

## THE EFFECT OF TRAINING SATISFACTION, PERFORMANCE APPRAISAL SATISFACTION, AND EMPLOYEE SALARY SATISFACTION ON TURNOVER INTENTION AT PT. KAI COMMUTER (CASE STUDY AT UNIVERSITY OF INDONESIA STATION)

Rr Nafisah Mega Putri Harijanto <sup>1</sup>, Mochammad Rizki Sadikin<sup>2</sup>

<sup>12</sup>Study Program Management, Economy and Business Faculty, Universitas Mercu Buana  
Jl. Raya Meruya Selatan, Kembangan, Jakarta 11650

[nafisahmegaputri01@gmail.com](mailto:nafisahmegaputri01@gmail.com), [mochammad.rizki@mercubuana.ac.id](mailto:mochammad.rizki@mercubuana.ac.id)

**Abstract** – This quantitative study, using a descriptive design, explores how satisfaction with training, performance appraisal, and salary influences turnover intention. Data were collected through a survey using a questionnaire as the research instrument. The population comprised 50 contract employees of PT. KAI Commuter stationed at the University of Indonesia, and the sample was a saturated group of the same 50 contract staff. Instrument, validity, and reliability tests were applied for data analysis, while data processing employed Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method. Findings revealed that satisfaction with training, performance appraisal, and salary each exerted a negative and significant influence on turnover intention

**Keywords:** Training Satisfaction, Performance Appraisal Satisfaction, Salary Satisfaction, Turnover Intention.

### INTRODUCTION

A company's success or failure is largely determined by the quality of its human resources, as measured by the achievement of predetermined work targets (Sadikin et al., 2022). Gary Dessler (2023) defines Human Resource Management (HRM) as the process of acquiring, training, evaluating, and compensating employees, while also managing labor relations, safety, health, and fairness issues. The role of human resources is not only to attract people to the organization but also to retain them (Irlabor & Okolie, 2019; ). The topic of voluntary turnover has been extensively studied in recent months. Empirical research reveals that high rates of voluntary turnover can be detrimental to organizations, as they negatively impact organizational effectiveness and success (Majaya & Gulo, 2023). Training plans should be designed to make relevant work more interesting and satisfying, thereby increasing employee engagement. Furthermore, ensuring fairness in the evaluation system is crucial, which in turn reduces the desire to leave the organization (Memon, 2020)

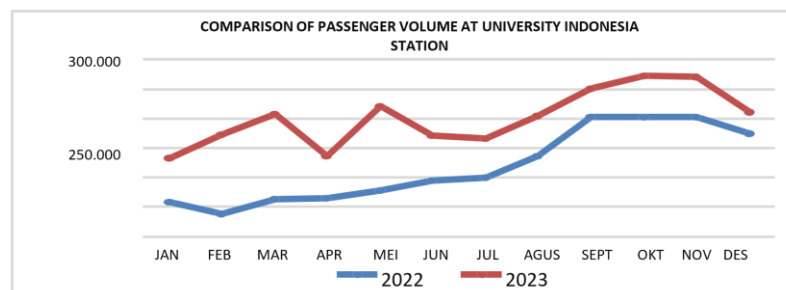


Figure 1. Passenger Volume at University of Indonesia Station in 2023

Source: University of Indonesia Station Data processed by the author, 2024

Passenger volume at Universitas Indonesia Station has shown a significant upward trend in recent months. This situation requires companies to ensure that employees, especially Generation Z,

remain engaged amidst the busy activities. Generation Z places job satisfaction as a priority by emphasizing flexibility, meaningful engagement, and a supportive work environment. Hislop and Lightfoot (2024) stated that this generation, which is estimated to comprise 30% of the workforce by 2025, seeks a workplace that aligns with their values and expectations. The increase in passenger numbers should be a positive opportunity for job sustainability, as well as a challenge that enriches employees' work experiences. Based on this, the author is interested in examining aspects that influence turnover intention among Universitas Indonesia Station employees, with a focus on Generation Z's motivation to remain working in a dynamic work environment. A pre-survey was conducted on 29 contract employee respondents at PT. KAI Commuter.

