

Analysis of the Effect of Job Motivation, Career Development on Interest in Working Transfer with Job Satisfaction Mediation (Case Study PT KAI DAOP 5)

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Abstract

This study aims to determine the effect of work motivation system, career development on turnover intention by mediating job satisfaction at PT KAI DAOP 5. Turnover intention is one of the inhibiting factors in achieving company goals. The type of this research is quantitative, using simple random sampling questionnaire data collection technique, the research is 105 respondents who are employees of PT KAI DAOP 5 with an age range of 40-55 years. By using data analysis techniques using SmartPLS 3.0 to get the results of the validity, reliability, and hypothesis testing. The results of this study indicate that work motivation has significant effect on job satisfaction, work motivation has no significant effect on turnover intention, career development has a significant effect on job satisfaction, career development has no significant effect on turnover intention, job satisfaction has a significant effect on turnover intention, work motivation has a significant effect on turnover intention through job satisfaction, career development has a significant effect on turnover intention through job satisfaction.

Keywords : *work motivation, career development, job satisfaction and turnover Intention*

1. Introduction

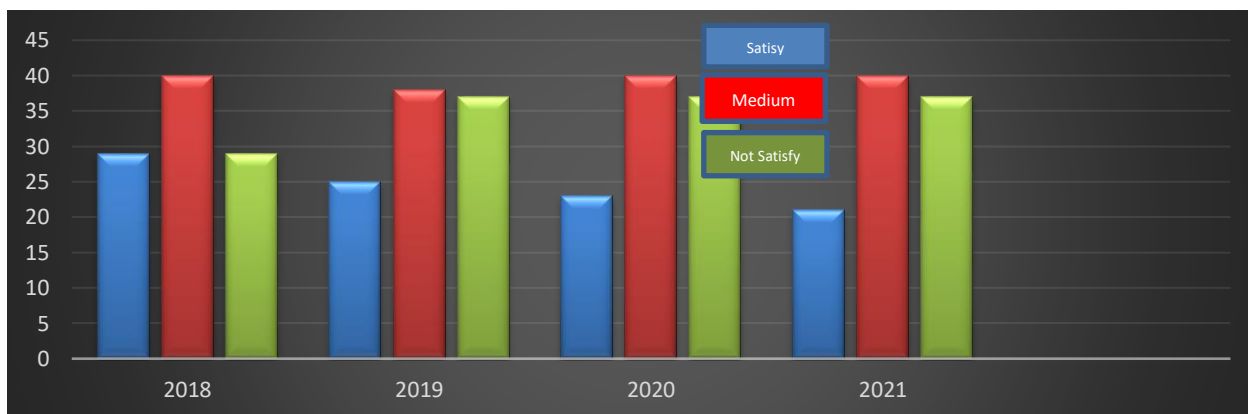
A plan that can be used with the aim of managing the resources of each individual effectively and efficiently is the meaning of human resource management (HR). Good HR management in a company will produce a balance between employee needs. To get the goals that the company wants to achieve, a balance between the needs of employees must be achieved. Employee productivity can make the company grow. If employees have job satisfaction in the workplace, then it also deserves special attention from the company. It is designed to enable employees to be more active at work and love what they do.

Actually, the entry and exit of workers in a company is a normal thing, but if it is too frequent it will cause a burden on the company. According to (Tan & Suherman, 2020a) workers who resign need to be replaced with new workers. This means that it requires a recruitment process, which costs money, time and effort. Then it also has an impact on operations because productivity is disrupted. New employees need time to learn and adjust. Employees who choose to resign from their jobs for several reasons, according to (Normi, 2018b) because of certain desires including boredom with their work, the company is considered unfair, the salary value is considered low, poor health, continuing education, doing business, and so on.

The occurrence of interest in changing jobs is something that the company does not want. Interest to change jobs is a classic problem that companies continue to encounter. The negative impact experienced due to the interest in changing jobs is the quality and ability to replace employees who leave the company. Employees who have an interest in leaving work are usually caused by factors that are not satisfied in carrying out their work. There are two main reasons that cause employees to want to leave the company, namely because they are not comfortable with their current job and offers from outside the company. This is reinforced by the opinion (Tan &

Suherman, 2020b), the reasons employees are not comfortable with their current work include the lack of harmonious relations with superiors, conflicts with coworkers, excessive workload, employee performance is not appreciated, distance from home to work's office, mismatching between expectations and the reality, limited increase in income. The second reason is that there are more attractive offers from the outside. These include offers of salaries and facilities, career paths, study opportunities, overseas assignments, flexibility of working time.

A very important factor for employees is job satisfaction, because job satisfaction will lead to a positive attitude towards work. According to (Q & A, 2014) job satisfaction is a state experienced, individual thinking and belief in work, which makes employees work as well as possible so that performance can be maximized, meeting and even exceeding the set targets. High responsibility for the company is one result of high job satisfaction. Conversely, a low level of job satisfaction in a company will have difficulty in retaining quality employees, this can happen because employees who have quality will try to get themselves employed at other companies with high job satisfaction. As for employees who do not get satisfaction in their company, they will realize and desire to move to a better company. Job satisfaction at the KAI DAOP 5 office for the last 3 years has decreased, along with the data obtained by researchers regarding employee job satisfaction at PT KAI DAOP 5.



