Issa et al., (Muslim, 2022) Turnover Intention means that someone wants to leave their own company. This can cause a company to be less productive. Simamora (Yuliane and Hasiholan, 2018) said that there are four things that become indicators for Turnover Intention, namely the intention to leave work,

Robbins and Judge (2022: 66), state the extent to which an employee is connected to the organization, its goals, and the requirements for continuing to be a member is referred to as commitment. Allen and Meyer (Agustini, 2019: 151), organizational commitment refers to interactions between members and their individual decisions to continue to participate in activities within the organization. Sopiah (Agustini, 2019: 151), organizational commitment is a relationship between employees in an organization. Tewal et al., (2017: 92), organizational commitment is an attitude that displays a strong desire to continue to be a member of a particular organization and a willingness to work in accordance with organizational goals. Meyer and Allen (Agustini, 2019), state indicators related to organizational commitment, namely career opportunities within the organization, trust, commitment to the company, loyalty, diligence,

Dewi and Harjoyo (2019: 122), stated that compensation is one of the most sensitive parts of the work relationship, so compensation is one of the main functions in human resource management, therefore it is an important function. Tewal et al., (2017: 121), compensation is a physiological need for an employee. As a result, management is obliged to provide a decent salary for employees so that they can buy the necessities of life. Panggabean (Dewi and Harjoyo, 2019:122), the term "compensation" refers to all forms of gratitude given to employees in return for the services they provide to the business. The compensation indicators put forward by Umar (Dewi and Harjoyo, 2019: 128) are salaries, incentives, bonuses, wages, premiums, treatment and insurance.

Farida and Hartono (2016: 8), the work environment is a situation where a good workplace includes both physical and non-physical elements that can give the impression of being pleasant, safe, peaceful, beta/hard-hearted, and so on. Nitisemito (Enny, 2019: 56), what is meant by "work environment" is everything that is around the employee and that has the potential to influence him in carrying out the activities that have been assigned. Ahyari (Enny, 2019: 56), explains that the work environment is an environment where employees work in it, and there are no conditions at work. the location where the individual works. Reksohadiprojo and Gitosudarmo (Enny, 2019: 56) state that the work environment is a condition or condition of the workplace that needs to be regulated so as not to interfere with the work of employees and so on. that increase in productivity and years can be obtained. Work environment indicators by Sedarmayanti (Munardi, Djuhartono and Sodik, 2021), namely the physical and non-physical work environment consisting of lighting, workspace circulation, layout, decoration, noise, facilities, relationships with leaders and co-workers.

Enny (2019: 84), states that promotion or promotion is an increase in the scope of duties of an employee in terms of greater responsibility, achievement, facilities, higher status, and additional compensation or salary, in addition to other facilities. Siagian (Enny, 2019 :84) argues that promotion occurs when a person is transferred from one job to another with increased assignments, a higher position in the organizational structure, and a higher salary. The indicators for promotion by Enny (2019:91-92) are honesty, discipline, work performance, cooperation, skill, loyalty, leadership, communicative and education.

Previous Research

Rajan's research (2021), with findings showing that inadequate pay and discrimination in the compensation system are the main contributors to employee turnover.

H1: Compensation has a significant negative effect on Intention Turnover

Ake's research (2019), with the findings showing how strong commitment is influenced by how satisfied an employee is with the compensation and facilities they feel.

H2: Compensation has a significant positive effect on organizational commitment

Research by Mumin et al., (2021), with the findings showing that the work environment and work relationships significantly influence the desire to move.

H3: Work Environment has a significant negative effect on Intention Turnover.

Research by Li et al., (2021), with the findings showing that a company's trust in employees has a significant correlation with employee commitment to their organization.

H4: Work environment has a significant positive effect on organizational commitment.

Kurniadi's research (2018), with findings showing that the likelihood of people leaving a job or changing jobs decreases when there is greater potential for career advancement within the company.

H5: Promotion has a significant negative effect on Intention Turnover.

Priskila and Ie's research (2021), with the findings showing that career development can help individuals plan their future careers so that they and the company can grow optimally in a committed work relationship.

H6: Promotion has a significant positive effect on organizational commitment.

Paat, Tewal and Jan's research (2017); Kurniadi (2018); Ake (2019); Hirschi and Spurr (2021); Li et al., (2021); Priskila and Ie (2021), with the findings showing commitment will be fostered if there are career opportunities, comfortable working relationships, and adequate compensation; that employees will try to achieve the best performance in the organization because there are results for their efforts; and the desire to leave the organization will decrease.

H7: Organizational Commitment has a significant negative effect on Intention Turnover

Andriana's research (2021), with findings showing that compensation affects Turnover Intention indirectly through Organizational Commitment. A person's level of commitment is measured by his capacity and willingness to adapt his actions to the requirements, priorities and goals of the company.

