

The Effect of Rewards and Career Development on Employee Retention with Job Satisfaction as an Intervening

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Abstract

This study aims to analyze the effect of rewards and career development on employee retention with job satisfaction as an intervening. This research was conducted at CV. Indra Daya Sakti Putra In Central Java Klaten This type of research is quantitative. The population in this study amounted to 76 employees. The data collection method in this study used a questionnaire. Data analysis technique uses SPSS 24. The results of this study are award have a positive and significant direct effect on employee retention at CV. Indra Daya Sakti Putra, career development has a positive and significant direct effect on employee retention at CV. Indra Daya Sakti Putra, job satisfaction has a positive and significant direct effect on employee retention at CV. Indra Daya Sakti Putra, awards have an indirect effect on employee retention which is mediated by job satisfaction on CV. Indra Daya Sakti Putra and career development has an indirect effect on employee retention which is mediated by job satisfaction at CV. Indra Daya Sakti Putra.

Keywords : Award, Career Development, Employee Retention and Job Satisfaction.

Introduction

Human resource management considers employees as company assets that must be maintained and managed properly. Employees in the company are subjects that will help and determine the company's success in achieving its goals. Human capital or human resources is a company investment process (Shick & Palumbo, 2014). To achieve success in investing in human resources, paying attention to the factors that make employees comfortable at work is important. One of them is the employee retention policy. Employee retention is a policy and practice that companies use to prevent qualified employees from leaving their jobs (Neog & Barua, 2015). Efforts to retain employees are not only to prevent employees from leaving the company, but also so that employees maintain their work abilities or capabilities and cooperative behavior to provide benefits to the company. If companies are not successful in retaining competent employees and they have employees who are dissatisfied with the company, this can impede or hinder the productivity and quality of employees within the company.

Cho et al. (2009) stated that an organization that wants to strengthen relationships and retain employees must carry out employee development in a way that organizations need to carry out training and development programs for employees.

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Career development aims to make it easier for companies to describe the competencies possessed by employees to then be adjusted to the needs of the company and the desires of employees in developing themselves and their careers in the company (Veithzal Rival, 2011). With a company providing an overview of career development or a clear career path for employees so that employee job satisfaction increases.

Satisfaction can describe employees' positive and negative feelings about the work they face, such as feelings of achievement and achieving success at work, implementing high satisfaction for employees who feel happy and comfortable with the conditions of the organizational environment and get rewards for their efforts (Aziri, 2011). Handoko (2014) stated that job satisfaction is a pleasant or unpleasant emotional state for employees to view their work. When employees have positive feelings about their work, there is a feeling of wanting to stay longer in the company.

Based on the results of interviews with personnel staff, information was obtained that it was suspected that there were some employees who felt that the reward and career development policies provided by the company had not met their expectations. This is indicated as a result of not maximizing employee retention. The problem of rewards and career development also has an impact on employee dissatisfaction which also causes employees to want to leave the company.

That way, the formulation of the problem in this study is 1) Do awards have a direct effect on employee retention? 2) Does career development directly affect employee retention? 3) Does job satisfaction have a direct effect on employee retention? 4) Does appreciation have an indirect effect on employee retention mediated by job satisfaction? 5) Does career development have an indirect effect on employee retention mediated by job satisfaction?

The aims of this study were 1) To test and analyze the direct effect of rewards on employee retention 2) To test and analyze the direct effect of career development on employee retention 3) To test and analyze the direct effect of job satisfaction on employee retention 4) To test and analyze the indirect effect of appreciation on employee retention mediated by job satisfaction 5) To examine and analyze the indirect effect of career development on employee retention mediated by job satisfaction.

Literature Review

Award

According to Henry Simamora (2004), awards are incentives that link payments on the basis of being able to increase the productivity of employees in order to achieve competitive advantage. Giving awards to each person must be adjusted to their rights and obligations. Giving awards aims to encourage employees to improve their performance and generate motivation so that they can contribute optimally to the company.

