INFLUENCE OF ORGANIZATIONAL CULTURE, TRANSFORMATIONAL LEADERSHIP, COMPENSATION AND CAREER DEVELOPMENT ON JOB SATISFACTION AND THEIR IMPLICATIONS ON EMPLOYEES TURNOVER INTENTION OF PT KALBE FARMA TBK

[1]Chrisna William, and [2]Setyo Riyanto

[1] Master of Management Student, Mercu Buana University, Jakarta, Indonesia
[2]Associate Professor, Mercu Buana University, Jakarta, Indonesia
[1] hawzenkin@gmail.com; [2] setyo.riyanto@mercubuana.ac.id

ABSTRACT:*This study examines the effect of organizational culture, transformational leadership, compensation, and career development on job satisfaction and its implications for turnover intention, in employees of PT Kalbe Farma Tbk. The instrument used in this research is a questionnaire to 100 respondents, then analyzed descriptively and quantitatively. Descriptive analysis in this study is used to provide an overview of the characteristics of respondents and an overview of research variables. In contrast, quantitative analysis conducted by SEM – PLS (Partial Least Square) will test the hypothesis in this study. Based on the results of the analysis in this study, the results obtained are that:1) Organizational Culture has a positive effect on Job Satisfaction; 2) Transformational Leadership has a positive effect on Job Satisfaction; 3) Compensation has a positive effect on job satisfaction; 4) Career development has a positive effect on job satisfaction; 5) Organizational Culture has a negative effect on Turnover Intention; 6) Transformational Leadership has a positive effect on Turnover Intention; 7) Compensation has a negative effect on Turnover Intention; 8) Career Development has a negative effect on Turnover Intention; 9) Job Satisfaction has a negative effect on Turnover Intention.*

KEYWORDS: organizational culture, transformational leadership, compensation, career development, job satisfaction, turnover intention

INTRODUCTION

The pharmaceutical industry is an officially registered material business entity and has a license to carry out activities to manufacture drugs and medicinal ingredients in large quantities. Quality medicine is influenced by many factors involved in each process, such as raw materials, packaging materials, equipment related to the drug production process. Get good quality drugs that are effective and are safe for consumption. Therefore, in the pharmaceutical industry, there are guidelines in carrying out the drug production process known as GMP (Good Manufacturing Practices). All aspects must be supported to apply GMP properly in the pharmaceutical industry: human resources, where HR plays a very important role. Because without quality human resources, it could affect the quality and benefits of the drug itself (Tisa, 2018).

Human resources are one factor that is quite important not to be separated from an organization or company. Human resources are the movers and planners in an organization or company to achieve a goal. Humans are currently considered assets that need to be trained and developed. Human resources must be maintained so that these assets are not lost. Job satisfaction is one of the strategies undertaken by the company to maintain human resources to remain in the company. The factors that influence job satisfaction, among others, are organizational culture, leaders, career development.

Researchers conducted a pre-survey to see job satisfaction at PT Kalbe Farma Tbk. From the results of the pre-survey conducted on 30 respondents.

**Table 1.   Pre-Survey Results of Job Satisfaction Variables**

Question	Total	Agree	Neutral	Disagree
My job is very interesting because the place I work provides jobs according to my abilities	30	83,4%	13,3%	3,3%
The income I get can make my work morale increase	30	73,3,%	26.70%	0%
My salary matches the work I do	30	43,3%	50%	6.70%
The managers (supervisors) where I work always support me	30	86,7%	13,3%	0%
The way the managers (supervisors) supervise and handle their employees is right	30	56.70%	40%	3.30%

Source: Pre-survey results, 2021

From table 1, it can be seen that the level of job satisfaction when getting a job that is in accordance with his abilities is 83.4%, the income earned makes the enthusiasm to work increase by 73.3% satisfaction with the salary received related to the work done is 43.3 %, job satisfaction due to support from superiors is quite large, which is 86.7%, while the superior's way of supervising and handling employees is 56.7%. From table 1, it can be seen that of the 30 respondents, the lowest factor related to job satisfaction was 46.7%, who felt that their salary was in line with the work they were doing. From the pre-survey results, it can be said that the job satisfaction of employees at PT Kalbe Farma Tbk is quite high, or it can be said that employees are satisfied with working at PT Kalbe Farma Tbk.