Source : processed data

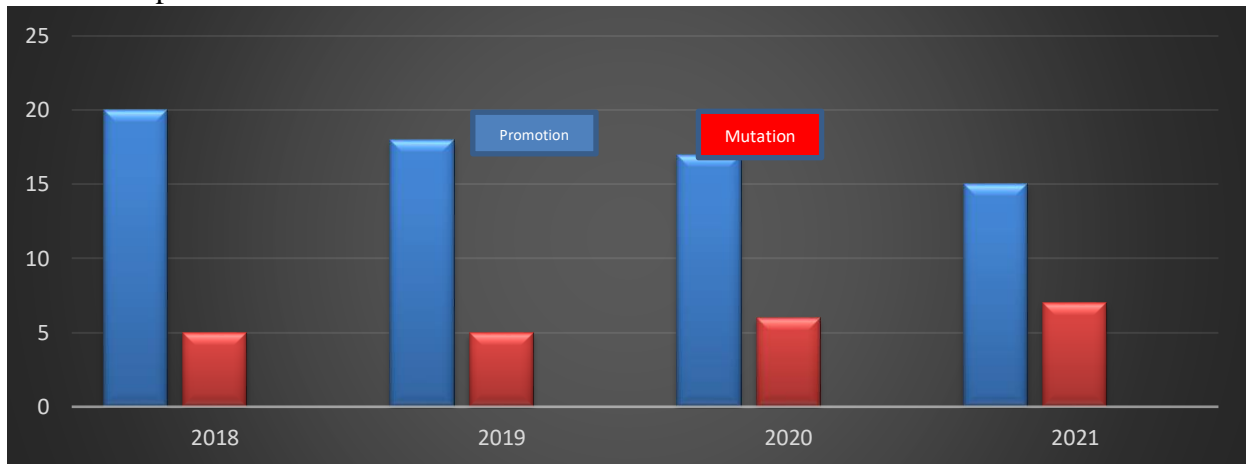
Figure 1. Employee Job Satisfaction Chart

Based on an interview with the Supervisor of PT Kereta Api Indonesia Operational Area 5 on Monday, September 20, 2021. There are several reasons that cause interest in changing employee jobs, one of which is because the new consumer-oriented paradigm of KAI is providing early retirement. Early retirement is given to employees who want to pursue other careers because they cannot follow the rhythm of work in a company that is tasked with serving the community. The nominal value of the lump sum benefit is quite large, which attracts employees to apply for early retirement.

Career development at PT KAI is carried out by way of position transfer. Position mutations are work placements from and within positions. Based on an interview with the supervisor of PT KAI DAOP 5, there are 3 types of mutations at PT KAI, namely rotation, promotion and demotion. The first is rotation, which is the transfer of workers from and within the same/equivalent, for example HR staff to legal staff. The second is promotion, which is the transfer of workers to a higher level, for example from Supervisor to Assistant Manager. The third, namely demotion, is a decrease in the level of position/transfer of workers to a lower level, for example from Assistant Manager to Supervisor. Job transfer is one of the career development so that employees get job satisfaction. The requirements for rotation and promotion at PT KAI are to have a working period

of 6 months and are set for a maximum period of 3 years. Promotion requirements at PT KAI are not currently undergoing disciplinary punishment and for transferred workers, they must occupy a new place of work no later than 14 calendar days from notification through official news.

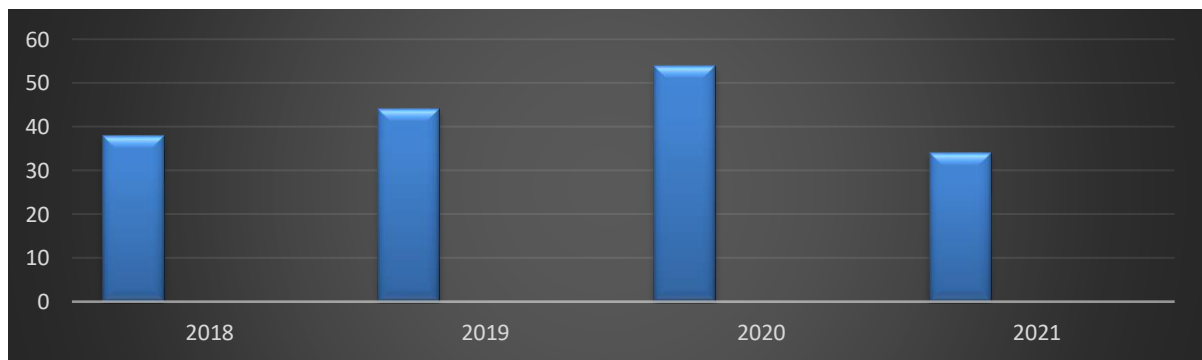
In the career development program, PT Kereta Api ensures that candidates who will be promoted should go through a fit and proper test which includes several elements of categories including case studies, leaderless group discussions, papers, psychotests, and interviews. From Figure 2 it can be seen the number of employees who follow career development at PT Kereta Api Indonesia Operation Area 5 Purwokerto.



Source : processed data

Figure 2. Graph of Number of Employees undergoing career development

One of the work motivations provided by the company is the reward system. (Normi, 2018b) the reward system in the company is used to attract and retain human resources, so that the company's goals can be achieved. The work award is given by PT KAI to its employees once a year on PT KAI's birthday on September 28. The work awards given by PT KAI to its employees are long service awards, service awards, achievement awards and exemplary service awards.



Source : processed data

Figure 3 Graph of the Number of Employee Exit

Based on Figure 3, it can be seen that employees who are not active due to early retirement are increasing in 2021. Interest in changing jobs is usually caused by lack of work enthusiasm, lack of motivation, lack of satisfaction at work due to career development that has not been achieved and unsatisfied with giving awards. work, these factors are very influential on employees. So the

system of career development, work motivation and job satisfaction should be given more attention and is expected to be able to contribute that a company plays an important role in reducing the level of interest in changing jobs. Based on the explanation above regarding the importance of work motivation, career development, and employee job satisfaction as the main components in order to reduce the level of interest in changing jobs at PT Kereta Api Daerah Operations 5.