H8: Compensation has a significant effect on Turnover Intention through Organizational Commitment

Research by Pranata and Ketut Netra (2019); Finthariasari et al., (2020; Rahmadiani, (2020); Serpian (2021), with the findings showing that the higher the level of organizational commitment that is owned and maintained in the organization, the closer the relationship between superiors and the work environment towards employees.

H9: Work Environment has a significant effect on Turnover Intention through Organizational Commitment

Research by Ekhsan and Sari (2022), with findings showing organizational commitment has a beneficial impact, can facilitate career development management and make efforts to retain employees.

H10: Position Promotion has a significant effect on Turnover Intention through Organizational Commitment

Research Model and Hypothesis

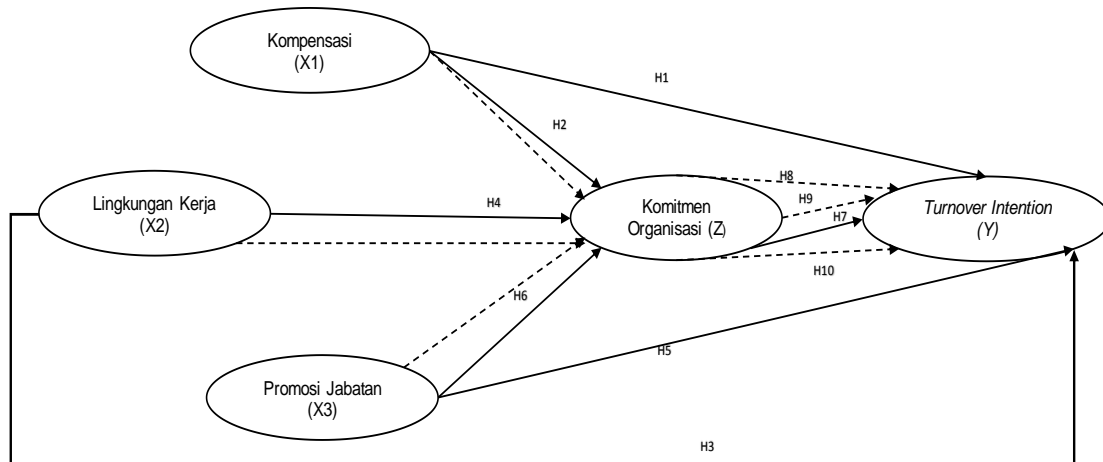


Figure 1. Research Model

The following is the formulation of the research hypothesis based on the research model presented earlier:

- H1 : It is suspected that compensation has a significant negative effect on Intention Turnover
- H2 : It is suspected that compensation has a significant positive effect on organizational commitment
- H3 : It is suspected that the work environment has a significant negative effect on Turnover Intention
- H4 : It is suspected that the work environment has a significant positive effect on organizational commitment
- H5 : Allegedly Promotion has a significant negative effect on Turnover Intention
- H6 : Allegedly Promotion has a significant positive effect on Organizational Commitment
- H7 : It is suspected that Organizational Commitment has a significant negative effect on Turnover Intention
- H8 : It is suspected that compensation has an effect on turnover intention through organizational commitment
- H9 : It is suspected that the work environment influences Turnover Intention through Organizational Commitment
- H10 : Allegedly Promotion has an effect on Turnover Intention through Organizational Commitment

RESEARCH METHODS

The research method is essentially a scientific method that is used to collect information through the use of data with the aim of determining the answer to a problem. There are four important aspects that must be considered, namely the scientific method, data, objectives, and its use. The research approach that was finally chosen was modified to answer the research question. In other

words, the process of conducting research requires theoretical conceptions in addition to practical considerations (Mackey and Gass, 2022:2). Quantitative research methods were used in making this research. The process of conducting research involves testing hypotheses based on previous experiences or theories that have been explored. According to Mackey and Gass (2022:4), the term "quantitative"

Data collection technique

In this study, the most important data sources were obtained through observation, Google form questionnaires which were disseminated through internet communication applications, and job interviews with respondents' responses to research problems. SK and Kepdir are two secondary data sources related to the company's vision and mission, organizational history, number of employees implementing the vision, employee attendance, and company documentation.

In this particular study, the population was 282 executive employees from high school/vocational high school employee recruitment sources who passed employee recruitment between 2011 and 2017. By using purposive sampling, which allows one to collect the data sought because it is based on initial knowledge about the individuals being used as samples (Mackey and Gass, 2022:229). In order for the sample size to be sufficient to meet the requirements of the analysis criteria, the structural equation model requires a sample that is at least five times larger than the total number of indicator variables. The Maximum Likelihood Estimation method requires the use of sample sizes ranging from one hundred to two hundred. (Collier, 2020). So in this study the number needed is above 100 samples. Determination of the number of samples using the slovin formula with an error limit used of 5%, the sample obtained was 165.39, it was rounded up to 165 staff members implementing PLN UIW Suluttenggo. Structural Equation Modeling (SEM) is the analytical method used. AMOS (Analysis of Moment Structure) package program version 22.0 is also used, together with SPSS version 25.0.