Career Development

According to Mathis & Jackson (2002) a career is a sequence of positions related to a person's job throughout his life. A person's career can continue to develop throughout his life through the sequence of positions, ranks or classes that are passed. A person's

career success according to Sugiyanto (2007) can be measured by salary, promotion and career satisfaction. And career development is needed by someone in the course of their working life.

According to Henry Simamora (2012), development (development) is interpreted as preparing individuals to assume different or higher responsibilities in the organization. Development usually relates to increasing the intellectual or emotional abilities needed to do a better job. Furthermore, according to Rivai and Sagala (2009) career development is the process of increasing individual work ability achieved in order to achieve the desired career.

Job Satisfaction

Everyone who works always wants satisfaction from his place of work. Basically, the satisfaction that each person has is different. Therefore, satisfaction is individual in accordance with the values that apply to each person. The more factors or aspects that are in accordance with one's wishes, the higher the level of satisfaction obtained.

According to Luthans (2006) in Sandra and Retno (2019), job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important. According to Mathis and John (2006), job satisfaction is an emotional state which is the result of evaluating one's work experience.

Employee Retention

Employee retention is defined by Mathis and Jackson (2006) as a form of effort to retain employees, where this has become a major problem in many organizations for several reasons. Employee retention is seen from 5 main dimensions, namely company components, career opportunities, rewards, job design, and employee relations Mathis & Jackson (2006).

Hipotesis

- H1:** Award have a positive and significant direct effect on employee retention.
- H2:** Career development has a positive and significant direct effect on employee retention.
- H3:** Job satisfaction has a positive and significant direct effect on employee retention
- H4:** Awards have an indirect effect on employee retention which is mediated by job satisfaction.
- H5:** Career development has an indirect effect on employee retention which is mediated by job satisfaction.

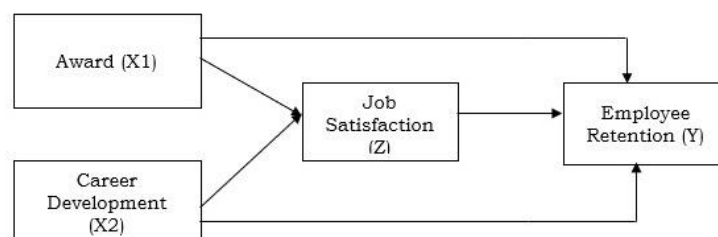


Figure 1 Research Model

Methods

Sampling and Procedures

This research was conducted at CV. Indra Daya Sakti Putra, Ceper, Klaten, the data obtained in this study were taken using a questionnaire distributed to respondents working at CV. Indra Daya Sakti Putra with a total of 76 respondents. Respondents were asked to fill out statements that had been made with a Likert scale of 1 (very low) to 5 (very high). In this study, the analytical technique used is from the SPSS 24.

Measures

Award is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 14 items.

Career Development is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 10 items.

Job Satisfaction is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 10 items.

Employee Retention is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 12 items.

Data Analysis

Data analysis will be carried out using a SPSS 24. The hypothesis was tested with Path Analysis model. Path analysis is also used to estimate the direct effect (direct effect), indirect (indirect effect) and total effect (total effect) among several variables (Ghozali, 2011).

Table 1. Descriptive Profile of Respondents

| Characteristics | Category | Frequency | Presentase (%) |
|-----------------|--------------------|-----------|----------------|
| Age | Less than 20 years | 6 | 7,9 |
| | 21 to 30 years | 48 | 63,2 |
| | 31 to 40 years | 21 | 27,6 |
| | Over 40 years | 1 | 1,3 |
| | Total | 76 | 100 |
| Gender | Man | 58 | 76,3 |
| | Woman | 18 | 23,7 |
| | Total | 76 | 100 |
| Last education | SMA/SMK | 46 | 60,6 |
| | Diploma | 21 | 27,6 |
| | S1 | 9 | 11,8 |
| | S2 | 0 | 0 |
| | S3 | 0 | 0 |
| Total | 76 | 100 | |
| Working time | Less than 2 years | 8 | 10,5 |
| | 2 to 5 years | 9 | 11,8 |
| | 5 to 10 years | 44 | 57,9 |
| | More than 10 years | 15 | 19,8 |
| | Total | 76 | 100 |