**Table 1. Pre-survey Data of University of Indonesia Station Employees**

No.	Question	Pre-Survey Results		Percentage (%)	
		Yes	No	Yes	No
TRAINING SATISFACTION					
1.	I am satisfied with the amount of training I received at work.	21	8	73%	27%
2.	The training I received at work met my needs.	25	4	85%	15%
PERFORMANCE ASSESSMENT SATISFACTION					
1.	My performance rating represents a fair and accurate picture of my job performance.	24	5	83%	17%
2.	I felt defensive and upset as a result of the performance appraisal made by my supervisor.	17	12	60%	40%
SALARY SATISFACTION					
1.	I am satisfied with my current salary.	22	7	77%	23%
2.	I am satisfied with my salary for the effort I have to put in.	20	9	70%	30%
TURNOVER INTENTION					
1.	I am seriously considering leaving my current job to work for another company.	20	9	69%	31%
2.	I will leave this company if the conditions given become even slightly worse than they are now.	19	10	66%	34%
LEADERSHIP STYLE					
1.	I feel comfortable communicating with my boss about challenges at work.	13	16	46%	54%
2.	My boss often gives me constructive feedback to help me grow at work.	14	15	47%	53%

*Source: Data processed, 2025*

The phenomenon of turnover intention is a crucial issue that threatens organizational stability and productivity. According to Anggara and Nursanti (2019), turnover intention reflects an employee's intention to leave their job, which can cause losses for the company. Based on a pre-survey of employees at the University of Indonesia Station, it was found that 69%, or 20%, of employees were seriously considering leaving their jobs, while 66%, or 19%, of employees stated they would quit if working conditions deteriorated slightly. Furthermore, aspects such as satisfaction with training, performance appraisals, and salary also influence employees' decisions to stay or leave. Although 77.5% of respondents felt enthusiastic about their work, 22.5% still felt dissatisfied. While the majority were satisfied with training and salary, dissatisfaction arose with aspects of performance appraisal and compensation, which were considered inadequate for effort. These findings emphasize the importance of examining the relationship between job satisfaction and turnover intention, particularly regarding training, performance

evaluation, and salary. This research is expected to provide in-depth understanding and recommendations for human resource management strategies to reduce turnover intention.

**Table 2. Indonesian Station Employee Turnover Data**

<b>Year</b>	<b>Total Employees</b>	<b>Turnover Number</b>	<b>Turnover Percentage</b>
2021	48	7	14.58%
2022	45	6	13.33%
2023	43	5	11.63%

*Source: Internal data of the university Indonesia Station 2024*

According to Purwito (in Majaya and Gulo, 2023), a turnover rate is considered high if it reaches 2% or more. Turnover can be positive if unproductive workers leave, opening opportunities for more competent individuals to join. However, turnover rates need to be controlled so that the benefits of new employees outweigh the recruitment costs (Jun & Eckardt, 2023). High turnover disrupts workflow, reduces productivity, and delays project completion due to recruitment and training processes (Anusha & Rajesh, 2024); (Shibru, 2022); (Singh, 2022). (Nasir et al., 2022) emphasize that employee turnover is a major issue, while (Adityarini et al., 2020) emphasize the importance of understanding the causes of turnover to reduce costs and losses. A study (Majaya and Gulo, 2023) showed that satisfaction with training and salary significantly reduced turnover intention, while satisfaction with performance appraisals had no effect. Appropriate training fosters a sense of appreciation and loyalty, while salary commensurate with responsibilities increases engagement and reduces turnover intention. Conversely, satisfaction with performance appraisals was less influential in retention decisions, but work engagement was shown to suppress turnover intention. These results demonstrate that the topic "The Effect of Training Satisfaction, Performance Appraisal Satisfaction, and Employee Salary Satisfaction on Turnover Intention at PT. KAI Commuter (Case Study at the University of Indonesia Station)" remains relevant for further research in various industrial contexts and work situations.