2. Literature Review

2.1 Turn Over Intention

Turnover intention can be defined as the emergence of a desire from employees to be able to get a better job by switching to another company voluntarily. (Lestari, 2017) argues that the definition of intention is a desire / intention / urge that arises from within a person in order to achieve something. While the definition of turnover is the level of employees who leave their jobs or leave the company. (Mitterer, 2017), turnover is the movement of staff out of an organization. Voluntary turnover can occur in two ways; individuals who willingly leave an organization and individuals who move between units within the same organization.”

According to (Mobley, 2015) argues that there are several determinations of a person in changing workplaces which are influenced by various factors, including:

- a. The size of an organization, associated with less employee turnover, because larger organizations have more opportunities for internal mobility, sophisticated personnel selection and human resource management processes, more competitive reward systems, and research activities devoted to employee turnover.
- b. The size of the work unit is relevant to employee turnover through other variables such as group cohesiveness, personalization, and communication. There are signs that smaller work units, especially those at the level of manual labor, have lower employee turnover rates.
- c. Payroll, researchers have confirmed that there is a strong relationship between pay rates and employee turnover rates. In addition, an important factor that determines the variation between industries in terms of voluntary disengagement is the relative level of income. Employee turnover is at its highest in low-paying industries.
- d. Worker weight, the main issue that often gets attention in the following section on individual variables because of the suspicion that behavioral responses and attitudes towards work are highly dependent on individual differences. In this case, attention is focused on the set of relationships between employee turnover and certain job characteristics, including routine or repetitive tasks, autonomy or job responsibilities.
- e. The style of supervision, the indifference or indifference of a foreman or supervisor in a group causes a high rate of employee turnover, the statement is based on past studies.

2.2 Work Motivation

Motivation is carried out by the company to provide encouragement, so that employees are enthusiastic in working so that the company's goals and objectives are achieved. Agree with (Normi, 2018b) Motivating can be done by giving employees encouragement through their needs. Then according to (Sobirin, 2013) motivation is the movement of employees to give all their energy to achieve organizational goals and employee job satisfaction. Furthermore, according to (Hertati, 2020) motivation is the desire of a person arising from the desire to fulfill certain needs. Then (Suhariadi, 2013) argues that behavior is caused by conditions within the individual to be able to guarantee the achievement of a goal. Agree with (Farida & Hartono, 2016) motivation is to achieve certain goals, it is given a nature of encouragement or stimulation.

According to (Farida & Hartono, 2016) the goals of motivation are: increasing job satisfaction and employee morale, increasing employee work productivity, to maintain the stability

of company employees, increasing employee discipline, increasingly effective employee procurement, creating a good working atmosphere and relationship, loyalty and creativity and employee participation are increasing, increasing the level of employee welfare, increasing the employee's sense of responsibility towards their duties, and increasing the efficiency of the use of tools and raw materials.

Based on several theories about the motivational dimension, the dimension that will be applied in this study is the dimension of physical needs, with indicators of the need for food and drink, clothing, and shelter. Dimensions of safety and security needs with indicators of the need for protection from threats and conflicts. Dimensions of social needs (social needs) include friendship and interacting with others, dimensions of the need for honor (esteem needs) include the need for status and respect from others, self-actualization needs include the need to utilize the abilities and skills possessed.

2.3 Career Development

Career development according to (Normi, 2018a) is a result that comes from the interaction between individual careers and the career management process in organizations or companies. Furthermore, according to (Masram & Muah, 2017) career development is something that is done to achieve a coveted career through a process of increasing individual work abilities in order to align the needs and goals of employees is the goal of career development and balanced with the career opportunities available in the company.

According to (Marnis, 2016) Career development is the availability of employees when needed through a formal approach by ensuring that people with the right qualifications and experience. Then based on (Niles & Bowsbey, 2016) "Career development refers to the lifelong psychological and behavioral processes as well as contextual influences shaping a person's career over the life span. As such, it involves the person's creation of a career pattern, decision-making style, integration of life roles, values expression, and life-role self-concepts."

Something that needs to be considered in the context of career development, namely: the benefits of mentors and sponsors, loyalty to the organization, recognition by others, satisfactory work performance, support from subordinates, taking advantage of opportunities to grow, own requests to quit. (Yarnall, 2008) "career development is about individuals taking responsibility for developing and progressing their career with support from the organisation."

2.4 Job Satisfaction

That is, the response that is received, whether positive or not, as well as being emotional, arises from existing job conditions, which is often called job satisfaction. According to (Indrasari, 2017) job satisfaction is a variety of aspects of a person's work that is responded to affectively or emotionally. Then (Colquitt et al., 2015) "Job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job or job experiences." Then (Sutrisno, 2017) also states that a complex emotional reaction is also called job satisfaction. Emotional reactions are the result of the encouragement, hopes, desires, and demands of employees for work that is affiliated with the reality faced by employees, resulting in emotional reactions in the form of feelings of pleasure, satisfaction, or dissatisfaction.