RESULTS AND DISCUSSION

Hypothesis Test Results

Table 1. Results of the Direct Effect Test

			Estimates	SE	CR	P	Label
Organizational Commitment	<---	Compensation	0.036	0.232	0.156	0.876	
Organizational Commitment	<---	Work environment	-1.114	2.055	- 0.542	0.588	
Organizational Commitment	<---	Job Promotion	1.315	2,303	0.571	0.568	
Turnover Intention	<---	Compensation	0.145	0.889	0.163	0.87	
Turnover Intention	<---	Work environment	-5,914	8,229	- 0.719	0.472	
Turnover Intention	<---	Job Promotion	6,841	9,231	0.741	0.459	
Turnover Intention	<---	Organizational Commitment	-0.984	0.433	- 2,273	0.023	

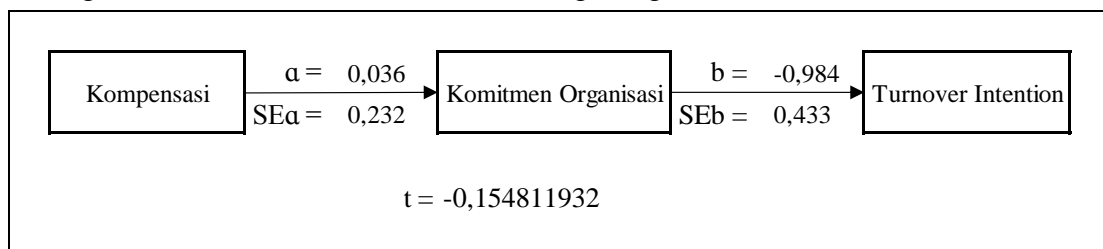
Source: Data Processing 2022

Based on Table 1, the results of the direct influence test or the influence of the independent variables on the partially dependent variable are as follows:

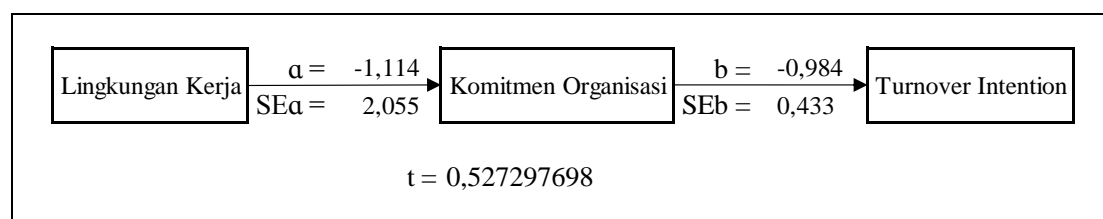
1. The Compensation Variable obtained a CR of 0.156 and a sig. 0.876 is greater than 0.05, then H_a is rejected and H_0 is accepted, meaning that the Compensation variable has no significant positive effect on Organizational Commitment.
2. The Work Environment Variable obtained a CR of -0.542 and a sig. 0.588 is greater than 0.05, then H_a is rejected and H_0 is accepted, meaning that the Work Environment variable has no positive and insignificant effect on Organizational Commitment.
3. The Job Promotion Variable obtained a CR of 0.571 and a sig. 0.568 is greater than 0.05, then H_a is rejected and H_0 is accepted, meaning that the Promotion variable has a positive and insignificant effect on Organizational Commitment.
4. The Compensation Variable obtained a CR of 0.163 and a sig. 0.87 is greater than 0.05, then H_a is rejected and H_0 is accepted, meaning that the Compensation variable has no negative and insignificant effect on Turnover Intention.
5. The Work Environment Variable obtained a CR of -0.719 and a sig. 0.472 is greater than 0.05, then H_a is rejected and H_0 is accepted, meaning that the Work Environment variable has a negative and not significant effect on Turnover Intention.
6. The Job Promotion variable obtained a CR of 0.741 and a sig. 0.459 is less than 0.05, then H_0 is rejected and H_a is accepted, meaning that the Promotion variable has a positive and insignificant effect on Turnover Intention.
7. The Organizational Commitment variable obtained a CR of -2.273 and a sig. 0.023 is less than 0.05, then H_0 is rejected and H_a is accepted, meaning that the Organizational Commitment variable has a negative and significant effect on Turnover Intention.

Sobel Test Results

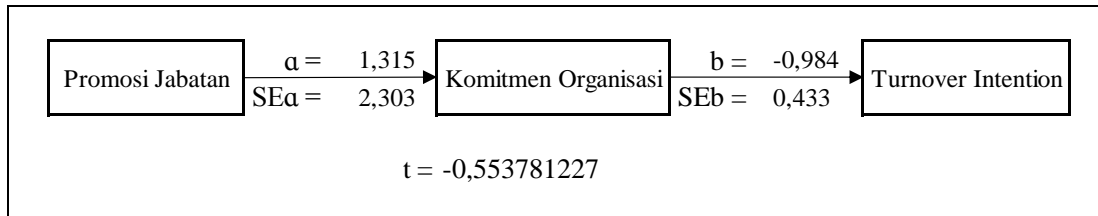
1. The influence of the variable Compensation on Turnover Intention through Organizational Commitment, the value of t count is -0.1584 less than t table 1.98350, then H_a is rejected and H_0 is accepted, meaning that the variable Compensation is not statistically significant at the level of significance to Turnover Intention through Organizational Commitment .