Table 2. Multiple Linear Regression Result of Model I

| Model | Coefficients ^a | | | | t | Sig. |
|--------------------|-----------------------------|------------|---------------------------|--|-------|------|
| | Unstandardized Coefficients | | Standardized Coefficients | | | |
| | B | Std. Error | Beta | | | |
| 1 (Constant) | 11.417 | 3.267 | | | 3.495 | .001 |
| Award | .236 | .077 | .331 | | 3.068 | .003 |
| Career Development | .396 | .091 | .470 | | 4.354 | .000 |

a. Dependent Variable: Job Satisfaction
b. R²: 0,543
c. Adj. R²: 0,530

Source: Primary data processed, 2021

Result and Discussion

Result

Based on Table 1, overall the respondents in CV. Indra Daya Sakti Putra are dominated by man as many as 58 people with ages 48 people are 21-30 years old because they are expected to follow the work rules of the leadership, then the most recent level of education at CV. Indra Daya Sakti Putra is S1 with 79 people. The working time of the CV. Indra Daya Sakti Putra respondents with a working period of 5-10 years is 44 people.

Based on Table 2, the first model of analysis path it tests the effect of rewards (X1) and career development (X2) on job satisfaction (Z) whose results are presented in Table 2.

Explanation:

1. Equality path obtained from the results of these calculations is $Z = 0.331X1 + 0,470X2$.
2. The magnitude of the influence of the award variable (X1) on job satisfaction (Z) of 0.331. This shows that the reward variable has a positive influence on job satisfaction (Z). The results of statistical calculations obtained t count of 3.068 with a significance of 0.003 which means less than 0.05. This shows that the award (X1) has a direct and significant effect on job satisfaction (Z). That is, if the rewards received by employees increase, employee job satisfaction also increases.
3. The magnitude of the influence of career development variables (X2) on job satisfaction (Z) of 0.470. This shows that the career development variable has a positive influence on job satisfaction (Z). The results of statistical calculations obtained t count of 4.354 with a significance of 0.000 which means less than 0.05. This shows that career development (X2) has a direct and significant effect on job satisfaction (Z). That is, if the career development received by employees increases, employee job satisfaction will also increase.
4. The value of the coefficient of determination (R²) by looking at the values Adjusted R Square is equal to 0.530. This means that 53% of the variable job satisfaction can be explained by reward and career development variables,

Table 3. Multiple Linear Regression Result of Model II

| Model | Coefficients ^a | | | | |
|--------------------|-----------------------------|------------|---------------------------|-------|------|
| | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | B | Std. Error | Beta | | |
| 1 (Constant) | 3.844 | 3.763 | | 1.021 | .311 |
| Award | .241 | .087 | .267 | 2.760 | .007 |
| Career Development | .287 | .109 | .270 | 2.637 | .010 |
| Job satisfaction | .495 | .125 | .392 | 3.970 | .000 |

a. Dependent Variable: Employee Retention

b. R²: 0,679

c. Adj. R²: 0,666

Source: Primary data processed, 2021

while the remaining 47% is influenced by other variables not included in this research model.

- The error value on the first model path (e1), that is equal to $1 - R^2 = 1 - 0,543 = 0,457 = 0.676$. This means that the total variance of the job satisfaction variable that cannot be explained by the reward and career development variables is 67.6%.

Then, based on Table 3, the second model of analysis path this test examines the effect of appreciation (X₁), career development (X₂) and job satisfaction (Z) on employee retention (Y), the results of which are presented in Table 3.