From many sources (Masram & Muah, 2017), (Kawiana, 2020), (Sinambela, 2016), (Indrasari, 2017) and (Adamy, 2016) :

a. Two Factor Theory by Frederick Herzberg

Suggest that satisfaction and dissatisfaction are part of a different group of variables namely motivators and hygiene factors/dissatisfied. In this theory, dissatisfaction is faced with the

conditions surrounding the work (such as work atmosphere, compensation, security, quality of supervision and relationships with other people) rather than with the work itself. Factors that prevent negative reactions are called hygiene or maintenance factors.

Satisfaction is inferred from factors related to the work itself as well as direct results such as opportunities for self-development, opportunities for promotion, job performance, nature of work, and gaining recognition. These factors are associated with a high level of job satisfaction which is known as a motivator.

b. Value Theory

Based on the value theory, job satisfaction occurs when the results received by employees are in accordance with what is expected. The weakness in the value theory is that people's satisfaction is also determined by differences in individual views. Then, the non-linear relationship between compensation and the level of satisfaction is more dominant, contrary to reality.

c. Discrepancy Theory by Proter

Satisfaction and dissatisfaction experienced by individuals is the result of comparisons and gaps carried out by the individual against what he has obtained from work and what is his hope. Satisfaction will be experienced by the individual if the difference or gap between the individual's personal standards and something obtained from work is small, and vice versa.

d. Equity Theory by Adam

Justice for what happened makes a person feel satisfied or dissatisfied. The main points of the theory of justice are inputs, outcomes, justice, and injustice. Inputs include skills, education, experience, number of tasks and equipment or equipment used to carry out their work. The result is bonuses, compensation, rewards, symbols, status, and opportunities to succeed (self-actualization). While people always compare with someone in a similar company, or elsewhere or it could be with him in the past. A person's feeling of equity or inequity in a situation is obtained by comparing himself with other people in the same location such as in the same class, office, or other places.

e. Need Fulfilment Theory

The satisfaction of employees' needs greatly affects employee job satisfaction. If they get what they need then employees are satisfied. The greater the needs of employees are met, the more satisfied they are, and vice versa.

f. Social Reference Group Theory

Employee job satisfaction does not only depend on meeting needs, but also depends on the opinion of the group which employees consider as a benchmark group. The reference group is used as a benchmark by employees in assessing themselves and their environment. So that employees will feel satisfied if their work is based on the expectations of the reference group, and vice versa. Job satisfaction is closely related to turnover intention. Employees will feel bored if they are not satisfied with their work, if left too long it will cause interest to leave the company. The author's opinion is strengthened by (Marnis, 2016) employee job satisfaction is often considered a determinant of employee turnover. However, employees' perception of unfair treatment is a stronger predictor than job satisfaction. If employees feel they are being treated unfairly by the organization, the result will be pressure. The perception of injustice results in an unpleasant emotional atmosphere that can reduce employees to work optimally which ultimately has an impact on efforts to leave the organization. Then Umar (2004) in (Normi, 2018b) that the outputs resulting from job satisfaction are creativity, turnover, absenteeism and other effects, namely work accidents, ability to learn new jobs, and mental physical health.

3. Methodology

Population is the number of objects to be studied, in conducting a study an object is needed to be studied. This statement is in accordance with what was stated (Sugiyono, 2019) which stated that the population is a generalization area which includes: objects/subjects with certain characteristics and quantities determined by the researcher to be understood and then drawn conclusions. Therefore, the population used in this study, namely PT KAI Regional Operations 5 employees aged 40-55 years, amounted to 154 people.

The sample is the population that is used as a representative to continue the research. Reinforced by the opinion (Sugiyono, 2019) that the sample is part of the number and characteristics of the population. If the population is large, and it is impossible for the researcher to understand everything in the population, for example due to limited funds, manpower, or time, the researcher can use a sample that comes from that population.

3.1 Data Collection

There are two techniques in sampling, namely probability sampling and non-probability sampling. The author applies probability sampling technique. To obtain accurate information, the authors chose to use the formula from the simple random sampling technique with a table determining the number of samples from the population developed from Isaac and Michael with an error rate of 5% using the RANDBETWEEN formula on EXCEL, the results obtained were the number of samples of 105 people with no. predetermined sequence (attachment).

Table 1. Proportion of Shared Sample in Each Unit

No	Unit	Population	Number of Sample
1	Freight Forwarding Unit	5	3
2	Passenger Transport Unit	7	6
3	Passenger Facility Unit	7	5
4	Building Unit	8	7
5	Security Unit	6	4
6	Health Unit	4	2
7	Operation Unit	8	6
8	Sintelis Unit	7	5
9	Railroad and Bridge Unit	8	4
10	Goods and Services Procurement Unit	7	4
11	Facility Unit	7	6
12	Financial Unit	21	14
13	Information System Unit	9	7
14	Law Unit	3	1
15	Regional Public Relations Unit	4	3
16	Asset Protection Unit	15	12
17	Non-Transport Commercialization Unit	10	8
18	HR and General Affairs Unit	18	8
Total		154	105

