The Effect of Human Resource Management Practices on Turnover Intention of Manufacturing Employees in Indonesia; the Mediation Role of Career Satisfaction

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Abstract

This study aims to ensure that human resource management practices are believed to be one of the solutions to reduce employee turnover intentions. However, not all studies show that human resource management practices can provide significant results in reducing exit intentions. This research is research with a quantitative approach and is research with correlation analysis test using SPSS version 26.0 and a mediation analysis test using PROCESS MACRO version 4.0 which was developed by Andrew Hayes. Sampling in this study used non-probability sampling with the type of convenience sampling. The characteristics in this study are employees who work in the manufacturing industry with a minimum position of staff, and a minimum service period of one year. Based on the results of the hypothesis analysis test, it is known that before the mediator variable was added to the relationship between HRMP and intention to leave, it was found that the practice of human resource management (HRMP) had a negative relationship with the intention to leave in manufacturing employees in Indonesia with the result (b = -0.23 t = - - 7.41; p = 0.00). In addition, the practice of human resource management (HRMP) was also found to have a positive relationship with employee career satisfaction. Then, career satisfaction was found to have a negative relationship with employees' leaving intentions, but this study also found that career satisfaction did not mediate the relationship between human resource management practices (HRMP) and exit intentions among manufacturing employees in Indonesia.

I. Introduction

The manufacturing industry has a very large role in world economic growth, including in Indonesia. Based on an article released on the official website of the Ministry of Industry of the Republic of Indonesia (2019), it is stated that the manufacturing industry in Indonesia plays an important role in national economic growth. In 2019 the manufacturing industry was able to contribute 29.3% to Gross Domestic Product (GDP) and managed to occupy the fifth position in the world (Kemenperin RI, 2019). Nevertheless, the employee turnover rate in the manufacturing sector in Indonesia is considered quite high, reaching a percentage of 10 - 20% per year, (Anggraini & Ardi, 2020). The high employee turnover rate is still a challenge for many companies, including in the manufacturing industry, and hurts the company's business. The level of employee turnover in a company (turnover) is one of the important aspects that determine

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organizational performance within the company. Kacmar, et. al. (2006), explained that turnover is seen as a key predictor in deciding work performance at the organizational unit level. High employee turnover is a disruptive phenomenon that has significant costs and other negative consequences in various organizations (Kacmar, et. al., 2006; Bothma & Roodt, 2013). As a result, the company will experience losses both directly and indirectly (Al Mamun & Hasan, 2017). Hee & Lien, et. al. (2018), explains that direct losses are visible costs incurred by the company such as recruitment, induction, and training costs, while indirect costs are invisible costs such as the moral impact on employees who are still working.

The behavior of employees leaving the company is usually based on the intentions felt by the employees (turnover intention). Exit intentions refer to the employee's intention to leave his job or withdrawal behavior related to isolation at work (Bothma & Roodt, 2013). Based on previous research, it is said that human resource management practices such as salaries and benefits, information sharing within the organization, training and development, performance appraisals, and promotion opportunities are key in determining employee turnover intentions (Nivethitha, et. al., 2014; Daly & Dee, 2006). This is due to the attitudes and behaviors that are formed through resource management practices provided by the company to employees (Santhanam, et. al., 2017). Human resource management practices are considered a sign that the company provides valuable value to employees so that employees are expected to build useful relationships by providing reciprocity that also benefits the company such as reducing the intention to leave the company (Blau; Kasekende, et.al., in Tumwesigye, 2007). et al., 2020).

According to Armstrong (2014), the practice of human resource management is a strategic, integrated, and coherent approach to employees, providing development, and well-being of people who work within the organization. Aburumman, et. al. (2019), emphasizes that human resource management practices are important practices in motivating employees by offering employees a level of job security, independence, sustainability, and opportunities to achieve career satisfaction. Nevertheless, the implementation of human resource practices is alleged to have more challenges to be implemented in the manufacturing industry. Gulati (2018) explains the existence of different working conditions and communication flows in manufacturing industry organizations compared to service provider offices and office environments in general causes the implementation of human resource practices to often not run effectively. Then, the traditional view of resource management that considers labor as a cost burden rather than an investment, forms employee attitudes that tend to be negative and hinder employee development (Babapour, et. al., 2018). Therefore, it is necessary to change the view of traditional resource management to a more strategic direction (Budhwar & Debrah, 2009).