Explanation:

- Equality *path* obtained from the results of these calculations is $Y = 0.267X_1 + 0.270X_2 + 0.392Z$.
- The magnitude of the influence of the award variable (X₁) on employee retention (Y) of 0.267. This shows that the award variable has a positive influence on employee retention (Y). The results of statistical calculations obtained t count of 2.760 with a significance of 0.007 which means less than 0.05. This shows that the award (X₁) has a direct and significant effect on employee retention (Y). This means that if the rewards received by employees increase, employee retention will also increase.
- The magnitude of the influence of career development variables (X₂) on employee retention (Y) of 0.270. This shows that the career development variable has a positive influence on employee retention (Y). The results of statistical calculations obtained t count of 2.637 with a significance of 0.010 which means less than 0.05. This shows that career development (X₂) has a direct and significant effect on employee retention (Y). This means that if the career development received by employees increases, employee retention will also increase.
- The magnitude of the effect of job satisfaction variable (Z) on employee retention (Y) is 0.392. This shows that the variable job satisfaction has a positive influence on employee retention (Y). The results of statistical calculations obtained t count

of 3.970 with a significance of 0.000 which means less than 0.05. This shows that job satisfaction (Z) has a direct and significant effect on employee retention (Y). This means that if the job satisfaction felt by employees increases, employee retention will also increase.

5. The value of the coefficient of determination (R^2) by looking at the values *Adjusted R Square* is equal to 0.666. This means that 66.6% employee retention variable can be explained by the variable rewards, career development and job satisfaction, while the remaining 33.4% is influenced by other variables not included in this research model.
6. The error value on the first model path (e_2), that is equal to $\sqrt{1 - R^2} = \sqrt{1 - 0,679} = \sqrt{0,321} = 0.566$. This means that the total variance of employee retention variables that cannot be explained by the variables of appreciation, career development and job satisfaction is 56.6%.

Then, based on the results of calculating the path coefficient that has been obtained by researchers from the regression results by looking standardized coefficients (beta), it can be seen a summary of the calculation, both the direct, indirect, and total effects of the Award variable (X1) and Career Development (X2), on Employee Retention (Y), through Job Satisfaction (Z) in Table 4.

Table 4. Path Coefficient

| No. | Variable Influence | Path Coefficient | Information |
|-----|-----------------------------------|------------------------------|--------------------|
| 1. | $X_1 \rightarrow Z$ | 0,331 | Direct Influence |
| 2. | $X_2 \rightarrow Z$ | 0,470 | Direct Influence |
| 3. | $X_1 \rightarrow \text{AND}$ | 0,267 | Direct Influence |
| 4. | $X_2 \rightarrow \text{AND}$ | 0,270 | Direct Influence |
| 5. | $Z \rightarrow Y$ | 0,392 | Direct Influence |
| 6. | $X_1 \rightarrow Z \rightarrow Y$ | $0,331 \times 0,392 = 0,129$ | Indirect Influence |
| | | $0,267 + 0,129 = 0,396$ | Total Impact |
| 7. | $X_2 \rightarrow Z \rightarrow Y$ | $0,470 \times 0,392 = 0,184$ | Indirect Influence |
| | | $0,270 + 0,184 = 0,454$ | Total Impact |

Source: Primary data processed, 2021

Direct Influence

The direct effect is if one variable affects another variable without a third variable mediating (intervening) the two variables (Ghozali, 2011). Here is an analysis on the direct effect:

- 1) X's direct influence1 against Z = P1
Direct Influence Award (X1) on Job Satisfaction (Z) is 0.331.
- 2) X's direct influence2 against Z = P2
Direct Influence of Career Development (X2) on Job Satisfaction (Z) is 0.470.
- 3) X's direct influence1 against Y = P3
Direct Influence Award (X1) on Employee Retention (Y) is 0.267.
- 4) X's direct influence2 against Y = P4
The direct effect of career development (X2) on employee retention (Y) is 0.270.
- 5) The direct effect of Z on Y = P5

The direct effect of Job Satisfaction (Z) on Employee Retention (Y) is 0.392.