2. The influence of the Work Environment variable on Turnover Intention through Organizational Commitment, the t value is 0.5273 which is smaller than the t table of 1.98350, then H_a is rejected and H_0 is accepted, meaning that the Work Environment variable is not statistically significant at the level of significance for Turnover Intention through Commitment Organization.



3. The influence of the Job Promotion variable on Turnover Intention through Organizational Commitment, the t value is -0.5583 less than the t table 1.98350, then H_a is rejected and H_0 is accepted, meaning that the Job Promotion variable is not statistically significant at the significance level of Turnover Intention through Organizational Commitment.



Discussion

1. Effect of Compensation on Turnover Intention

The findings of this study indicate that the compensation variable does not affect turnover intention with a value that is not the same as the reference value or lower than the reference value. This is important given the fact that a growing body of research shows a link between switching intentions and compensation. Compensation does not correlate with intention to move in this study, it is also directly proportional to the results of the questionnaire where most respondents choose neutral answers and there are respondents who disagree with the amount of compensation, this greatly influences the results of data analysis. This indicates that employees are quite satisfied with the compensation they have received so far, because they have their own work targets so that the company is given full autonomy to be able to complete the targets that have been set. This can be interpreted that the provision of compensation is not a major factor in influencing an employee's decision to stay or leave the company. This result is supported by previous research that income has no direct relationship with intention to move, but income can influence intention to move through modification of individual cognition (Li, Guo and Zhou, 2021).

2. Effect of Compensation on Turnover Intention

Based on the results of SEM data analysis, the value of the variable Compensation for Organizational Commitment has no effect on the value obtained with a value that is not the same as the reference value or lower than the reference value. This is possible due to the fact that the demands of each employee are of course unique; hence, perception gives rise to a unique perspective as well. These results are supported by research conducted at Bank Laos on employees with different incomes or groups of respondents, in terms of demographic information, having various monthly incomes; however, their level of commitment to the organization was not affected at all by differences in compensation received (Visanh and Xu, 2018).

3. Effect of Work Environment on Turnover Intention

The findings of the employee data analysis provide a comprehensive view of the work environment that does not affect the employee's intention to leave his job. The CR value obtained is not the same as the reference value or lower than the reference value, meaning that the Work Environment variable has no effect on Turnover Intention. The conclusion of the study, the workplace environment has nothing to do with the level of intention to leave the organization. This shows that the magnitude of the intention to leave the organization does not change regardless of the quality of the work environment, whether it is positive or negative. These results are supported by research conducted in a hospital in Jordan, where conflict in the work environment does not affect the intention to leave the organization (Al-Khasawneh and Khadar, 2021).

4. The Influence of the Work Environment on Organizational Commitment

The findings of employee data analysis provide a comprehensive view of the work environment which has no effect on organizational commitment, although a negative significance value is found between work environment and organizational commitment, this indicates that the work environment has a significant influence on the level of employee commitment to the organization. But the CR value obtained is not the same as the reference value or lower than the reference value. This shows that the Work Environment variable has no effect on organizational commitment. This result is supported by previous research which said that environmental conditions at work do not affect employee organizational commitment (Jung, Song and Yoon, 2021).

5. The Effect of Position Promotion on Turnover Intention

Based on the results of the research on the Job Promotion variable, CR is obtained with a value that is not the same as the reference value or lower than the reference value, meaning that the Job Promotion variable has no effect on Turnover Intention. The current situation, where there are no executive employees who get promotions, does not create a desire to leave the organization. Explanation of low promotion and lack of influence on employee turnover intention at PT. PLN (Persero) UIW Suluttenggo can be found in various circumstances. These results are consistent with research conducted on employees at the Sutan Raja Amurang Hotel, where promotion has no effect on employee turnover intentions. Employees will continue to carry out their duties and responsibilities without being affected by promotions (Kindangen, Adolfini and Taroreh, 2019).

6. The Effect of Position Promotion on Organizational Commitment

In the research, the promotion variable obtained CR with a value that is not the same as the reference value or lower than the reference value, then the null hypothesis H₀ is rejected and supports the alternative hypothesis H_a which states that the promotion variable has no effect on organizational commitment at PT. PLN (Persero) UIW Suluttenggo, explanations about the low level of promotion and no effect on employee organizational commitment can be found in a variety of different scenarios.