Babapour, et. al., (2018) added, awareness of the concept of resource management for all employees in the organization is important so that human resource management practices can be implemented effectively. Aburumman et. al., (2019) states that to implement effective human resource practices, four important dimensions are needed, namely; a) compensation, b) performance appraisal, c) promotion and d) employee training and development. Compensation is an arrangement made by the company aimed at developing rewards for employees for services provided by employees to the organization and this includes the provision of wages and salaries, incentives, and benefits. (Osibanjo & Adeniji, 2012). Armstrong (2014) states, by providing a compensation function, employees will be encouraged to be cooperative, encourage employees to participate, and contribute to the organization. Then, performance appraisal is a process when managers in organizations ensure that employee activities and work results contribute to organizational

goals (Noe, 2016). Based on research conducted by Nawaz and Pangil (2016), it was found that a fair performance appraisal system will create positive attachments between employees and the organization, thereby potentially reducing employee turnover intentions. Furthermore, Noe et. al . (2016) explained that promotion is a promotion to a higher work position with more challenges, authority, and responsibility. Armstrong (2014), emphasizes that promotion procedures are one of the keys to employee retention, making decisions about promotions that are not carried out properly will lead to employee turnover. The last dimension, namely training refers to organizational plans to help employees gain knowledge, skills, abilities, and behaviors related to work to apply them at work (Noe et. al ., 2016). Meanwhile, development is a combination of formal education, work experience, relationships, and personality and ability assessments to assist employees in preparing for future careers (Noe, et. al., 2016). Companies that provide training and development for employees, companies can increase employee commitment and reduce the emergence of intention to leave employees (Zepa, 2017).

Feelings of satisfaction such as satisfaction with their career become important psychological variables that can determine whether employees stay in an organization or choose to leave the organization. Greenhaus, et. al., (1990) explain that career satisfaction is the result of career achievement seen from the internal perspective of employees as an assessment of whether the results of career achievement are satisfactory or not. Then, Kong, Cheung, & Song, (2012) added, career satisfaction refers to the intrinsic and extrinsic value of a career which includes various factors such as salary, wages, and opportunities for development available to employees. Creating career satisfaction for employees can be one solution for employee retention and keeping potential employees to stay in the organization, especially in the manufacturing industry. This is in line with other research, that the application of resource management practices such as compensation and employee training and development (Yean & Yahya, 2013), performance appraisal (Hee, Shen, et. al., 2019), and a rapid promotion system (Aburumman, et. al., 2019) which is implemented effectively and evenly, can have a positive impact on employee career satisfaction (Hee, Cheng, et. al., 2016). Career satisfaction then becomes a psychological contract for employees which is closely related to the creation of employee commitment to the organization and low intention to leave (Zimmerman & Darnold, 2007). Therefore, organizations must increase efforts such as implementing resource management practices to understand and increase employee career satisfaction which is considered capable of reducing employee turnover rates (Direnzo & Greenhaus, 2011; Aburumman, et. al., 2019).

Then, based on the described background, the researcher identified a problem with the high turnover intention of manufacturing employees in Indonesia as a result of human resource management practices that were implemented less effectively and not on target. This is proven from research on the implementation of resource management practices that do not yet have consistency in having an impact on reducing employee turnover intentions. Efforts to practice human resource management provided by the company to provide valuable value for employees to create reciprocal attitudes and behaviors that are beneficial for the company have not been fully received positively by employees. Acceptance of human resource management practices that are negatively accepted by employees will reduce the level of employee career satisfaction which will then be the cause of increased intention to leave. Conversely, if the implementation of human resource management practices provided by the company has been carried out effectively and on target and can be received positively by employees, it will increase employee career satisfaction which in the end the employee's intention to leave is also reduced.