Turnover intention is the desire of employees to leave or leave the organization. High turnover intention can impact low work productivity, even triggering high levels of employees leaving the organization. When viewed from the annual hassle of PT Kalbe Farma Tbk, there was an increase in the number of turnovers, and seen from the graph below the highest number occurred in 2020 around 3.78% or it could be said that in 1 month there were around 52 employees who left the company. Therefore, it is necessary

to make efforts to minimize the occurrence of turnover intention by identifying the causative factors.
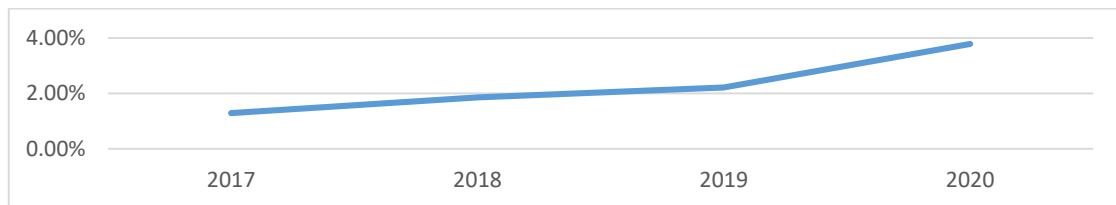
Sumber: Annual Report 2016-2020

Figure 1.Turnover di PT Kalbe Farma Tbk.

Starting from the background of the problems that have been stated above, it shows that the existing problems are indeed very broad in scope. Given that researchers have limitations in abilities, both in terms of time, cost, and energy, the problems in this study are limited to 4 variables that are suspected of influencing job satisfaction and its implications for turnover intention at PT Kalbe Farma Tbk, namely: (1) Culture Organization and (2) Transformational Leadership (3) Compensation (4) Career Development.

Hypothesis:

Based on the framework of thought in this research, the hypothesis is made as follows:

H1: Organizational Culture has a positive effect on Job Satisfaction.
H2: Transformational leadership has a positive effect on job satisfaction.
H3: Compensation has a positive effect on job satisfaction.
H4: Career Development has a positive effect on Job Satisfaction.
H5: Organizational Culture has a negative effect on Turnover Intention.
H6: Transformational Leadership has a negative effect on Turnover Intention.
H7: Compensation has a negative effect on Turnover Intention
H8: Career Development has a negative effect on Turnover Intention.
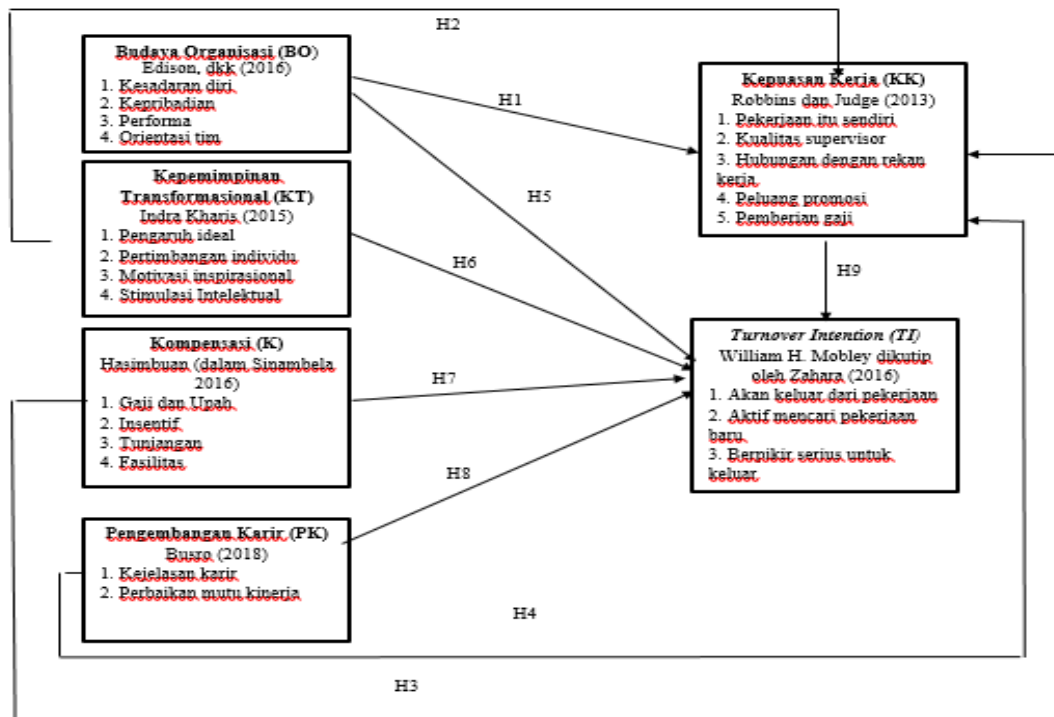**H9**: Job Satisfaction has a negative effect on Turnover Intention.