Employees who feel attached to the values and mission of the organization tend to have a strong commitment to the organization, even if they don't get a promotion right away. Therefore, companies need to ensure that the values and mission of the organization are understood and applied consistently at all levels of the organization. In line with the results of the study, it shows that the number of possible promotions received by employees will not affect the level of commitment of nurses working at Panti Nugroho Pakem Sleman Hospital, regardless of the high or low of the opportunities obtained (Kurniadi, 2018).

7. The effect of organizational commitment on Turnover Intention

The results of testing the structural model in the test show that the organizational commitment variable obtains a CR equal to a value that is not the same as the reference value or lower than the reference value which states that the organizational commitment variable has an effect on turnover intention. Employees who have a high level of commitment to the organization tend to be more likely to stay in the organization, while employees who feel they do not have a strong commitment to the organization tend to be more likely to seek new jobs or leave the organization. Research has shown that employees who feel attached to the organization and have a strong commitment tend to have the intention to stay in the organization longer and have less intention to leave the organization. The results of this study are in line with the findings of research that has been conducted at PT. Maruki Internasional Indonesia, whose organizational commitment has a significant effect on turnover intention (Amir and Djafar, 2020).

8. The effect of compensation on Turnover Intention through organizational commitment

Based on the findings of this study, the variable Compensation has no effect on Turnover Intention through the intervening role of organizational commitment. Statistical T value for this variable with a value that is not the same as the reference value or lower than the reference value. The findings show that over a period of time, employees ultimately do not experience compensation dissatisfaction and reduced commitment to their organization, especially when they experience discrepancies in the amount of compensation provided. This is especially true when employees experience discrepancies in the amount of losses they receive. Therefore, it cannot determine whether an employee can quit or not due to a lack of trust or satisfaction. They will continue to work even though they receive the same amount of salary, and they will not change their commitment to the company. In line with the results of research that the effect of compensation benefits does not indirectly affect turnover intentions of employees in Spain (de la Torre-Ruiz, Vidal-Salazar and Cordón-Pozo, 2019).

9. The influence of the work environment on Turnover Intention through organizational commitment

Based on the findings of this study, work environment variables have no effect on Turnover Intention through the intervening role of organizational commitment. Statistical T value for this variable with a value that is not the same as the reference value or lower than the reference value. The atmosphere of the workplace has nothing to do with whether an employee has the intention to leave the organization or not. This shows that the magnitude of the intention to leave the organization does not change regardless of the quality of the work environment, both positive and negative. Otherwise, it remains the same. This is demonstrated by the fact that the company has a number of employees who live in remote areas and have limited access to facilities, but they are still able to work and contribute to reporting company goals despite these obstacles. It can be said that a person's work environment will not affect whether he has a decent work environment or not; thus, whether they are dedicated to their work or not, will not be affected by whether they have a conducive work environment or not. Based on the research findings that have been conducted, organizational commitment does not indirectly affect the conditions of the work environment which play a role in determining the magnitude of the intention to leave a job (Sabardini, Wijono and Fatimah, 2022).

10. The Effect of Position Promotion on Turnover Intention through organizational commitment

Based on the findings of this study, the promotion variable has no effect on Turnover Intention through the intervening role of organizational commitment. Statistical T value for this variable with a value that is not the same as the reference value or lower than the reference value. PLN's current state associated with no promotion will not change the commitment to the company, which will result in a greater likelihood of staying with the company. Although it is uncertain, there is widespread belief among employees that those responsible for implementing the new policy will be eligible for future promotions. so that employees will continue to make the same effort without thinking about moving in their company or looking for a new job, employees have a tendency to focus more on their daily work. It can be concluded that this study shows that promotion has no effect on turnover intention through organizational commitment. This means that promotion may not be the most significant factor influencing the level of employee turnover intention. In line with research which states that nurses' intention to leave their jobs cannot be influenced by promotions which do not directly or indirectly affect nurses' commitment to their work (Kurniadi, 2018).

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Compensation does not directly have a significant negative effect on turnover intention and does not have a significant positive effect on organizational commitment. The work environment directly has a negative but not significant effect on turnover intention and does not directly have a positive significant effect on organizational commitment. negatively significant effect on turnover intention and insignificantly positive effect on organizational commitment. Organizational commitment has a negative and significant effect on Turnover Intention. The indirect relationship of compensation, work environment and promotion has no effect on Turnover Intention through the intervening variable of organizational commitment to executive employees at PT.

Suggestions related to research results need to pay attention to compensation in accordance with applicable industry standards and in proportion to the work and responsibilities carried out by employees. Conduct regular performance evaluations and feedback: Regular performance evaluations can help employees understand expectations and improve employee skills. Create a collaborative culture: Encouraging collaboration and collaboration between teams can help create a positive and productive atmosphere in the workplace. Encourage open communication: Encourage open communication and facilitate the exchange of ideas and input. Companies need to provide career development opportunities to employees. Clear and open career development opportunities can increase employee motivation and provide a sense of value in the organization.