Therefore, referring to the description that has been explained, the researcher intends to explore more deeply the dynamics of the influence of resource management practices on exit intentions mediated by career satisfaction in manufacturing employees in Indonesia. The results of this study are expected to contribute to the application of human resource management practices in the manufacturing industry in Indonesia as an effort to reduce turnover intentions and increase career satisfaction for employees. In this study, the research hypothesis proposed by the researcher is (H1) there is an effect of human resource management practices on exit intentions mediated by career satisfaction in manufacturing employees in Indonesia.

II. Research Method

This research is research with a quantitative approach and is a correlational study used in testing the research hypothesis. Sampling in this study used non-probability sampling with the type of convenience sampling. The characteristics in this study are employees who work in the manufacturing industry from several sectors in Indonesia, namely the basic and chemical industry sector, the various industrial sector, and the consumer goods sector. In addition, other characteristics of the participants in this study are employees who have a minimum position of staff, and a minimum service period of one year. This study has three variables, namely the intention to leave as the dependent variable, the practice of human resource management as the independent variable, and the career satisfaction variable as the mediator variable.

2.1 Turnover Intention Scale-6

The measuring instrument used by the researcher in measuring the intention to leave using the Turnover Intention Scale -6 (TIS-6) measuring instrument from Bothma & Roodt (2013). TIS-6 has six items. The results of the reliability of TIS-6 on research respondents (N = 152), obtained results ($\alpha = 0.868$) which indicate that the TIS-6 measuring instrument has good reliability. Meanwhile, in the validity test carried out using Crit where the corrected item-total correlation score nilai rit ≥0,2 untuk seluruh item yang dapat diartikan bahwa alat ukur TIS-6 merupakan alat ukur yang valid.

2.2 Career Satisfaction Measuring Tool

The measuring instrument used by researchers in measuring career satisfaction is the Career Satisfaction Scale (CSS) from Greenhaus, et. al., (1990) which has been widely used in other studies such as longitudinal research by Spurk, et. al., (2011), and research by Aburumman, et. al., (2019). CSS has five items. The results of CSS reliability on research respondents (N = 152), obtained results ($\alpha = 0.918$) which mean that the CSS measuring instrument has good reliability. Meanwhile, in the validity test carried out using Crit where the corrected item-total correlation score nilai rit ≥0,2 untuk seluruh item yang dapat diartikan bahwa alat ukur CSS merupakan alat ukur yang valid.

2.3 Human Resource Management Practice Measurement Tool (HRMP)

The measuring instrument used by the researcher in measuring the practice of human resource management uses a measuring instrument adapted from Aburumman, et. al., (2019). The HRMP measuring instrument in Aburumman's research has 17 items that measure four dimensions, namely compensation, performance appraisal, training and development, and promotion. The results of the overall HRMP reliability on the research respondents (N=152), obtained results ($\alpha = 0.914$) which mean that the HRMP measuring

instrument has good reliability. Meanwhile, in the validity test carried out using Crit where the corrected item-total correlation score nilai rit ≥0,2 untuk seluruh item yang dapat diartikan bahwa alat ukur HRMP merupakan alat ukur yang valid.

A summary of the measuring instruments used in this study can be seen in Table 1.

Table 1. Measuring Instrument Reliability Test

Measuring instrument	Number of Items	Cronbach's Alpha (Try Out N=21)	Cronbach's Alpha (Non-Try Out N=152)
Turnover Intention Scale -6	6	.915	.868
Career Satisfaction Scale	5	.919	.918
Human Resource Management Practice	17	.897	.914

2.4 Data Collection Procedure

The preparation stage begins with collecting and understanding the literature on the variables to be studied, which is then followed by the preparation of measuring instruments. The scale that will be used in the study is a Likert scale and consists of 28 items that measure several variables including 6 items of exit intention, 5 items of career satisfaction, and 17 items of human resource management practices divided into 4 dimensions, namely the promotion dimension. 4 items, training and development 4 items, performance appraisal 5 items and compensation 4 items.

III. Result and Discussion

3.1 Demographic Data Results

Based on the distribution of the instrument, the researcher obtained 158 respondents, however, from the results of checking participant responses, the number of respondents whose data could be processed was only 152. This is because as many as 6 respondents did not meet the characteristics of the industrial sector to be studied. The demographic data of the respondents can be seen in Table 2.