Figure 2. Framework

LITERATURE STUDY

Job Satisfaction

According to Handoko in Sutrisno (2016), job satisfaction is a pleasant or unpleasant emotional state for employees viewing their work. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction can also be expressed as employees' emotional condition, which is the meeting point between the value of remuneration for work with the company and the level of remuneration desired by employees—both financial and non-financial. Job satisfaction is a reflection of employees' feelings towards their work. Employees officially work in the office and need to feel and enjoy work, so they don't feel bored and are more diligent in their activities (Riyanto & Panggabean, 2019).

Hasibuan (2016) explains that the absolute level of job satisfaction does not exist because each employee has a different standard of satisfaction. Job satisfaction indicators are only measured from work moral discipline, small turnover, relatively good employee job satisfaction. If discipline, work morale, and employee turnover are large, job satisfaction is reduced.

According to Robbin & Judge (2013), there are five aspects of job satisfaction, including:
1) The work itself.

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2) Quality of Supervisor (supervision).
3) Relationships with colleagues.
4) Promotion opportunities.
5) Salary

Organizational Culture

According to Sedarmayanti (2016), organizational culture is a belief, attitude, and value generally held, which arises in the organization, stated more simply. Organizational culture can be interpreted as values, norms, rules, philosophies, and beliefs that an organization believes, which are reflected in the mindset and behavior of members of the organization. Organizational culture is a common perception of the organization members, called a shared system.

According to Edison et al. (2016), the dimensions and indicators of Organizational Culture are described as follows:
1) Self-awareness
2) Personality
3) Performance
4) Team orientation

Turnover Intention

Robbins in Irma and Setyo (2020) states that turnover is a decision made by the employee himself to leave the company voluntarily and a decision made by the company to lay off employees permanently. According to Zeffane in Halimah et al. (2016), the turnover intention is an attitude tendency or level at which an employee has the possibility to leave the organization or resign from his job.
According to Harninda in Gandika (2015), the turnover intention is the desire to move, but it has not yet reached the realization stage, namely moving from one workplace to another.

Mobley in Zahara (2016) suggests that three dimensions can be used to measure turnover intention, namely:
1) Thinking about quitting.
2) Think seriously about leaving.
3) Desire to find another job

Transformational Leadership

According to Robbins and Judge (2015), leadership is the ability to influence a group to achieve a set vision or goal. According to Edison et al. (2016), transformational leaders pay attention to each follower's things and development needs. Transformational leaders change followers' awareness of problems by helping them look at old problems in new ways. They can excite, excite, and inspire followers to put in extra effort to achieve group goals.