Indirect Influence

The indirect effect is if there is a third variable that mediates the two variables (Ghozali, 2011). The following is an analysis of the indirect effect:

- 1) Reward Influence (X1) on Employee Retention (Y) through Job Satisfaction (Z):
 $X1 \rightarrow Z \rightarrow Y = 0,331 \times 0,392 = 0,129$
- 2) The Influence of Career Development (X2) on Employee Retention (Y) through Job Satisfaction (Z):
 $X2 \rightarrow Z \rightarrow Y = 0,470 \times 0,392 = 0,184$

Total Impact

- 1) Reward Influence (X1) on Employee Retention (Y) through Job Satisfaction (Z):
 $X1 \rightarrow Z \rightarrow Y = \text{direct effect} + \text{indirect effect}$
 $= 0,267 + 0,129$
 $= 0,396$
- 2) Effect of Career Development (X2) on Employee Retention (Y) through Job Satisfaction (Z):
 $X2 \rightarrow Z \rightarrow Y = \text{direct effect} + \text{indirect effect}$
 $= 0,270 + 0,184$
 $= 0,454$

Then, based on formula below, sobel test is used to testing the significance of the indirect effect on the appreciation variable on employee retention through job satisfaction with the t statistic (t count), using the following formula:

$$S_{ab} = \sqrt{b^2 \sigma_{on}^2 + a^2 \sigma_{sb}^2 + \sigma_{on}^2 \sigma_{sb}^2}$$

$$S_{ab} = \sqrt{(0.495)^2 \cdot (0.077)^2 + (0.236)^2 (0.125)^2 + (0.077)^2 \cdot (0.125)^2}$$

$$S_{ab} = \sqrt{0.245025(0.005929) + (0.055696)(0.015625) + (0.005929)(0.015625)}$$

$$S_{ab} = \sqrt{(0.001452753225) + (0.00087025) + (0.000074853625)}$$

$$S_{ab} = \sqrt{0.00239785685}$$

$$S_{ab} = 0.048967916537$$

Thus the value of the t test can be obtained as follows:

$$t = \frac{ab}{side}$$

$$= \frac{0.11682}{0.048967916537}$$

$$= 2,385$$

Based on the results of the above calculations, the t-count value of 2.385 > t-table (1.993) is obtained which means it is significant at the 0.05 significance level. So it can be concluded that job satisfaction is able to mediate the effect of appreciation on

employee retention at CV. Indra Daya Sakti Putra. This means that in increasing employee retention, rewards increase job satisfaction first before increasing employee retention.

Furthermore, to find out the role of job satisfaction variables, it can be seen from the results of the direct effect of rewards on employee retention which is significant, and there is an indirect effect of rewards on employee retention mediated by significant job satisfaction, so it can be interpreted that job satisfaction plays a role as a partial mediating variable (partial mediation) between awards to employee retention.

Then testing the significance of the indirect effect of career development on employee retention mediated by job satisfaction with t count is as follows:

$$\begin{aligned}
 Sab &= \sqrt{b_{2on}^2 + a_{2Sb}^2 + on_{2Sb}^2} \\
 Sab &= \sqrt{(0.495)^2 (0.091)^2 + (0.396)^2 (0.125)^2 + (0.091)^2 (0.125)^2} \\
 Sab &= \sqrt{(0.245025)(0.008281) + (0.156816)(0.015625) + (0.008281)(0.015625)} \\
 Sab &= \sqrt{(0.002029052025) + (0.00245025) + (0.000129390625)} \\
 Sab &= \sqrt{(0.00460869265)} \\
 Sab &= 0.067887352651
 \end{aligned}$$

Thus the value of the t test can be obtained as follows:

$$\begin{aligned}
 t &= \frac{ab}{side} \\
 &= \frac{0.19602}{0.067887352651} \\
 &= 2,887
 \end{aligned}$$

Based on the results of the above calculations, the t-value of 2.887 > t-table (1.993) is obtained, which means it is significant at a significance level of 0.05. So it can be concluded that job satisfaction is able to mediate the effect of career development on employee retention at CV. Indra Daya Sakti Putra. This means that in increasing employee retention, career development increases job satisfaction first before increasing employee retention.