Source : processed data

3.2 Conceptual Framework

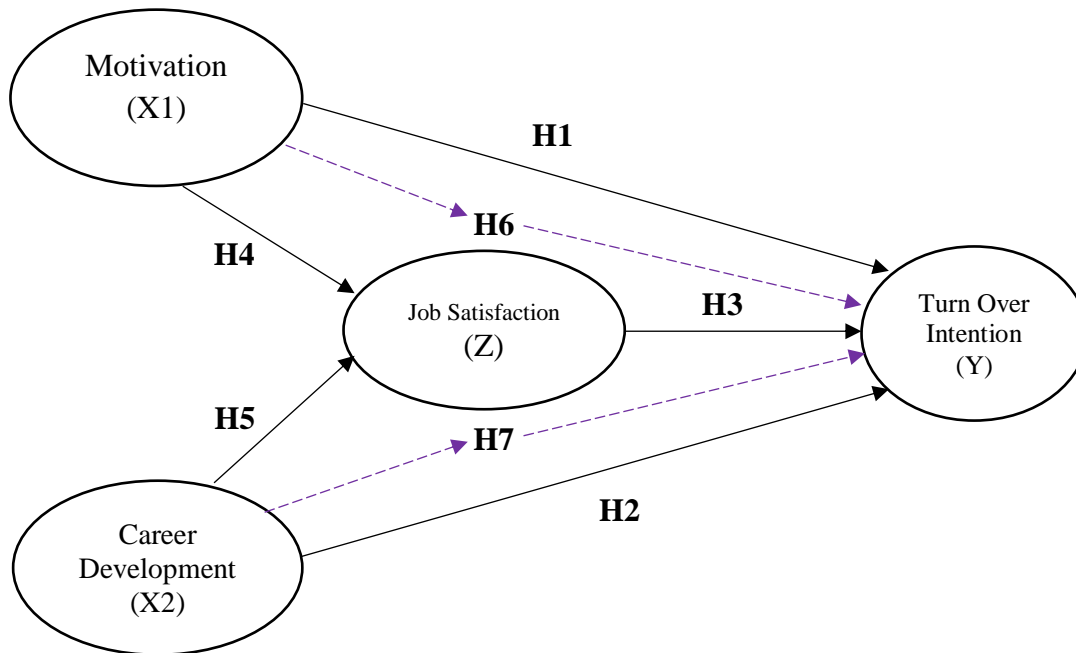


Figure 4: Research Framework

3.3 Hypothesis

Based on the background of the problem, the formulation of the problem, the objectives and uses of the research and theoretical studies, a hypothesis can be put forward as follows:

- a. There is an influence of work motivation on job satisfaction
- b. There is an influence of work motivation on interest in changing jobs
- c. There is an effect of career development on job satisfaction
- d. There is an influence of career development on interest in changing jobs
- e. There is an effect of job satisfaction on interest in changing jobs
- f. There is an influence of work motivation on interest in changing jobs through job satisfaction
- g. There is an influence of career development on interest in changing jobs through job satisfaction

4 Result and Discussion

4.1 Result

A. Descriptive Analysis

This data analysis technique is a statistical analysis that is applied when all the data already exists and is ready to be analyzed according to existing ones without creating generalized results (Sugiyono, 2019, p. 206). The researcher applies descriptive analysis with the following index value interpretation:

Index Value =

$$\frac{(F1x1) + (F2x2) + (F3x3) + (F4x4) + (F5x5)}{5}$$

Means:

- F1 : frequency/number of respondents who chose 1
- F2 : frequency/number of respondents who chose 2
- F3 : frequency/number of respondents who chose 3
- F4 : frequency/number of respondents who chose 4
- F5 : frequency/number of respondents who chose 5

a. The limit of the highest range value with the formula:

$$\frac{\text{highest answer choice} \times \text{Number of respondent}}{5}$$

$$\frac{5 \times 105}{5} = 105$$

b. The limit of the lowest range value with the formula:

$$\frac{\text{Lowest Answer Choice} \times \text{Number of respondent}}{5}$$

$$\frac{1 \times 105}{5} = 21$$

c. The range obtained by the formula:

$$\frac{\text{highest answer choice result} - \text{lowest answer choice result}}{3}$$

$$\frac{105 - 21}{3} = 28$$

So from these calculations, the interpretation of the index value is obtained, namely :

Table 2. Index Value Interpretation

Index Value	Intepretation
21.00 - 49.00	Low
49.01 - 77.00	Medium
77.01 - 105.00	High

Source : processed data

B. Validity Test

Based on each construct that exists in each indicator for the variable of Work Motivation, Career Development on Interest in Changing Jobs Through Job Satisfaction at PT Kereta Api Daerah Operasi 5, the loading factor value has been obtained to assess convergent validity. Convergent validity test was conducted to observe the correlation between the instrument on the indicator and the variable, where the correlation of the instrument on the indicator could be considered "good" if it had a loading factor > 0.5. Below are the results of these calculations using SmartPLS 3.0, as follows:

Table 3. Outer Loading Factor

	Job Satisfaction	Turn Over Intention	Motivation	Career Development
KK1	0.798			
KK10	0.692			
KK11	0.694			
KK12	0.722			

	Job Satisfaction	Turn Over Intention	Motivation	Career Development
KK2	0.862			
KK3	0.774			
KK4	0.705			
KK5	0.862			
KK6	0.811			
KK7	0.827			
KK8	0.798			
KK9	0.840			
MK1			0.632	
MK2			0.814	
MK3			0.824	
MK4			0.865	
MK5			0.848	
MK6			0.716	
MK7			0.827	
MK8			0.892	
MK9			0.867	
MKP1		0.848		
MKP2		0.794		
MKP3		0.779		
MKP4		0.768		
MKP5		0.849		
MKP6		0.837		
MKP7		0.786		
MKP8		0.779		
MKP9		0.779		
PK1				0.770
PK10				0.798
PK2				0.773
PK3				0.765
PK4				0.788
PK5				0.722
PK6				0.765
PK7				0.727
PK8				0.758
PK9				0.754

Source: SmartPLS 3.0 Output Results, 2022

Based on table 3, it proves that the highest loading factor value of these variables is in the MK8 variable, namely "The company provides opportunities for their own creativity in carrying out work" with a value of 0.892. Meanwhile, for the category of the lowest loading factor value of the indicators in the variable above, it is found in MK1, namely "It is enough to fulfill the needs of a decent daily life from work" with a value of 0.632. This value is indeed the lowest but can still be categorized as a valid and acceptable indicator for use in the next test because it still has a value > 0.5. If there is a statement that still has a value of < 0.5, then the statement must be dropped or

deleted and cannot be included in the analysis of further data testing. However, based on the results of the calculations in this study, out of 15 statements there were no statements that had a value of < 0.5 . Therefore, with these results, a re-estimation of the research model will not be carried out.