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According to Indra Kharis (2015), there are four characteristics of transformational leaders:
1) Charisma: gives vision and a sense of mission, instills pride, earns respect and trust.
2) Inspiration: communicating high expectations, using symbols to focus efforts, describing important intentions in simple terms.
3) Intellectual stimulation: encourage intelligence, rationality, and careful problem-solving.
4) Individual consideration: provide personal attention, serve employees personally, train and advise.

Thus, to realize a transformational leadership style, it must create a clear vision and build a learning culture. If this is done well, then the quality of self will increase, which will create a progressive and competitive organization. According to Luthfi & Nawangsari (2021), job satisfaction is through transformational organizational leadership. The most influential and must be in Transformational Leadership are the Inspirational Motivation of the leader so that employee job satisfaction will increase.

Compensation
According to Badriyah (2015), compensation is all forms of income in direct and indirect goods received by employees in exchange for their contributions to the organization. According to Hamali (2018), compensation is one of the important functions in human resource management. In employment relationships, cases often involve compensation problems and various related aspects, such as benefits, compensation increases, compensation structures, and compensation scales.

According to Hasimbuan in Sinambela (2016), indicators that affect compensation are:
1) Salary or Wages
2) Incentive
3) Allowance
4) Facilities

Career Development
According to Marwansyah (2016), there are two perspectives on careers as described below. From one perspective, a career is a series of jobs that a person undertakes during his life, which is called an objective career. Meanwhile, from another perspective, a career includes changes in values, attitudes, and motivations that occur with increasing age, called subjective careers. Both of these perspectives place a focus on the individual. Both also assume that people have control over their destiny to take advantage of opportunities to maximize the success and satisfaction of their careers. According to Rivai and Sagala (2016), a career is all work owned or carried out by individuals during their lifetime.

According to Busro (2018), to measure career development, namely:
1) Career Clarity Providing transparent career planning information and structured career education to employees, the clarity of career paths provided by this

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management system can enable employees to determine their current position and future career paths. This clarity allows employees to better prepare for better positions.

2) Self-Development Self-development includes everything that increases self-awareness and identity, develops talent and potential, builds human resources, and facilitates performance—improving the quality of life and contributing to the realization of dreams and aspirations.

3) Performance Quality Improvement is a structured process cycle to improve systems and work processes in an organization or activity. Quality performance improvement is based on a team approach and requires a development team consisting of staff from different functional areas and levels.

METHODOLOGY

In this study, the researcher uses quantitative methods with the type of explanatory research (explanation), where this type of research explains the causal relationship between variables to determine the causal relationship; in this study, there are independent variables (variables that affect) and dependent variables (variables that affect) involved variable) (Silalahi, 2018). The population is the totality of each element to be studied that has the same characteristics, and it can be individuals from a group, event, or something to be studied (Handayani, 2020). The population in this research are employees of PT Kalbe Farma Tbk, totaling 2,544 permanent employees.

Methods in collecting data using questionnaires, interviews, observation, and documentation. For the questionnaire using a Likert scale with a range of 5 (five) (Strongly agree = 5, Agree = 4, Neutral = 3, Disagree = 2, Strongly disagree = 1). The range of samples taken from the Solvin technique is between 5-10% of the research population (Riyanto and Hatmawan, 2020). The total population in this study was 2,544 permanent employees, using a 10% allowance percentage, and the results of the calculations were rounded to obtain conformity.

From the calculation results above, the sample obtained from the formula is 96.22 respondents. This study adjusted to 100 respondents from PT Kalbe Farma Tbk; this was done to facilitate the data processing process and better test results. This research uses the data analysis method using SmartPLS software version 3.2. Partial Least Square (PLS) is a powerful analytical method because it is not based on many assumptions (Ghozali, 2014: 7).

RESULTS AND DISCUSSION

Based on the characteristics of the respondents obtained from the survey, results can be seen in table 2.