Although various previous studies have highlighted factors influencing turnover intention, there remains a gap in research relevant to the context of PT. KAI Commuter, particularly regarding the influence of employee satisfaction with training, performance appraisals, and salaries. A study by Aburumman et al., (2020) confirms that human resource management practices and career satisfaction are closely related to employee retention. However, this study has not specifically outlined how satisfaction with training and performance appraisal systems plays a role in suppressing turnover intention. Meanwhile, a study by Obeng et al., (2021) found that high-performance work practices can reduce employee turnover intention by improving work morale and psychological capital, but has not explicitly examined the aspect of satisfaction with compensation.

Furthermore, Wen et al., (2022) highlighted the role of employee satisfaction and engagement on turnover intention by considering job level as a moderating variable. However, the research context did not include the public transportation sector, which has unique work pressure and schedule characteristics such as at PT. KAI Commuter. A recent study by (Alnehabi and Al-Mekhlafi 2025) provides a comprehensive view of the critical factors influencing employee turnover intention in the banking sector, but has not yet examined in depth the aspects of training satisfaction, performance appraisal fairness, and salary perceptions in the transportation services sector. This study seeks to fill this gap by empirically analyzing how satisfaction with training, performance appraisal, and salary simultaneously influence employee turnover intention in the operational work environment of PT. KAI Commuter, thereby providing theoretical and practical contributions to improving workforce retention in the public service-based transportation industry.

## LITERATURE REVIEW

### Social Exchange Theory

Social Exchange Theory (SET) explains that social relationships are formed based on the principle of mutually beneficial resource exchange between individuals and organizations. This theory is based on the assumption that each party seeks to maximize benefits and minimize losses in every social interaction. In this process, the concept of reciprocity is central to this theory, where individuals tend to

reciprocate positive treatment received. In an organizational context, SET is used to understand how fairness, rewards, and support provided by an organization can build employee trust and commitment. When employees feel their contributions are fairly valued, they demonstrate loyalty, improve performance, and reduce their desire to leave their jobs (Stafford, L., & Kuiper, K., 2021).

Furthermore, Social Exchange Theory has broad applications in organizational behavior, human resource management, and interorganizational relations. This theory explains that interactions based on mutual trust and fairness will result in stable and productive working relationships. In practice, organizations can strengthen internal social relationships by implementing transparent performance appraisals, performance-based reward systems, and open two-way communication between management and employees (Musleh, N., & Cross, C., 2025).

### **Equity Theory**

Equity Theory explains that an individual's perception of fairness in a relationship is determined by the comparison between the inputs (contributions) and outcomes (rewards) they receive compared to those of others. This theory asserts that a person will perceive fairness if the ratio between what they give and what they receive is balanced with the ratio of others. In an organizational context, this theory is used to explain employee motivation and job satisfaction, where perceptions of unfairness, whether in the form of excessive or insufficient rewards, can create psychological tension that impacts productivity and work commitment (Polk, D.M., 2022). Employees who feel treated fairly will exhibit positive attitudes such as loyalty and high work morale, while those who feel disadvantaged tend to exhibit negative behaviors such as decreased performance or intentions to leave the organization.

Furthermore, Equity Theory also has broad relevance in personal, social, and workgroup relationships. In personal relationships, this theory explains that the balance between contributions and rewards is the foundation of healthy and harmonious relationships. In group dynamics, perceptions of fairness in the distribution of tasks and work outcomes also influence cooperation, solidarity, and team performance. However, the application of this theory requires consideration of cultural and social contexts, as perceptions of fairness can vary between individuals and cultures (Hatfield et al., 2016). In modern organizations, the application of equity principles can be achieved through transparent reward systems, performance-based compensation policies, and objective and participatory performance appraisals. Thus, this theory not only explains individual behavior in assessing fairness but also provides a practical basis for organizations to create a fair, balanced, and sustainable work environment.

### **Human Resource Management**

According to (Dessler, 2023), Human Resource Management (HRM) is the process of acquiring, training, assessing, compensating, and managing employee employment relationships, health, safety, and fairness. (Anas and Harfianto, 2022) emphasize that high-quality human resources are able to create comparative and competitive value through intelligence, creativity, and imagination, rather than simply relying on physical resources. (Sadikin et al., 2022) state that a company's success is highly dependent on the quality of its human resources in achieving work targets. (Boas, 2024) defines HRM as the process of utilizing, developing, assessing, rewarding, and managing individuals or groups within an organization.