The value of discriminant validity can be known through the value of Average Variance Extracted (AVE). Where the AVE value is acceptable when it has a value > 0.50 (Ghozali, 2014, pg. 40). The output of SmartPLS 3.0 obtained the AVE value of each variable as follows.

Table 4. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Job Satisfaction	0.615
Turnover Intention	0.644
Motivation	0.661
Career Development	0.581

Source: SmartPLS 3.0 Output Results, 2022

Based on the table 4, for this research model all existing constructs have an AVE value > 0.5 . For the job satisfaction variable it has an AVE of 0.615, for the variable of interest in leaving the company has an AVE of 0.644, for the work motivation variable it has an AVE of 0.661, and for the career development variable it has an AVE of 0.581. From the results of the validity test, the measurement with discriminant validity on the variable of Work Motivation, Career Development Against Interest in Changing Jobs Through PT KAI DAOP 5 Job Satisfaction was adequate and met the discriminant validity test. The AVE results above further strengthen the statement from the previous loading factor results. So, it can be concluded that each item of the statement on the variable of Work Motivation, Career Development Against Interest in Changing Jobs Through Job Satisfaction at PT KAI DAOP 5 is valid.

Thus, it can be concluded that the variables of Work Motivation, Career Development Against Interest in Changing Jobs Through Job Satisfaction at PT Kereta Api Regional Operations 5 are declared valid because they have met the requirements above 0.50. This means that all statements related to the variables of Work Motivation, Career Development Against Interest in Changing Jobs Through Job Satisfaction at PT Kereta Api Regional Operations 5 have been valid or appropriate, and have been able to describe the situation to be measured.

C. Reliability Test

If all the instruments of the statement have been declared valid and feasible, then the reliability test is carried out. In this study, reliability testing is needed to measure the consistency of respondents' answers and also to measure the extent of the reliability of this study. In this case, a variable construct can be said to be reliable if the Composite Reliability and Cronbach's Alpha values are more than 0.7 (Ghozali, 2014, p. 65). Where this reliability test can be seen from the output of SmartPLS 3.0 and the Composite Reliability (CR) value is obtained as follows:

Table 5. Composite Reliability

	Composite Reliability
Job Satisfaction	0.950
Turn Over Intention	0.942
Motivation	0.946
Career Development	0.933

Source: SmartPLS 3.0 Output Results, 2022

Based on the results from the table above, the composite reliability value for each variable is > 0.7 which proves that all variables are reliable and have good reliability for each construct. The smallest composite reliability value is 0.933 in career development and the highest composite reliability value is 0.950 in job satisfaction. Furthermore, the value of Cronbach's alpha is as follows:

Table 6. Cronbach's Alpha

	Cronbach's Alpha
Job Satisfaction	0.943
Turn Over Intention	0.931
Motivation	0.934
Career Development	0.920

Source: SmartPLS 3.0 Output Results, 2022

The recommended number is that it must be > 0.7 and table 27 proves that all variables have a Cronbach alpha value > 0.7 . So, all variables have good and proper reliability on each construct. For the lowest value of Cronbach's alpha is on the career development variable of 0.920 and for the highest value of the job satisfaction variable of 0.943. In conclusion, based on the results of the validity and reliability tests, it is stated that all the tools and variables used in this study have been declared valid and reliable and meet the specified value standards.

D. Coefficient of Determination test (R-Square)

Next is the coefficient of determination test (R-Square) which functions to measure how far the model's expertise is when explaining the variation of the dependent variable in this study (Ghozali, 2013, p. 97). Below is the output of the SmartPLS 3.0 software for the R-Square value, as follows:

Table 7. R-Square

	Rsquare
Job Satisfaction	0.700
Turn over Intention	0.282

Source: SmartPLS 3.0 Output Results, 2022

Based on the results of the SmartPLS 3.0 output, it states that the total R-Square value of job satisfaction is 0.700 or 70%, which means that work motivation and career development variables are able to explain the job satisfaction variable by 70% and the remaining 30% is influenced by other independent variables that are not included in this study. These variables include compensation, performance benefits, work culture, organizational behavior, transformational leadership and others. Based on the results of the SmartPLS 3.0 output, it states that the total value of the R-Square of Interest to Leave the Company is 0.282 or 28.2%, which means that the variables of work motivation, career development and job satisfaction are able to explain the variable of interest in changing jobs by 28.2% and the remaining 72.8% is influenced by other independent variables that are not included in this study. These variables include compensation, performance allowances, work culture, organizational behavior, transformational leadership and others.

E. Test T Results

Table 8. Indirect Effect Value

	Original sampel	t statistik	P Values
Motivation -> Job Satisfaction -> Turnover Intention	0.034	2.358	0.001
Career Development -> Job Satisfaction -> Turnover Intention	0.037	2.343	0.012

Source: SmartPLS 3.0 Output Results, 2022

The t-test was used to prove the significant effect of work motivation, career development on interest in changing jobs through job satisfaction at PT Kereta Api Daerah Operasi 5. To perform the t-test, the t-table value is needed to analyze it. The value of the t-table can be calculated using the formula $df = n - k$ or $df = 105 - 4 = 101$, with a degree of confidence, the t-table obtained is 1.984 which is obtained from the t distribution table adjusted for a margin of error of 5%.