Further research can be carried out by considering other factors related to leadership, organizational justice, organizational culture, and career development opportunities in companies. this study has limitations in sample size, measurement, non-measured variables, and causal relationships. Therefore, it is necessary to carry out further research to clarify the influence of the factors that influence organizational commitment and employee turnover intention.

REFERENCE

1. Agustini, F. (2019) Human Resource Management Strategy. 2nd edn. Medan: UISU Press. Available at: <http://digilib.unimed.ac.id/40887/1/fulltext.pdf>.
2. Ahmed, NOA (2017) 'Career commitment: the role of self-efficacy, career satisfaction and organizational commitment', World Journal of Entrepreneurship, Management and Sustainable Development, pp. 1–28. Available at: <https://doi.org/10.1108/wjemds-06-2017-0038>.
3. Ake, U. (2019) 'IMPROVING ORGANIZATIONAL COMMITMENT IN THE NIGERIAN SERVICE INDUSTRY . Thesis submitted in accordance with the requirements of the University of Liverpool for the Degree of Doctor of Business Administration', (June).
4. Al-Khasawneh, A. and Khadar, BA (2021) 'Organizational conflicts in hospitals and their impact on employee turnover: A case study of Jordan', Problems and Perspectives in Management, 19(2), pp. 206–216. Available at: [https://doi.org/10.21511/ppm.19\(2\).2021.17](https://doi.org/10.21511/ppm.19(2).2021.17).
5. Amir and Djafar, A. (2020) 'Organization of Employee Turnover Intention at PT. Maruki Internasional Indonesia', Study of Scientific and Behavioral Management (SSBM), 1(3), pp. 1–12. Available at: https://journal.uin-alauddin.ac.id/index.php/ssbm/article/view/18270/pdf_1.
6. Andriana, S. (2021) 'EFFECT OF WORK COMPENSATION AND MOTIVATION ON TURNOVER INTENTION THROUGH MEDIATION OF ORGANIZATIONAL COMMITMENT'. Yogyakarta: SANATA DHARMA UNIVERSITY YOGYAKARTA, pp. 1–150.

7. Collier, JE (2020) Applied Structural Equation Modeling Using AMOS. 1st edn, Applied Structural Equation Modeling for Researchers and Practitioners. 1st edn. New York: Routledge. Available at: <https://doi.org/10.1108/978-1-78635-883-720161025>.
8. Dessler, G. (2020) Human resource management. 16th edn. New York: Pearson Education, Inc. Available at: <https://libgen.is/book/bibtex.php?md5=316F0F4CF2DDF5F608B57AABCAEBA2BC>.
9. Dewi, DP and Harjoyo (2019) Human Resource Management. 1st edn, Unpam Press. 1st edn. South Tangerang: Unpam press. Available at: http://eprints.unpam.ac.id/8601/1/SKR0323_Human_Resource_Management%28MSDM%29.pdf.
10. Ekhsan, M. and Sari, DMR (2022) 'The Role of Organizational Commitment as Mediation on the Effect of Talent Management on Employee Retention', *Jesya*, 5(2), pp. 1609–1620. Available at: <https://doi.org/10.36778/jesya.v5i2.769>.
11. Enny, M. (2019) Human Resource Management. 1st edn. Surabaya: Ubhara Management press. Available at: <http://eprints.ubhara.ac.id/424/31/Buku-MSDM-2019.pdf>.
12. Farida, U. and Hartono, S. (2016) Textbook of MSDM 2. 1st edn, Unmuh Ponorogo Press. 1st edn. Ponorogo. Available at: <http://eprints.umpo.ac.id/3660/>.
13. Fintariasari, M. et al. (2020) 'The Effect of Work-Family Conflict on Turnover Intention Through Organizational Commitment', *EKUITAS (Journal of Economics and Finance)*, 4(3), pp. 421–438. Available at: <https://doi.org/10.24034/j25485024.y2020.v4.i3.4584>.
14. Haryono, S. (2016) SEM Methods for Management Research with AMOS LISREL PLS. West Java: PT. Key Personnel Intermediaries.
15. Hirschi, A. and Spurk, D. (2021) 'Ambitious employees: Why and when ambition relates to performance and organizational commitment', *Journal of Vocational Behavior*, 127(April). Available at: <https://doi.org/10.1016/j.jvb.2021.103576>.
16. Jung, HS, Song, MK and Yoon, HH (2021) 'The effects of workplace loneliness on work engagement and organizational commitment: Moderating roles of leader-member exchange and coworker exchange', *Sustainability (Switzerland)*, 13(2), pp . 1–15. Available at: <https://doi.org/10.3390/su13020948>.
17. Kasmir (2019) Human Resource Management. 6th edn. Jakarta: Rajawali Press.
18. Kindangen, CC, Adolfina and Taroreh, RN (2019) 'The Effect of Job Satisfaction, Job Promotion and Organizational Commitment on Employee Turnover Intention at Sutanraja Hotel Amurang', *EMBA Journal: Journal of Economics, Management, Business and Accounting Research*, 7(3), pp. 3837–3846. Available at: <https://doi.org/https://doi.org/10.35794/emba.v7i3.24883>.
19. Kurniadi, L. (2018) 'The Effect of Job Promotion and Job Stress on Employee Turnover Intention Through Commitment as an Intervening Variable in Nurses in Hospitals. Panti Nugroho Pakem Sleman', *Management*, 1(1), pp. 1–27. Available at: <https://dspace.uui.ac.id/handle/123456789/13592>.
20. de la Torre-Ruiz, JM, Vidal-Salazar, MD and Cordón-Pozo, E. (2019) 'Employees are satisfied with their benefits, but so what? The consequences of benefit satisfaction on employees' organizational commitment and turnover intentions', *International Journal of Human Resource*