### **Turnover Intention**

Hughes et al. (in Majaya and Gulo, 2023) define turnover intention as the likelihood of an employee leaving their job before their specified term. This definition emphasizes the tendency or intention that arises before an employee actually makes the decision to leave. Turnover intention is described as the likelihood of an employee leaving an institution within a certain period for various reasons, both personal, such as family needs, and organizational, such as job dissatisfaction or an unsupportive work environment. Meanwhile, Namin et al. (2021) defines turnover intention as an employee's desire to leave the organization, which reflects a subjective evaluation of perceived working conditions.

### **Training Satisfaction**

Schmidt (in Majaya and Gulo, 2023) explains that training satisfaction is the extent to which an individual enjoys or dislikes a series of activities designed to develop the knowledge, skills, and attitudes

needed to perform their jobs effectively. This definition emphasizes employees' subjective experiences regarding the benefits of the training they receive. Similarly, Jazak and Widjaja (2022) emphasize that training satisfaction encompasses employee perceptions of the entire training process, from needs identification, program design, material delivery, learning activation, and evaluation. Meanwhile, Lakornsri and Namwong (2019) add that training satisfaction can be measured through participant reactions to both technical and non-technical aspects, such as instructor effectiveness, scheduling accuracy, facility quality, material completeness, and use of assistive devices.

### **Performance Appraisal Satisfaction**

Saraih and Karim (in Majaya and Gulo, 2023) define performance appraisal satisfaction as employees' positive reactions to four dimensions of organizational justice: distributive, procedural, interpersonal, and informational justice. According to Gabel-Shemueli & Riva (2021), performance appraisal satisfaction reflects the extent to which employees perceive the appraisal as representing behaviors that contribute positively to the organization. Lyu et al. (2023) and Puspitasari & Agustini (2023) define performance appraisal satisfaction as employees' positive reactions to four dimensions of organizational justice: distributive, procedural, interpersonal, and informational justice.

### **Pay Satisfaction**

Milkovich (in Majaya and Gulo, 2023) states that pay satisfaction results from the difference between employees' perceptions of the pay they believe they should receive and their actual pay. If perceptions and actual pay align, employees are considered to be experiencing pay satisfaction. Karim (2019) defines pay satisfaction as the overall positive feelings a person has about their pay. Salary satisfaction refers to the direct compensation received by employees, which is a crucial aspect of employment that influences overall job satisfaction (Roy, 2019).

Generation Z employee engagement and retention are heavily influenced by the principles of Social Exchange Theory (SET) and Equity Theory, particularly through human resource practices related to training, performance appraisals, and compensation systems. According to SET, employee engagement arises when individuals perceive reciprocal value from the organization in the form of fair treatment, career development opportunities, and appreciation for their contributions (Stafford & Kuiper, 2021). This perception of reciprocity is crucial for Generation Z employees, who tend to demand clarity, learning opportunities, and transparent communication in the workplace. When training programs are aligned with employees' career aspirations and digital skills, engagement levels increase, thereby reducing turnover intentions (Jazak & Widjaja, 2022); (Majaya & Gulo, 2023). This aligns with the views of (Dessler, 2023) and (Boas, 2024) that effective human resource management practices, particularly through continuous development and organizational learning, play a crucial role in building commitment and sustained performance.

Furthermore, Equity Theory provides a conceptual foundation for understanding how perceptions of fairness in performance appraisals and compensation influence employee engagement and decisions to remain with an organization. Employees, particularly those from Generation Z, are highly sensitive to fairness, transparency, and equity in reward distribution (Polk, 2022); (Hatfield et al., 2016). When employees perceive that their efforts and outcomes are balanced, they develop stronger motivation and loyalty to the organization. Conversely, inequity in performance appraisals and compensation can create psychological stress and encourage turnover intention (Namin et al., 2021); (Majaya & Gulo, 2023). Therefore, by integrating Social Exchange Theory and Equity Theory, this study seeks to explain how satisfaction with training, performance appraisal, and salary can strengthen engagement and reduce turnover intentions among Generation Z employees in the modern work environment, while providing empirical evidence for the development of retention strategies based on fairness, reciprocity, and career development support