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Table 2. Sample Study

No	Items	Classification	Number of people	Percentage
1	Gender	Man	47	47%
		Women	53	53%
2	Age	<25	8	8%
		25-30	22	22%
		31 – 40	40	40%
		41-50	25	25%
		>50 Tahun	5	5%
3	Education	SLTA/Sederajat	9	9%
		Diploma (D3)	15	15%
		Sarjana (S1)	59	59%
		Pasca Sarjana (S2)	17	17%
4	Years Of Work	< 3 Tahun	15	15%
		3 – 6 Tahun	22	22%
		6 - 10 Tahun	20	20%
		> 10 Tahun	43	43%

Source: Questionnaire (2021)

Descriptive data is a general description of the respondent's answers to questions or statements contained in the questionnaire. Based on the responses from 100 respondents about the research variables, the researcher will describe the respondents' answers grouped in descriptive statistics. Submission of an empirical description of the data used in descriptive statistical research uses the average value, standard deviation, minimum value, and maximum value. Through this description, it will be known the extent to which respondents' perceptions of the variables that become indicators in the study will be known. In the following, the author will provide a more comprehensive description of the answers to the questionnaire received as follows.

Organizational Culture Indicator
Based on the questionnaire statement from the Organizational Culture (BO) indicator variable, there are 4 dimensions, namely:
1) Self-Awareness, which consists of 3 question indicators BO1.1–BO1.3, has an average of 4.06.
2) Personality, which consists of 1 question indicator BO2.1, has an average of 3.92.
3) Performance, which consists of 3 question indicators BO3.1–BO3.2, has an average of 4.16.
4) Team Orientation, which consists of 2 question indicators BO4.1-BO4.2, has an average of 4.01.
The average result in this question is 4.04, which means that the interval interpretation falls into the "Agree" category. These results indicate that the Organizational Culture within the scope of the sample is in a fairly good category.

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Transformational Leadership Indicators

Based on the questionnaire statement of the Transformational Leadership (KT) indicator variable, there are 4 dimensions, namely:

1) The Ideal Effect, which consists of 3 question indicators KT1.1–KT1.3, has an average of 3.79.
2) Individual Consideration, which consists of 3 question indicators KT2.1– KT2.2, has an average of 3.80.
3) Inspirational Motivation, which consists of 2 question indicators KT3.1 – KT.3.2 has an average of 3.77.
4) The Intellectual Simulation, which consists of 2 question indicators KT4.1-KT4.2, has an average of 3.84.

The average result in this question is 3.80, which means that the interval interpretation falls into the "Agree" category. These results indicate that Transformational Leadership in the scope of the sample is in a fairly good category.

Compensation Indicator

Based on the questionnaire statement from the Compensation indicator variable (K), there are 4 dimensions, namely:

1) Salaries and Wages, consisting of 1 question indicator K1.1-K1.2, have an average of 3.39.
2) Incentives, consisting of 3 indicators for questions K2.1– K2.2, have an average of 3.55.
3) The allowance, which consists of 2 question indicators KT3.1 – KT3.2, has an average of 3.43.
4) Intellectual Simulation, which consists of 1 question indicator K4.1, has an average of 3.59.

The average result in this question is 3.49, which means that the interval interpretation falls into the "Agree" category. These results indicate that the compensation within the scope of the sample is in a fairly good category.

Career Development Indicator

Based on the questionnaire statement of the Career Development (PK) indicator variable, there are 2 dimensions, namely:

1) Career Clarity, which consists of 3 question indicators PK1.1-PK1.3 has an average of 3.38.
2) Performance Quality Improvement, which consists of 2 question indicators PK2.1– PK2.2, has an average of 3.85

The average result in this question is 3.61, which means that the interval interpretation falls into the "Agree" category. These results indicate that Career Development within the scope of the sample is in a fairly good category.