Table 2. Demographic Data of Research Participants

Demographic Data	Amount	Percentage
Gender		
Man	81	53.3%
Woman	71	46.7%
Industrial Sector		
Basic & Chemical Industry	76	50%
Miscellaneous Industry	39	25.7%
Consumer Goods Industry	37	24.3%
Length of Work (in years)		
1 - 2	48	31.6%
2 – 3	32	21.1%
3 - 4	35	23%
4 - 5	16	10.5%
>5	21	13.8%

Based on demographic data, it is known that the majority of respondents are male respondents with a percentage of 53.3% compared to female respondents with a percentage of 46.7%. Then, most of the respondents involved in this study worked in the manufacturing industry in the basic and chemical industry sub-sectors with a percentage of. 50%, followed by 25.7% of respondents working in the miscellaneous industry sub-sector, and 24.3% of respondents working in the consumer goods industry. The length of work of respondents in this study is known to be dominated by employees who have worked for at least 1-2 years, with a percentage of 31.6% of all participants.

3.2 Results of Research Respondent Data Analysis

Based on the results of the data processing carried out, it can be seen in Table 3 the results of descriptive data from each variable used in the study which is displayed with the minimum, maximum, mean, and standard deviation values of each dimension.

Table 3. Descriptive Test Results

Variable	Minimum	Maximum	mean	Std. Deviation
Exit Intention	6	29	18.53	5.39
HRMP	23	85	56.52	12.38
- Compensation	4	20	13.66	3.34
- Performance assessment	5	25	16.76	3.65
- TnD	4	20	12.98	3.85
- Promotion	4	20	13.11	3.62
Career Satisfaction	6	25	16.97	4.52

N=152

3.3 Exit Intention Variable

Based on the results of the descriptive test on the exit intention variable, it is known that the average value of the exit intention of manufacturing employees in Indonesia is 18.53 with a standard deviation of 5.4. Then, the maximum value of the exit intention of manufacturing employees in Indonesia is 29 and the minimum value is 6. Referring to the results of the descriptive analysis, the norm can be calculated based on the *mean-response* used to describe the category of the exit intention variable. *The mean response* in this study is divided into two categories, namely the low category and the high category with the result of calculating the *mean response* of 17.5 so that referring to the respondent's data there are 82 respondents from all participants who have high intention to leave.

3.4 Variables of Human Resource Management Practice

In this variable, the resulting value has two scores, namely the score per dimension and the total score for all dimensions. Based on the results of descriptive analysis, it is known that the average value of the HRMP variable is 56.5 and has a standard deviation of 12.39. Meanwhile, the maximum score for the HRMP variable is 85 and the *mean response* is 54. From these results, it is known that as many as 59 respondents from all participants are included in the low category in the HRMP variable.

Furthermore, the results of the descriptive analysis of HRMP variables based on dimensions, it is known that the compensation dimension has an average value of 13.66 with a standard deviation of 3.65. The result of the maximum score on the HRMP variable on the compensation dimension is 20 and the minimum score is 4, from the calculation of

the *mean response* found a score of 12 and it is known that 49 respondents from all participants are included in the low category on the compensation dimension.

Then, the results of the descriptive analysis of the HRMP variable based on the dimensions, it is known that the dimensions of the performance appraisal have an average value of 16.76 with a standard deviation of 3.34. The maximum score for the HRMP variable on the performance appraisal dimension is 25 and the minimum score is 5, from the results of the calculation of the *mean response* found a score of 15 and it is known that 54 respondents from all participants are included in the low category on the performance appraisal dimension.

In the results of the descriptive analysis of HRMP variables based on dimensions, it is known that the dimensions of training and development have an average value of 13.11 with a standard deviation of 3.63. The maximum score on the HRMP variable on the training and development dimension is 20 and the minimum score is 4, from the results of the calculation of the *mean response* found a score of 12 and it is known that 62 respondents from all participants are included in the low category on the training and development dimension.

In the results of the descriptive analysis of the HRMP variable based on dimensions, it is known that the promotion dimension has an average value of 12.98 with a standard deviation of 3.85. The maximum score on the HRMP variable on the promotion dimension is 25 and the minimum score is 6, from the results of the calculation of the *mean response* found a score of 15.5 and it is known that 52 respondents from all participants are included in the low category on the career satisfaction dimension.