### **METHODS**

This research methodology was systematically structured and relevant to the research objectives. The research phase began with initial observations to identify phenomena related to employee turnover intentions, followed by problem formulation, gathering theoretical foundations from various scientific journals, and developing valid and reliable research instruments. This research was conducted at the

University of Indonesia Station, Beji District, Depok City, West Java, from September 2024 to the present. This location was chosen because the phenomena directly relate to the research focus, namely the influence of satisfaction with training, performance appraisals, and salary on employee turnover intentions.

The approach used was a quantitative descriptive approach. According to (Sugiyono, 2019), quantitative methods are based on the philosophy of positivism and are used to study specific populations or samples, collect numerical data, and analyze it statistically to produce objective conclusions. The descriptive approach is used to describe the characteristics of the research variables without emphasizing direct cause-and-effect relationships. The study population included all 50 employees of the University of Indonesia Station, using a saturated sampling technique, where all members of the population were selected as respondents (Sugiyono, 2023).

Data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). According to Ghozali (2023), PLS is a multivariate method capable of simultaneously and effectively testing relationships between reflective and formative latent variables, especially in small sample sizes. The analysis stages included convergent and discriminant validity tests, construct reliability tests using Cronbach's Alpha and Composite Reliability (CR) indicators, and structural model testing using the coefficient of determination ( $R^2$ ), effect size ( $F^2$ ), and predictive relevance ( $Q^2$ ). Hypothesis testing was conducted using a bootstrapping procedure to assess the significance of relationships between latent variables at a 95% confidence level.

This study did not conduct normality and multicollinearity tests, as the PLS-SEM method does not require strict normal distribution assumptions or freedom from multicollinearity (Hair et al., 2022). This approach was chosen because it is more flexible to non-normal data and is able to provide stable parameter estimates on small sample sizes, thus being in accordance with the characteristics of the data and the research objectives which are predictive and descriptive.

## RESULTS AND DISCUSSION

### Results

The initial testing phase involved Confirmatory Factor Analysis (CFA) to ensure the latent variables could be measured using the observed constructs. According to (Ghozali, 2020), an indicator is considered valid if the loading factor value is  $>0.70$ , while validity at the variable level can be assessed using the Average Variance Extracted (AVE). Furthermore, construct reliability was tested using Composite Reliability with a value of  $>0.70$  (Ghozali, 2020) and Cronbach's Alpha with a minimum limit of  $>0.60$  (Ghozali, 2020). Therefore, this combination of validity and reliability testing ensures that the research instrument has adequate consistency and reliability.