Furthermore, to determine the role of job satisfaction variables, it can be seen from the results of the direct influence of career development on employee retention, which is significant, and there is an indirect effect of career development on employee retention mediated by significant job satisfaction. It can be interpreted that job satisfaction plays a role as a partial mediating variable. (partial mediation) between awards to employee retention.

Discussion

The results of hypothesis testing can be concluded that the analysis of each hypothesis is as follows:

H1: The Effect of Reward on Employee Retention

Based on the results of data analysis, it can be seen that the reward path coefficient for employee retention is 0.267 and the t count is 2,760 with a significance of 0.007 which means less than 0.05 where the value indicates a positive and significant value. This shows that rewards have a direct positive and significant effect on employee retention. Thus the first hypothesis which states that rewards have a direct positive and significant effect on employee retention at CV. Indra Sakti Putra is supported.

This means that the higher the level of appreciation, the higher the level of employee retention on CV. Indra Daya Sakti Putra, and vice versa if the lower the level of appreciation, the lower the employee retention rate at CV. Indra Daya Sakti Putra. The results of this study support the results of research conducted by Oyooet al.,(2016) which shows that rewards have a positive and significant effect on employee retention. Furthermore, these results support the results of research conducted by Disa and Djastuti (2019) who conducted research and obtained research results that rewards have a positive and significant influence on employee retention. This also supports the results of research conducted by Tirta and Enrika (2020) who obtained research results that rewards have a positive and significant effect on employee retention.

H2: The Effect of Career Development on Employee Retention

Based on the results of data analysis, it can be seen that the career development path coefficient on employee retention is 0.270 and the t count is 2.637 with a significance of 0.010 which means less than 0.05 where the value indicates a positive and significant value. This shows that career development has a direct positive and significant effect on employee retention. Thus the second hypothesis which states that career development has a direct positive and significant effect on employee retention at CV. Indra Sakti Putra is supported.

This means that the higher the level of career development, the higher the employee retention rate at CV. Indra Daya Sakti Putra, and vice versa if the lower the career development level, the lower the employee retention rate at CV. Indra Daya Sakti Putra. The results of this study support the results of research conducted by Kwenin (2013) which shows that career development has a positive and significant influence on employee retention. Furthermore, these results support the results of research conducted by Disa and Djastuti (2019) who conducted research and obtained research results that career development has a positive and significant influence on employee retention. This also supports the results of research conducted by Wirayudha and Adnyani (2020) who obtained research results that career development has a positive and significant influence on employee retention.

H3: The Effect of Job Satisfaction on Employee Retention

Based on the results of data analysis, it can be seen that the path coefficient of job satisfaction on employee retention is 0.392 and t count is 3.970 with a significance of 0.000 which means less than 0.05 where the value indicates a positive and significant value. This shows that job satisfaction has a direct positive and significant effect on employee retention. Thus the third hypothesis which states that job satisfaction has a direct positive and significant effect on employee retention at CV. Indra Sakti Putra is supported.

This means that the higher the level of employee job satisfaction, the higher the employee retention rate at CV. Indra Daya Sakti Putra, and vice versa if the lower the level of job satisfaction, the lower the employee retention rate at CV. Indra Daya Sakti Putra. The results of this study support the results of research conducted by Terera (2014) who found that job satisfaction has a positive and significant effect on employee retention. Furthermore, these results support the results of research conducted by Jaiswal and Joge (2018) who conducted research and obtained research results that job satisfaction has a positive and significant influence on employee retention. This also supports the results of research conducted by Disa

(2019) who obtained research results that job satisfaction has a positive and significant effect on employee retention.