3.5 Career Satisfaction Variable

In the career satisfaction variable, the value generated based on the results of descriptive analysis, it is known that the average value of the career satisfaction variable is 16.97 and has a standard deviation of 4.52. Meanwhile, the maximum score of the career satisfaction variable is 85 and the *mean response* is 54. From these results, it is known that as many as 59 respondents from all participants are included in the low category in the career satisfaction variable.

Table 4. Correlation Test Results between Variables

Variable	IT	CS	HRMP
IT	1		
CS	-.43**	1	
	.000		
HRMP	-.52**	.75**	1
	.00	.00	

Based on the results of the correlation test analysis of each variable with the help of SPSS, the Pearson correlation test shows that the sig (2-tailed) value between the variables of human resource management practice (HRMP) and the intention to leave is .000 < .01, so it can be interpreted that the HRMP variable and exit intention has a negative and significant correlation. Then, it is known that the calculated r value of the HRMP variable and the exit intention variable is -0.52 > r table -0.21, which means that there is a relationship between the HRMP variable and the intention to leave for manufacturing employees in Indonesia. The relationship between the variables is known to have a negative value, so it can be interpreted that the higher the human resource management practice that is implemented, the lower the employee's intention to leave. Furthermore,

between the career satisfaction variable and the intention to leave, it is known that the calculated r value of the career satisfaction variable and the exit intention variable is -0.43 > r table -0.21, which means that there is a relationship between the job satisfaction variable and the intention to leave for manufacturing employees in Indonesia. The relationship between variables is known to have a negative value, so it can be interpreted that the higher the employee's career satisfaction, the lower the intention to leave. Meanwhile, HRMP variable and career satisfaction variable, it is known that the calculated r-value of the HRMP variable and career satisfaction variable is 0.75 > r table 0.21, which means that there is a relationship between the HRMP variable and employee job satisfaction. The relationship between variables is known to have a positive value, so it can be interpreted that the higher the human resource management practice that is implemented, the higher the employee's career satisfaction. Based on the results of the correlation test analysis table, it can be seen that there is a correlation between all variables marked with a sign (**) with a significance level of 0.01.

3.6 Hypothesis Testing Analysis Results

On the results of the mediation analysis test, the researcher used *bootstrapping* to test the significance of the indirect effect on the career satisfaction variable using a sample of 10000 *bootstrapping* with a 95% *confidence interval.* If the BootLLCI and BootULCI ranges do not include zero (0), it can be concluded that the estimation is significant and a mediating effect occurs. From the results of the mediation test carried out, the values obtained (BootLL CI = -0.11; BootULCI = 0.04). Based on these values, it can be concluded that there is no mediating effect of career satisfaction on the influence of human resource management practices (HRMP) and turnover intentions on manufacturing employees in Indonesia.

In addition, based on the results of the hypothesis analysis test, it is known that before the mediator variable is added to the HRMP relationship with exit intentions (path c) there is a negative and significant relationship between human resource management practices (HRMP) and exit intentions with the result ($b = -0.23$ $t = -7.41$; $p = 0.00$). Referring to the results of the analysis, it can be concluded that there is an effect of HRMP on the intention to leave. Then, based on the analysis of the results of the analysis (path a) it is known that the practice of human resource management (HRMP) has a positive and significant relationship with career satisfaction with results ($b = 0.27$ $t = 13.78$; $p = 0.00$). directly from HRMP on employee career satisfaction.

Meanwhile, based on the results of the analysis of the mediating effect of career satisfaction in the relationship between job satisfaction and intention to leave (path b) found negative and insignificant results with a value ($b = -0.12$ $t = -1.00$; $p = 0.3$) and the results of the analysis of the direct effect of HRMP influence on the intention to leave (line c') has the result ($b = 0.19$ $t = -4.18$; $p = 0.01$) which means that there is a direct influence of HRMP on the intention to leave, and if the mediator variable is included in the relationship between HRMP and intention to leave, career satisfaction does not have a mediating effect on HRMP and employee turnover intentions. The results of the analysis can be seen in table 5.