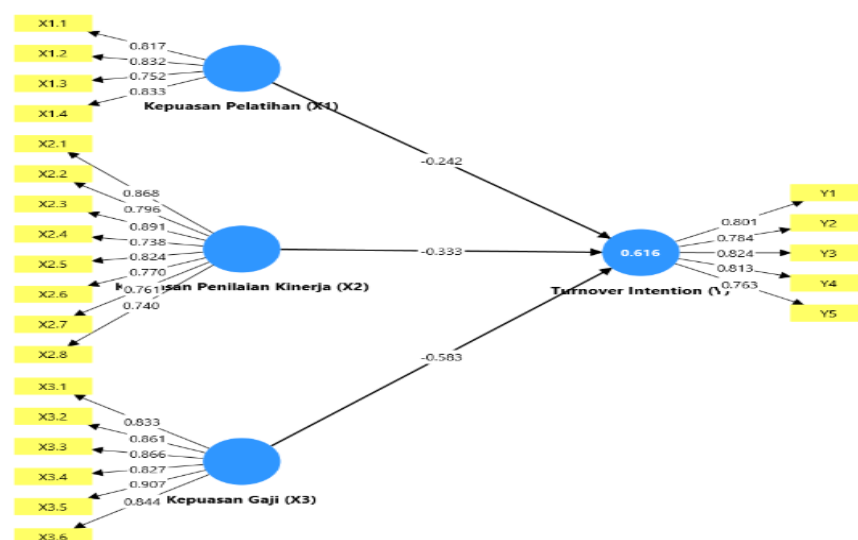


Figure 2. PLS Algorithm Results

Source: Data processed, 2025

**Table 3. Convergent Validity and Reliability**

Variable	Indicator	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability
Training Satisfaction	X1.1	0,817	0,655	0,835	0,901
	X1.2	0,832			
	X1.3	0,752			
	X1.4	0,833			
Performance Appraisal Satisfaction	X2.1	0,868	0,641	0,922	0,954
	X2.2	0,796			
	X2.3	0,891			
	X2.4	0,738			
	X2.5	0,824			
	X2.6	0,770			
	X2.7	0,761			
	X2.8	0,740			
Salary Satisfaction	X3.1	0,833	0,734	0,928	0,930
	X3.2	0,861			
	X3.3	0,866			
	X3.4	0,827			
	X3.5	0,907			
	X3.6	0,844			
Turnover Intention	Y1	0,801	0,636	0,857	0,862
	Y2	0,784			
	Y3	0,824			
	Y4	0,813			

Source: Data processed, 2025

The CFA test results showed that all indicators had outer loadings above 0.70, thus meeting validity criteria (Ghozali, 2020). The AVE value also exceeded 0.50 for all variables: Training Satisfaction (0.655), Performance Appraisal Satisfaction (0.641), Salary Satisfaction (0.734), and Turnover Intention (0.636), indicating convergent validity of the instrument. In terms of reliability, the Composite Reliability value for all variables was above 0.70, and the Cronbach's Alpha was above 0.60, indicating the instrument was reliable. Therefore, all indicators were suitable for measuring the research constructs.

The discriminant validity test, using the Fornell Larcker criterion, was conducted by comparing the square root of the AVE of each construct with the correlation between the other constructs. Discriminant validity was met if the square root of the AVE was greater than the correlation with the other constructs, demonstrating that each latent variable was unique and non-overlapping.

**Tabel 4. Discriminant Validity**

	Salary Satisfaction	Training Satisfaction	Performance Appraisal Satisfaction	Turnover Intention
<b>Salary Satisfaction</b>	<b>0.857</b>			
<b>Training Satisfaction</b>	0.444	<b>0.809</b>		
<b>Performance Appraisal Satisfaction</b>	-0.57	0.013	<b>0.800</b>	
<b>Turnover Intention</b>	-0.672	-0.506	-0.303	<b>0.797</b>

Source: Data processed, 2025

Based on Table 4, the discriminant validity test using the Fornell-Larcker Criterion shows that the square root of the AVE value for each construct (shown on the diagonal) is greater than the correlations between the other constructs. For example, Salary Satisfaction has a value of 0.857, which is higher than its correlation with other constructs, as are Training Satisfaction (0.809), Performance Appraisal Satisfaction (0.800), and Turnover Intention (0.797). Thus, all constructs are deemed to meet the discriminant validity criteria because each latent variable is able to explain its indicators better than the other constructs.

Referring to (Ghozali, 2023), a structural model is considered to have strong, moderate, and weak predictive power if the R-squares values reach 0.75, 0.50, and 0.25, respectively. This shift in value indicates the extent of the influence of the exogenous latent variables on the endogenous ones. Furthermore, according to (Ghozali, 2020), the relative contribution of exogenous variables to endogenous variables can be seen from the f-square, with a strong classification at a value  $\geq 0.35$ , moderate at around 0.15, and weak at around 0.02. This index serves as an important benchmark for determining the intensity of the influence of constructs in the model. Meanwhile,  $Q^2$  plays a role in assessing the predictive relevance of the model, where a positive value ( $>0$ ) indicates the model has predictive ability, while a negative value ( $<0$ ) indicates the model is unable to provide meaningful predictions (Ghozali, 2023).