Job Satisfaction Indicator

Based on the questionnaire statement of the Job Satisfaction (KK) indicator variable, there are 5 dimensions, namely:

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1) The work itself, which consists of 3 indicators for questions KK1.1-KK1.3, has an average of 3.83.
2) Supervisor quality, which consists of 1 question indicator, KK2.1, has an average of 3.82.
3) Relationships with Coworkers, which consists of 1 question indicator KK3.1, has an average of 3.76.
4) Promotion Opportunity, which consists of 1 question indicator KK4.1 has an average of 3.02
5) Salary, which consists of 2 question indicators KK5.1-KK5.2 has an average of 3.40
The average result in this question is 3.57, which means that the interval interpretation falls into the "Agree" category. These results indicate that job satisfaction within the scope of the sample is in a reasonably good category.

Turnover Intention Indicator
 Based on the questionnaire statement of the Job Satisfaction (KK) indicator variable, there are 5 dimensions, namely:
1) The work itself, which consists of 3 questions indicators TI1.1-TI1.3, has an average of 3.62.
2) Actively Looking for New Jobs, which consists of 3 questions indicators TI2.1-TI3.3 has an average of 3.18.
3) Thinking Seriously To Get Out, which consists of 1 question indicator TI3.1, has an average of 2.51.
The average result in this question is 3.10, which means that the interval interpretation falls into the "Agree" category. These results indicate that the Turnover Intention within the scope of the sample is in a reasonably good category.

Evaluation of convergent validity from internal consistency reliability checks can be seen from the Cronbach's Coefficient Alpha and Composite Reliability (CR) values, displayed in table 3 below. The table that will be presented is the result of calculations from SmartPLS 3.

Table 3. Cronbach's Coefficient Alpha and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Organizational Culture (BO)	0.793	0.840
Transformational Leadership (KT)	0.947	0.955
Compensation (K)	0.837	0.877
Career Development (PK)	0.886	0.917
Job Satisfaction (KK)	0.832	0.872
Turnover Intention (TI)	0.906	0.926

Source: Analysis results using SmartPLS 3

In table 3. it is known that the value of Cronbach's Coefficient Alpha and Composite Reliability for the variables of Organizational Culture, Transformational Leadership, Compensation, Career Development, Job Satisfaction, and Turnover Intention is more than 0.5 and even close to 1. And it can be concluded that the Cronbach's Coefficient Alpha value and The composite reliability of the research variables are above the standard so that all variables in the study are declared reliable. From the model above, it can be concluded that the model has met the criteria of Composite Reliability and Cronbach's Alpha. The research model has met the criteria of Reliability and reliable measuring instrument.

Testing the hypothesis from the results above about the influence between exogenous variables Organizational Culture (BO), Transformational Leadership (TK), Compensation (K), Career Development (PK), on the endogenous variable Job Satisfaction (KK) and also the influence between exogenous variables Organizational Culture (BO), Transformational Leadership (TK), Compensation (K), Career Development (PK), and Job Satisfaction (KK) on the endogenous variable Turnover Intention (IT). In the statistical table, the t table value with a significance level (α) of 0.1. The way of decision making is:
If P-Values > 0.1 or t count < t table, Ho is accepted, and Ha is rejected.
If P-Values < 0.1 or t count > t table, Ho is rejected, and Ha is accepted.

Table 4.   Effect of Independent Variables on Dependent Variables

Variable	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Description
Organizational Culture => Job Satisfaction	0.123	1.925	0.027	Positive and Significant Influence
Organizational Culture => Turnover Intention	-0.237	1.901	0.029	Negative and Significant Influence
Transformational Leadership => Job Satisfaction	0.243	2.453	0.007	Positive and Significant Influence
Transformational Leadership => Turnover Intention	0.050	0.464	0.322	Positive and Insignificant Influence
Job Satisfaction => Turnover Intention	-0.301	1.646	0.050	Negative and Significant Influence
Compensation -> Job Satisfaction	0.254	3.032	0.001	Positive and Insignificant Influence