- Management, 30(13), pp. 2097–2120. Available at: <https://doi.org/10.1080/09585192.2017.1314315>.
21. Li, X., Guo, Y. and Zhou, S. (2021) 'Chinese preschool teachers' income, work-family conflict, organizational commitment, and turnover intention: A serial mediation model', *Children and Youth Services Review*, 128, pp. 106005–106014. Available at: <https://doi.org/10.1016/j.chilyouth.2021.106005>.
 22. Li, Ying et al. (2021) 'Organizational trust and safety operation behavior in airline pilots: The mediating effects of organizational identification and organizational commitment', *Journal of Air Transport Management*, 92, p. 102018. Available at: <https://doi.org/10.1016/j.jairtraman.2021.102018>.
 23. Mackey, A. and Gass, SM (2022) *Second Language Research*. 3rd edn. New York: Routledge. Available at: <https://doi.org/10.4324/9781003188414>.
 24. Mendrofa, F. and Gulo, M. (2022) 'The Influence of Job Satisfaction, Organizational Commitment, and Work Stress on Employee Turnover Intention at PT. Asiatrust Technovima Qualiti Tangerang Branch', *Scientific Journal of Management Science MAGISTER*, 1(1), pp. 21–30. Available at: <http://www.openjournal.unpam.ac.id/index.php/JAMH>.
 25. Mitchell, B. and Cornelia, G. (2022) *The Big Book of HR*. 10th edn. Massachusetts: Career Press. Available at: <https://libgen.is/book/index.php?md5=209BD00ADFB445B5D0FD2D97114BD0B7>.
 26. Mumin, AA et al. (2021) 'Employee Turnover and Job Satisfaction: A synthesis of Factors influencing employee turnover in Institutions of Higher Learning in Ghana', *Research Square*, pp. 1–16. Available at: <https://doi.org/https://doi.org/10.21203/rs.3.rs-901342/v1>.
 27. Munardi, HT, Djuhartono, T. and Sodik, N. (2021) 'The Influence of the Work Environment on Employee Performance at Pt National Finance', *Arastirma Journal*, 1(2), p. 336. Available at: <https://doi.org/10.32493/arastirma.v1i2.12371>.
 28. Muslim, M. (2022) 'The Influence of Work Stress and Workload on Employee Turnover Intention at Pt. Sunggong Logistics Jakarta', *ESSENCE: Journal of Business Management*, 24(3), pp. 426–435. Available at: <https://doi.org/10.55886/esensi.v24i3.421>.
 29. Paat, G., Tewal, B. and Jan, ABH (2017) 'The Influence of Organizational Commitment, Job Satisfaction, Job Stress on Turnover Intention of Head Office Employees at Pt. Bank Sulutgo Manado', *EMBA Journal: Journal of Economic Research, Management, Business and Accounting*, 5(3), pp. 3444–3454. Available at: <https://doi.org/https://doi.org/10.35794/emba.v5i3.17568>.
 30. Pranata, GD and Ketut Netra, IGS (2019) 'The Influence of Work Stress on Turnover Intention Through Mediation of Organizational Commitment at the Queen'S Tandoor Seminyak Restaurant', *E-Journal of Management*, Udayana University, 8(6), p. 3531. Available at: <https://doi.org/10.24843/ejmunud.2019.v08.i06.p09>.
 31. Priskila, R. and Ie, M. (2021) 'The Influence of Career Development and Job Satisfaction on Organizational Commitment', *Journal of Managerial and Entrepreneurship*, 3(2), pp. 453–462. Available at: <https://doi.org/10.24912/jmk.v3i2.11892>.
 32. PLN (2011), 379.K.DIR.2010 Human Capital Management System
 33. PT. PLN (Persero) (2016) 'Annual Report', pp. 1–808. Available at:

https://www.pln.co.id/statics/uploads/2017/06/PLN_AR2016_HIRES.pdf.