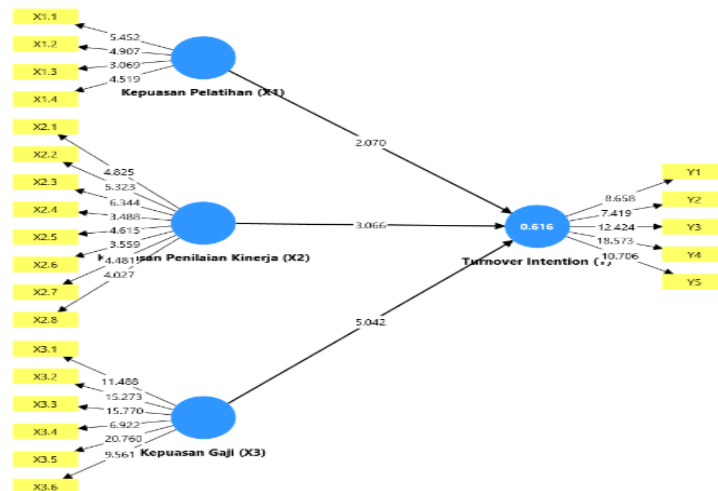


Figure 2. Bootstrapping Results

Source: Data processed, 2025

Table 5. R Square, F Square and Q Square

Test	Variable/Relationship	Value
<b>R-Square</b>	Turnover Intention	0,616
<b>Adjusted R<sup>2</sup></b>	Turnover Intention	0,591
<b>F-Square</b>	Training Satisfaction → Turnover Intention	0,123
	Performance Appraisal Satisfaction → Turnover Intention	0,287
	Salary Satisfaction → Turnover Intention	0,707
<b>Q<sup>2</sup></b>	Turnover Intention	0,521

Source: Data processed, 2025

Based on Table 5, the R-Square value for the Turnover Intention variable is 0.616, with an Adjusted  $R^2$  of 0.591. This indicates that Training Satisfaction, Performance Appraisal Satisfaction, and Salary Satisfaction explain 61.6% of the variation in Turnover Intention, while the remaining 38.4% is influenced by factors outside the research model. This  $R^2$  value indicates that the model has a strong level of explanation for the phenomenon under study and statistically demonstrates a substantial relationship between the independent and dependent variables.

Furthermore, the F-Square ( $f^2$ ) results indicate the magnitude of each independent variable's influence on Turnover Intention. Based on guidelines from Hair et al., 2022, a value of 0.02 indicates a weak effect, 0.15 indicates a moderate effect, and 0.35 indicates a strong effect. Based on the calculation results, Training Satisfaction → Turnover Intention (0.123) is categorized as weak, Performance Appraisal Satisfaction → Turnover Intention (0.287) is categorized as medium, and Salary Satisfaction



→ Turnover Intention (0.707) is categorized as strong. This indicates that Salary Satisfaction contributes most significantly to reducing turnover intention compared to the other two variables

Furthermore, the  $Q^2$  value of 0.521 indicates that the model has good predictive relevance, as it is positive and greater than zero. This means that this research model has high predictive ability for the dependent variable (Turnover Intention), making it suitable for further analysis. While these results demonstrate adequate model strength, a more detailed explanation of the effect sizes between variables would further strengthen the research findings. Additional analysis of the relative contribution of each variable to increasing or decreasing Turnover Intention could also provide deeper practical insights for organizations in designing effective employee retention strategies.

The hypothesis is declared significant if the calculated t-value exceeds the t-table value of 1.96 at a significance level of  $\alpha = 0.05$  (5%). This determination is carried out by examining the parameter coefficients and t-statistics generated from the bootstrapping algorithm, so that the bootstrapping procedure becomes the main reference in obtaining the significance value.