Variable	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Description
Compensation -> Turnover Intention	-0.188	1.762	0.039	Negative and Significant Influence
Career Development -> Job Satisfaction	0.445	3.893	0.000	Positive and Insignificant Influence
Career Development -> Turnover Intention	-0.074	0.524	0.300	Negative and Insignificant Effect

Source: Analysis results using SmartPLS 3

The results of statistical calculations obtained are presented in table 4. for the structural model with the following hypothesis:

There is an Influence of Organizational Culture (BO) on Job Satisfaction (KK)
Based on table 4. it is known that the t statistics value of 1.842 is greater than t table = 1.661, and the P-Values = 0.033, which is smaller than = 0.1. The coefficient value is positive, 0.123, meaning that the variable Organizational Culture (BO) positively affects job satisfaction (KK). Thus the hypothesis H1 states that "Organizational Culture (BO) has a positive effect on Job Satisfaction (KK)" is accepted.

There is an Influence of Transformational Leadership (KT) on Job Satisfaction (KK)
Based on table 4. it is known that the t statistics value of 2.512 is greater than t table = 1.661, and the P-Values = 0.006, which is smaller than = 0.1. The coefficient value is positive, namely 0.234, meaning that the Transformational Leadership (KT) variable positively affects Job Satisfaction (KK). Thus hypothesis H2 states that "Transformational Leadership (KT) has a positive effect on Job Satisfaction (KK)" is accepted.

There is an Effect of Compensation (K) on Job Satisfaction (KK)
Based on table 4. it is known that the t statistics value of 3.032 is greater than t table = 1.661, and the P-Values = 0.001, which is smaller than = 0.1. The coefficient value is positive, namely 0.254, meaning that the Compensation variable (K) positively affects Job Satisfaction (KK). Thus hypothesis H3 states that "Compensation (K) has a positive effect on Job Satisfaction (KK)" is accepted.

There is an Influence of Career Development (PK) on Job Satisfaction (KK)
Based on table 4, the value of t statistics is 4.272, greater than t table = 1.661, and the value of P-Values = 0.000, which is smaller than = 0.1. The coefficient value is positive, namely 0.445, meaning that the Career Development (PK) variable positively affects

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Job Satisfaction (KK). Thus, hypothesis H1 states that "Career Development (PK) has a positive effect on Job Satisfaction (KK)" is accepted.

There is an Influence of Organizational Culture (BO) on Turnover Intention (IT)
Based on table 4. it is known that the t statistics value of 1.889 is greater than t table = 1.661, and the P-Values = 0.030, which is smaller than = 0.1. The coefficient value is negative, which is -0.237, meaning that the variable Organizational Culture (BO) negatively affects turnover intention (IT). Thus hypothesis H5 states that "Organizational Culture (BO) has a negative effect on Turnover Intention (IT)." received.

There is an Influence of Transformational Leadership (KT) on Turnover Intention (IT)
Based on table 4, the value of t statistics is 0.468, which is smaller than t table = 1.661, and the value of P-Values = 0.320, which is greater than = 0.1. The coefficient value is positive, namely 0.050, meaning that the Transformational Leadership (KT) variable positively affects Turnover Intention (IT). Thus hypothesis H6 states that "Transformational Leadership (KT) has a negative effect on Turnover Intention (IT)" is rejected.

There is an Effect of Compensation (K) on Turnover Intention (IT)
Based on table 4. it is known that the t statistics value of 1.762 is greater than t table = 1.661, and the P-Values = 0.039, which is smaller than = 0.1. The coefficient value is negative, which is -0.188, meaning that the Compensation (K) variable has a negative effect on Turnover Intention (TI). Thus hypothesis H7 states that "Compensation (K) has a negative effect on Turnover Intention (TI)" is accepted.

There is an Influence of Career Development (PK) on Turnover Intention (IT)
Based on table 4. it is known that the t statistics value of 0.537 is smaller than t table = 1.661, and the P-Values = 0.296, which is greater than = 0.1. The coefficient value is negative, which is -0.074, meaning that the Career Development (PK) variable has a negative effect on Job Satisfaction (KK). Thus hypothesis H8 states that "Career Development (PK) has a negative effect on Job Satisfaction (KK)" is accepted.