H4: Indirect Effect of Rewards on Employee Retention Mediated by Job Satisfaction

Based on the results of data analysis, it can be seen that the path coefficient of the indirect effect of appreciation on employee retention through job satisfaction is 0.129. Based on test results sobel test, it is known that the t value is 2.385 which is greater than t table (1.993), which means it is significant at the 5% significance level. Therefore, it can be concluded that job satisfaction is able to mediate the effect of appreciation on employee retention at CV. Indra Daya Sakti Putra. Thus the fourth hypothesis which states that rewards have an indirect and significant effect on employee retention mediated by job satisfaction at CV. Indra Sakti Putra is supported.

That is, if the company gives good rewards to its employees, it will have implications for increasing job satisfaction and ultimately increasing employee retention. The results of this study indicate that job satisfaction plays a role as a partial mediating variable (partial mediation), meaning that awards have a direct effect on employee retention and can also be through job satisfaction. The results of this study support the results of research conducted by Alrazeheit al., (2021) which shows that if rewards increase, employee job satisfaction will increase, and vice versa if rewards decrease, employee job satisfaction will decrease. This shows that the independent variable reward has a significant positive effect on the intervening variable of job satisfaction. While job satisfaction has a positive and significant effect on employee retention. The results of the data analysis show that there is a positive and significant effect of job satisfaction on employee retention. This indicates that job satisfaction mediates the indirect effect of appreciation on employee retention.

H5: Indirect Effect of Career Development on Employee Retention Mediated by Job Satisfaction

Based on the results of data analysis, it can be seen that the path coefficient of the indirect effect of career development on employee retention through job satisfaction is 0.184. Based on test results sobel test, it is known that the t value is 2.887 which is greater than t table (1.993), which means it is significant at the 5% significance level. Therefore, it can be concluded that job satisfaction is able to mediate the effect of career development on employee retention at CV. Indra Daya Sakti Putra. Thus the fifth hypothesis which states that career development has an indirect and significant effect on employee retention mediated by job satisfaction at CV. Indra Sakti Putra is supported.

That is, if the company provides good career development for its employees, it will have implications for increasing job satisfaction and ultimately increasing employee retention. The results of this study indicate that job satisfaction plays a role as a partial mediating variable (partial mediation), meaning that career development has a direct effect on employee retention and can also be through job satisfaction. The results of this study support the results of research conducted by Disa and Djastuti (2019) which show that job satisfaction mediates the relationship between career development and employee retention. This also supports research from Wirayudha and Adnyani (2020) where the research reveals that job satisfaction mediates the relationship between career development and employee retention.

Conclusion

1. Awards have a positive and significant direct effect on employee retention at CV. Indra Daya Sakti Putra (H1 is supported).
2. Career development has a positive and significant direct effect on employee retention at CV. Indra Daya Sakti Putra (H2 is supported).
3. Job satisfaction has a positive and significant direct effect on employee retention at CV. Indra Daya Sakti Putra (H3 is supported).
4. Awards have an indirect effect on employee retention which is mediated by job satisfaction on CV. Indra Daya Sakti Putra (H4 is supported).
5. Career development has an indirect effect on employee retention which is mediated by job satisfaction at CV. Indra Daya Sakti Putra (H5 is supported).

Implication

Based on the results of this study, there are several suggestions that can be given, namely:

1. In giving awards, companies should increase recognition of employee contributions in the form of promotions for employees who excel, so that employee job satisfaction can increase.
2. In carrying out company career development, promotion programs should be made as fair and transparent as possible, so that employees are more enthusiastic and can increase employee motivation in achieving them.

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