F. Test F Results

To test this hypothesis, data processing using the SmartPLS 3.0 tool gives results on the structural model of path coefficients as follows:

Table 9. Path Coefficient Value

	Original Sample	T statistik	P Values
Motivation -> Job Satisfaction	0.423	4.312	0.000
Motivation -> Turnover Intention	0.315	1.616	0.107
Career Development-> Job Satisfaction	0.459	4.866	0.000
Career Development -> Turnover Intention	0.170	0.950	0.343
Job Satisfaction -> Turnover Intention	0.080	2.350	0.007

Source: SmartPLS 3.0 Output Results, 2022

4.2 Discussion

The Influence of Work Motivation on Job Satisfaction

Based on the results of calculations and analyzes that have been carried out through PLS3.0, it shows that the work motivation variable on job satisfaction with the original sample is 0.423 or 42.3% and the remaining 57.7% is influenced by other variables. This is supported by the presence of a t-count value compared to a t-table of $4.312 > 1.984$ with a significance value of $0.000 < 0.05$. So it can be interpreted that work motivation has a significant effect on job satisfaction and it can be said that H1 is accepted. Therefore, it is in line with research conducted by (Parimita & Khoiriyah, 2018), which states that work motivation affects job satisfaction. But it is different from (Bahri & Chairatun Nisa, 2017) which states that work motivation has no effect on job satisfaction.

The work motivation at PT Kereta Api Daerah Operasi 5 Purwokerto includes awards given to employees. Awards given once a year consist of long service awards, service awards, achievement awards and exemplary awards. The award given by PT Kereta Api Daerah Operasi 5 Purwokerto has an effect on job satisfaction felt by employees.

This is in line with the theory of two factors (two factors) from Frederick Herzberg, namely motivational factors, including: fun things, awards. By giving out four awards every year, it makes employees feel happy about the bonus. In addition to the two-factor theory, the research results are also in line with the ERG (Existence, Relatedness and Growth) theory of Clayton Alfreder, namely Existence (food, rewards and working conditions). This means that with rewards and pleasant working conditions, employees will feel satisfied and if employees are satisfied, employees will work optimally. This is also in line with Victor Vroom's Expectancy Theory on the linking component / instrumentally. Which means that performance outcomes are related to reward level outcomes. Because the awards given by the company are good, job satisfaction will be created in the hearts of employees, causing maximum performance.

The Influence of Work Motivation on Interest in Changing Jobs

Based on the results of calculations and analyzes that have been carried out through PLS3.0, it shows that the work motivation variable on interest to leave the company with an original sample of 0.315 or 31.5% and the remaining 68.5% is influenced by other variables. This is supported by the presence of a t-count value compared to a t-table of $1.616 < 1.984$ with a significance value of $0.107 > 0.05$. So that it can be interpreted that work motivation has no significant effect on interest in changing jobs and it can be said that H2 is rejected. This is due to several factors including work weight, which is one of the various satisfaction correlations that are quite strong in relation to employee turnover. The workload that is too large and not proportional to the rewards obtained will cause job saturation and if this continues, there will be an interest in leaving the organization.

The results of this study are the same as research (Masfufah, 2017), namely work motivation has no significant effect on turnover intention. The level of motivation given by PT Kereta Api Daerah Operasi 5 does not affect the high / low turnover intention. Employees of PT Kereta Api Daerah Operasi 5 realize that meeting the needs of today's life is very difficult, so even though employees feel that what the company currently provides is not in line with what employees expect, it does not immediately make employees decide to resign. Based on the results of the questionnaire, it shows that the lowest level of employee motivation is work motivation in MK 1 with a statement that it is sufficient to fulfill a decent daily life from work. Even though employees are less motivated by physiological needs, they decide to stay with the company.

The Effect of Career Development on Job Satisfaction

Based on the results of calculations and analyzes that have been carried out through PLS3.0, it proves that the career development variable on job satisfaction with the original sample is 0.459 or 45.9% and the remaining 54.1% is influenced by other variables. This is supported by the presence of a t-count value compared to a t-table of $4.866 > 1.984$ with a significance value of $0.000 < 0.05$. So that it can be interpreted that career development has a significant effect on job satisfaction and it can be said that H3 is accepted. This is in line with research conducted by (Haris et al, 2021) in his research stating that career development has a significant positive effect on job satisfaction. This is a career plan that has been made from an employee accompanied by a reasonable and realistic career goal, the plan will not become a reality without systematic and programmatic career development. Career development according to (Normi, 2018) is an outcome

that comes from the interaction between individual careers and the career management process in organizations or companies.

Career development at PT Kereta Api Regional Operation 5 Purwokerto is promotion and job rotation. Promotion is the transfer of workers to a higher level, for example from supervisor to assistant manager. The requirements for promotion at PT Kereta Api Indonesia are not currently undergoing disciplinary punishment and for the transferred workers must occupy a new place of work no later than 14 calendar days from notification through official news.

The Effect of Career Development on Interest in Changing Jobs

Based on the results of calculations and analyzes that have been carried out through PLS3.0, it shows that the career development variable on interest to leave the company with an original sample of 0.170 or 17% and the remaining 83% is influenced by other variables. This is supported by the presence of a t-count value compared to a t-table of $0.950 < 1.984$ with a significance value of $0.343 > 0.05$. So that it can be interpreted that career development has no significant effect on interest in leaving the company and it can be said that H5 is rejected. This is due to several factors including not helping in developing the supply of internal employees, increasing employee turnover, not encouraging motivation to better recognize potential abilities, not motivating employees to grow and develop.