There is an Influence of Job Satisfaction (KK) on Turnover Intention (IT)
Based on table 4. it is known that the t statistics value of 1.647 is smaller than t table = 1.661, and the P-Values = 0.048, which is smaller than = 0.1. The coefficient value is negative, which is -0,301, meaning that the Job Satisfaction (KK) variable negatively affects turnover intention (TI). Thus hypothesis H9 states that "Job Satisfaction (KK) has a negative effect on Turnover Intention (IT)" is accepted.

The results of this study indicate that Organizational Culture, Transformational Leadership, Compensation, Career Development have a positive effect on Job Satisfaction. Organizational Culture, Compensation, Career Development has a negative effect on Turnover Intention and influential Transformational Leadership

CONCLUSION

Based on data obtained from questionnaires distributed to 100 respondents, namely employees of PT Kalbe Farma Tbk, the results of the research on the influence of organizational culture, transformational leadership, compensation, and career development on job satisfaction and its implications for turnover intention, it can be concluded as follows:

1) Organizational Culture has a positive effect on the job satisfaction of PT Kalbe Farma Tbk employees, especially in the aspect of Team Orientation which is the strongest relationship with organizational culture. Still, aspects of self-awareness, aggressiveness, and performance do not show a strong enough relationship to job satisfaction for employee PT Kalbe Farma Tbk.

2) Transformational leadership positively affects job satisfaction for PT Kalbe Farma Tbk employees, especially on the aspect of inspirational motivation. Still, for the aspects of Ideal Effect, Individual Consideration, and Intellectual Stimulation, it does not show a strong enough relationship to job satisfaction for PT Kalbe Farma Tbk employees.

3) Compensation has a positive effect on job satisfaction for PT Kalbe Farma Tbk employees, especially in Salaries and Wages. Still, for other aspects such as Incentives, Allowances, and Facilities, it does not show a strong enough relationship to job satisfaction for PT Kalbe Farma Tbk employees.

4) Career development positively affects job satisfaction for PT Kalbe Farma Tbk employees, especially on the Career Clarity aspect. Still, it does not show a strong enough relationship to job satisfaction for PT Kalbe Farma Tbk employees for other aspects such as Performance Quality Improvement.

5) Organizational Culture has a negative effect on the Turnover Intention of PT Kalbe Farma Tbk employees, especially in the aspect of Self-Awareness. Still, for other aspects such as Aggressiveness, Performance, and Team Orientation, it does not show a strong enough relationship to the turnover intention of PT Kalbe Farma Tbk employees.

6) Transformational Leadership has a positive effect on the Turnover Intention of PT Kalbe Farma Tbk employees, especially in the aspect of Individual Consideration. Still, it does not show a strong enough relationship to turnover intention in PT Kalbe Farma Tbk employees for aspects of Ideal Influence, Inspirational Motivation, and Intellectual Stimulation.

7) Compensation has a negative effect on the Turnover Intention of PT Kalbe Farma Tbk employees, especially in terms of Salaries and Wages. Still, for other aspects such as Incentives, Allowances, and Facilities, it does not show a strong enough relationship to the turnover intention of PT Kalbe Farma Tbk employees.

8) Career Development has a negative effect on the Turnover Intention of PT Kalbe Farma Tbk employees, especially in the aspect of Career Clarity. Still, for other aspects such as Performance Quality Improvement, it does not show a strong enough relationship to the turnover intention of PT Kalbe Farma Tbk employees.

9) Job Satisfaction has a negative effect on Turnover Intention of PT Kalbe Farma Tbk employees, especially in the aspect of Promotion Opportunities, but for other aspects

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such as the Work Itself, Quality of Supervisors, Relationships with Coworkers, and Salaries do not show a strong enough relationship to turnover intention to employees of PT Kalbe Farma Tbk.

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