34. PT. PLN (Persero) (2017) 'Annual Report'. Available at: <https://web.pln.co.id/stakeholder/report-annual>.
35. PT. PLN (Persero) (2018) 'Annual Report'. Available at: <https://web.pln.co.id/stakeholder/report-annual>.
36. PT. PLN (Persero) (2019) 'Annual Report'. Available at: <https://web.pln.co.id/stakeholder/report-annual>.
37. PT. PLN (Persero) (2020) 'Annual Report'. Available at: www.pln.co.id.
38. Putra, Bayu, R. and Fitri., H. (2021) 'Literature Review: Models for Measuring Lecturer Performance and Organizational Citezenship Behavior Based on Individual Characteristics, Work Culture and Individual Behavior.', *Journal of Applied Management Sciences* 2.4, [Preprint].
39. Rachmaningrum, N. (2022) 'The Influence of Compensation, Affective Commitment, and Work Stress on Turnover Intention Studies at CV Sumber Rejeki Magelang Central Java Nanda', *Journal of Diversification Management*, 2(1), pp. 29–37. Available at: <Downloads%5CDocuments%5C1909-Article Text-3827-1-10-20220315.pdf>.
40. Rahmadiani, Y. (2020) 'Analysis of the Influence of Leadership and Work Motivation on Employee Turnover Intention with Organizational Commitment as a Mediation Variable at Siti Rahmah Islamic Hospital', *Andalas Health Journal*, 9(1), p. 18. Available at: <https://doi.org/10.25077/jka.v9i1.1218>.
41. Rajan, D. (2021) 'Journal of higher education', *International Journal of Educational Development*, 2(3), pp. 36–65. Available at: [https://doi.org/10.1016/s0738-0593\(97\)87238-0](https://doi.org/10.1016/s0738-0593(97)87238-0).
42. Rasheed, MI et al. (2020a) 'Career adaptability and employee turnover intentions: The role of perceived career opportunities and orientation to happiness in the hospitality industry', *Journal of Hospitality and Tourism Management*, 44(5), pp. 98–107. Available at: <https://doi.org/10.1016/j.jhtm.2020.05.006>.
43. Rasheed, MI et al. (2020b) 'Career adaptability and employee turnover intentions: The role of perceived career opportunities and orientation to happiness in the hospitality industry', *Journal of Hospitality and Tourism Management*, 44(4), pp. 98–107. Available at: <https://doi.org/10.1016/j.jhtm.2020.05.006>.
44. Robbins, SP and Judge, TA (2022) *Essentials of organizational behavior*. 15th edn. Essex: Pearson Education. Available at: <http://www.theeuropeanlibrary.org/tel4/record/3000089783526>.
45. Sabardini, SE, Wijono, D. and Fatimah, MD (2022) 'Testing Organizational Commitment as a Mediating Variable between Job Insecurity and Turnover Intention', *Maksipreneur Journal: Management, Cooperatives, and Entrepreneurship*, 11(2), p. 239. Available at: <https://doi.org/10.30588/jmp.v11i2.904>.
46. Serpian, S. (2021) 'The Role of Organizational Commitment as a Mediating Variable on the Influence of Organizational Culture on Organizational Citizenship Behavior', *Journal of Business and Management*, 8(1), pp. 519–538. Available at: <https://doi.org/10.26905/jbm.v8i1.5650>.

47. Siswoyo, H. and Parwoto, W. (2015) Structural Equation Modeling. 1st edn, Dictionary of Statistics & Methodology. 1st edn. Bekasi: PT. Key Personnel Intermediaries. Address. Available at: <https://doi.org/10.4135/9781412983907.n1909>.
48. Supriadi, K., Trang, I. and Rogi, M. (2021) 'Analysis of Factors Causing Turnover Intention at PT Sinar Galesong Prima, Boulev Manado Branch', EMBA Journal, 9(3), pp. 1215–1224. Available at: <https://doi.org/https://doi.org/10.35794/emba.v9i3.35477>.
49. Sutrisno, E. (2017) Human Resource Management. 9th edn. Jakarta: Kencana. Available at: <https://bpsdm.kemendagri.go.id/Assets/Uploads/report/4cf5365b9fd5fcde6ff70735dc13ee50.pdf>.
50. Tewal, B. et al. (2017) Organizational Behavior. 1st edn, CV. Patra Media Grafindo. 1st edn. Bandung. Available at: http://repo.unsrat.ac.id/2299/1/full_buku.pdf.
51. Visanh, P. and Xu, H. (2018) 'Factors affecting organizational commitment of employee's of Lao Development Bank', Sociology International Journal, 2(6), pp. 809–818. Available at: <https://doi.org/10.15406/sij.2018.02.00141>.
52. Yuliane, MS and Hasiholan, LB (2018) 'The Effect of Compensation, Work Motivation and Organizational Commitment on Turnover Intention', journal of Management, 4(4), p. 13.
53. Yunita, N. and Putra, M. (2015) 'The Influence of Organizational Justice and the Work Environment on Turnover Intention', E-Journal of Management, Udayana University, 4(5), p. 255290. Available at: <https://ojs.unud.ac.id/index.php/Manajemen/article/download/11576/8823>.