The results of this study are different from research (Luh Eva Riantini et al., 2021) which suggests that career development has a positive and significant impact on interest in moving out. It is also different from research (Soedira et al., 2021) which states that career development has a negative and significant effect on interest in changing jobs. This happens because if there is career development that is not in accordance with the expectations of employees at PT Kereta Api Indonesia, it will not affect the interest in changing jobs. This is because employees realize that it is very difficult to get a job during the current pandemic. So career development has no effect on interest in changing jobs.

The results of this study are also not in line with the theory (Mobley, 2015) which states that one of the factors that influence individual turnover intention is promotion. In theory it is explained that lack of opportunity for promotion is the main reason for resignation. But the reality is different from the field conditions at PT Kereta Api Regional Operation 5. So, because employees are aware of the difficulty of finding work for the current pandemic situation, career development on interest in changing jobs has no effect.

The influence of job satisfaction on the interest of job transfer

Based on the results of calculations and analyzes that have been carried out through PLS3.0, it shows that the job satisfaction variable on interest in changing jobs with the original sample is 0.080 or 8% and the remaining 92% is influenced by other variables. This is supported by the presence of a t-count value compared to a t-table of $2.350 > 1.984$ with a significance value of $0.007 < 0.05$. So that it can be interpreted that job satisfaction has a significant effect on interest in leaving the company. This is due to job satisfaction, employees will have an interest in leaving the company for various reasons, including employees feel valued in their work, job satisfaction, this satisfaction can be conceptualized as a match between what is valued and desired by individuals with what is provided by the situation. Overall job satisfaction shows that the greater the feeling of satisfaction with the job, the greater the desire not to leave.

The results of this study are in line with research (Candra & PLS Kusmaningtyas, 2020) that job satisfaction has a positive and significant effect on interest in leaving the company. That the greater the job satisfaction in the employee, the less desire to change jobs. Similar to the theory (Mobley, 2015) the factors that influence individual turnover intention, one of which is job

satisfaction. Job satisfaction with work can be conceptualized as a discrepancy between what employees value and want with the situation in the field. Overall job satisfaction, indicating that the smaller the feeling of satisfaction with the job, the greater the interest in changing jobs.

The Influence of Work Motivation on the Interest to Change Job Through Job Satisfaction

Based on the results of calculations and analyzes that have been carried out through PLS3.0, it shows that the work motivation variable on interest to leave the company through job satisfaction with the original sample of 0.034 or 3.4% and the remaining 96.6% is influenced by other variables. This is supported by the presence of a t-count value compared to a t-table of $2.358 > 1.984$ with a significance value of $0.001 < 0.05$. So that it can be interpreted that work motivation has a significant effect on interest in changing jobs through job satisfaction and it can be said that H6 is accepted.

This is influenced by several factors including: This is due to several factors, including work weight, which is one of the various satisfaction correlations that are quite strong in relation to employee turnover. The workload that is too large and not commensurate with the rewards obtained will cause work saturation and if this continues continuously, there will be an interest in leaving the organization, work relatives, work relatives have various dimensions and reflect interests in work, differences individuals, as well as the relationship between equipment and individuals. Supervision, can be associated with employee turnover to be able to handle the interaction of leaders and subordinates. Attachment to the organization, as the relative strength of one's identification and involvement in the organization. If the employee's attachment to the organization is high, the employee will remain in the organization. So that employees will not have an interest in leaving the company for various reasons, including employees feel valued in their work, job satisfaction, this satisfaction can be conceptualized as a match between what is valued and desired by individuals with what is provided by the situation. Satisfaction with the job as a whole, proves that the greater the feeling of satisfaction with the job, the greater the desire to leave.

The Effect of Career Development on Interest in Changing Jobs Through Job Satisfaction

Based on the results of calculations and analyzes that have been carried out through PLS3.0, it shows that the career development variable on interest to leave the company through job satisfaction with an original sample of 0.037 or 3.7% and the remaining 96.3% is influenced by other variables. This is supported by the presence of a t-count value rather than a t-table of $2.343 > 1.984$ with a significance value of $0.012 < 0.05$. So that it can be interpreted that career development has a significant effect on interest in leaving the company through job satisfaction and it can be said that H7 is accepted. This is due to several factors including Assisting in developing the supply of internal employees, increasing employee turnover, encouraging motivation to better recognize potential abilities, Motivating employees to grow and develop. And job satisfaction occurs at the level where the work results are received by individuals as expected. The more people receive the results, the more satisfied they will be and vice versa. The key to satisfaction in this theory is the difference between aspects of the work that one has and what one wants. The bigger the difference, the lower people's satisfaction. The weakness of this theory is the fact that people's satisfaction is also determined from individual differences. In addition, the non-linear relationship between the amount of compensation and the level of satisfaction is more contrary to reality.

5 Conclusion

Based on the research carried out, the results of the analysis, as well as the discussion that has been explained in the previous chapter regarding Work Motivation, Career Development on Interest in Changing Jobs Through PT KAI DAOP 5 Job Satisfaction, as well as the tests that have been carried out, it can be concluded that work motivation, career development and Job satisfaction has a significant effect on interest in changing jobs. This happens if there is low work motivation, career development and job satisfaction, it will cause interest in changing jobs for employees at PT KAI DAOP 5.

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