Table 5. Results of the Hayes. Model Mediator Effect Test Analysis

	Effect	SE	t	p	LLCI	ULCI
X – M (line a)	.27	.02	13.78	.00	.23	.31
M – Y (line b)	-.13	.16	-1.00	.32	-.37	.12
Total Effect (Path c)	-.23	.03	-7.41	.00	-.29	-.17

Direct Effect (C' Path)	-.19	.05	-4.18	.00	-.28	-.10
Indirect Effect (a*b)	-.03	.04	-	-	-.11	.037
Completely Standardized Ind Effect	-.08	.09	-	-	-.26	.08

3.7 Discussion

Based on the results of the linear regression analysis, it was found that the practice of human resource management (HRMP) has a negative and significant relationship with the intention to leave. These findings can be interpreted that employees who have acceptance of human resource management practices (HRMP) provided by the company tend to have low turnover intentions compared to employees who do not accept human resource management practices (HRMP) from the company. These results are in line with previous research which found that the implementation of human resource management practices such as compensation, performance appraisal, training and development, and promotions had a negative relationship to exit intentions (Paul & Hung, 2018; Aburumman, *et. al,* 2019; Dasilveira, 2018). *et al.,* 2020).

This study also found that the practice of human resource management (HRMP) provided by the company to employees has a positive and significant relationship with career satisfaction. This can be interpreted that employees who have acceptance of human resource management practices (HRMP) tend to have higher career satisfaction compared to employees who do not accept human resource management practices (HRMP) from the company. The findings in this study are in line with previous research which states that the application of human resource management (HRMP) practices can increase career satisfaction in employees (Aburumman, *et. al.,* 2019; Hee, Shen, *et. al.,* 2019).

Then, based on the results of the analysis conducted by the researcher, it was found that career satisfaction has a significant negative relationship to the intention to leave manufacturing employees in Indonesia. This is in line with research conducted by Aburumman*, et. al.* (2019) and Salleh, *et. al.* (2020) which in his research found that career satisfaction has a negative relationship with employee turnover intentions. However, the results of the mediation analysis conducted in this study found that career satisfaction did not have a mediating impact on the relationship between human resource management practices (HRMP) and exit intentions, meaning that the results of the data in this study did not support the hypothesis proposed by the researcher. This is because the practice of human resource management (HRMP) has a negative and significant relationship to the intention to leave and this relationship is considered to have a direct impact and a strong influence on the intention to leave without or without career satisfaction.

Another factor that could be the reason for the unsupported hypothesis of the data generated in this study is that the acceptance of human resource management practices (HRMP) provided by the company has been well perceived by employees, therefore, the impact given by the implementation of resource management practices Human Resources (HRMP) is a strong predictor of low turnover intention among manufacturing employees in Indonesia. This is in line with research conducted by Okodogbe (2018), which found that human resource management (HRMP) practices were able to be a significant predictor of employee turnover intentions.

IV. Conclusion

Based on the findings in this study, it can be concluded that the practice of human resource management (HRMP) has a negative relationship with the intention to leave manufacturing employees in Indonesia. In addition, the practice of human resource management (HRMP) was also found to have a positive relationship with employee career satisfaction. Then, career satisfaction was found to have a negative relationship with employees' leaving intentions, but this study also found that career satisfaction did not mediate the relationship between human resource management practices (HRMP) and exit intentions among manufacturing employees in Indonesia. Thus, it can be assumed that the practice of human resource management (HRMP) is a strong predictor of high or low intention to leave and is not influenced by the presence or absence of career satisfaction. Based on these findings, this study can provide additional references to develop research related to human resource management practices (HRMP) on exit intentions by exploring more dimensions of HRMP.

This research is not free from existing limitations and shortcomings, therefore the researcher intends to provide suggestions that may be applied to develop further research, namely: (a) based on demographic data, further research can include age criteria for participants with a more even distribution of age, (b) further research can target companies engaged in the manufacturing sector that are more specific so that it can be seen what practices can be predictors that have the greatest impact on exit intentions, (c) further research is expected to add and explore more dimensions in the practice of human resource management, and (d) in future research is expected to explore more about career satisfaction as a predictor of employee turnover intentions.

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