**Table 6. Hypothesis Testing Results**

	<b>Original sample</b>	<b>Standard deviation</b>	<b>T statistics</b>	<b>P values</b>	<b>Statement</b>
Training Satisfaction > <i>Turnover Invention</i>	-0.242	0.117	2.070	0.039	Significant Negative Impact
Performance Appraisal Satisfaction > <i>Turnover Invention</i>	-0.333	0.109	3.066	0.002	Significant Negative Impact
Salary Satisfaction > <i>Turnover Invention</i>	-0.583	0.116	5.042	0.000	Significant Negative Impact

Source: Data processed, 2025

## Discussion

### The Effect of Training Satisfaction on Turnover Intention

The analysis results show that training satisfaction has a significant negative effect on turnover intention (original sample -0.242;  $t=2.070$ ;  $p=0.039$ ). This means that the higher employee satisfaction with relevant and easy-to-implement training, the lower their likelihood of leaving the company. This finding aligns with (Majaya and Gulo, 2023), who assert that effective training can improve employee competence and engagement, thereby reducing turnover intention. (Memon et al., 2021) also add that quality training programs strengthen work engagement, while (Pramusinto and Elmi, 2023) emphasize that structured training creates a sense of organizational belonging.

### The Effect of Performance Appraisal Satisfaction on Turnover Intention

Performance appraisal satisfaction has been shown to have a significant negative effect on turnover intention (original sample -0.333;  $t=3.806$ ;  $p=0.002$ ). This demonstrates that an objective, transparent evaluation system that provides constructive feedback can increase employee appreciation and loyalty, thereby reducing turnover intentions. (Varma and Chavan, 2023) found that transparent performance appraisals can reduce turnover intention, while (Memon et al., 2020) emphasized that follow-up in the form of rewards or career development strengthens employee engagement. Similarly, (Raditrono and Hendarsjah, 2024) also stated that communicative evaluations boost job satisfaction while reducing turnover intention.

### The Influence of Salary Satisfaction on Turnover Intention

The research findings also confirm that salary satisfaction has a significant negative effect on turnover intention (original sample -0.583;  $t=7.830$ ;  $p=0.000$ ). This indicates that fair, competitive, and expected compensation can increase employee appreciation and loyalty to the organization. These results align with those of Nam (2024), who demonstrated a significant negative relationship between

salary satisfaction and turnover intention. Aksoy (2024) also confirmed that a salary that meets expectations effectively reduces turnover intentions, while Raditrono and Hendarsjah (2024) emphasized the importance of a transparent pay system in building long-term retention.

### **Human Resources Policies on Training, Performance Evaluation, and Compensation Systems in State-Owned Enterprises**

Human resource policies in state-owned enterprises (SOEs) in Indonesia demonstrate a mix of strengths and challenges in their implementation. In terms of training, well-designed programs have been shown to improve employee skills and work efficiency, thus contributing to overall organizational performance (Hetami, A. A., & Aransyah, M. F. 2024). However, decentralized training management at the departmental level often leads to inconsistencies in training quality and effectiveness (Lenda, K., 2020). In terms of performance appraisal, a structured and transparent system can strengthen employee commitment and engagement, although in practice, SOEs still face challenges such as bureaucratic interference and a lack of uniform policies. Meanwhile, compensation systems in SOEs are generally centralized to maintain consistency, but lack flexibility in adapting to the needs of each work unit. Therefore, the implementation of performance-based compensation, strategic alignment of training with business objectives, and investment in technological infrastructure are important steps to increase the effectiveness of HR policies and the competitiveness of SOEs in the modern era (Isfianadewi, D., & Anggraita, S. 2020).

### **Managerial Implications for Human Resource Policy Development in the Public Services Sector**

Developing human resource policy in the public services sector in Indonesia requires a strategic approach that addresses the challenges of decentralization, competency gaps, and regulatory limitations. One key issue is regional disparities in human resource capacity, where the delegation of authority to local governments often results in differences in workforce management capabilities, particularly in the health and population administration sectors. Shortages of skilled personnel and limited training opportunities impact the low effectiveness of public services. Therefore, investment in training and competency development is an urgent need to build an adaptive, professional, and highly competitive public workforce (Mursidah et al., 2024).

From a managerial perspective, applicable strategies include multi-stakeholder coordination in human resource planning and development to strengthen cross-sector collaboration, attract international support, and enhance institutional capabilities. Furthermore, the implementation of performance-related pay systems needs to be integrated with non-monetary policies, such as achievement recognition and career opportunities, to avoid demotivating effects (Shaferi et al., 2024). Aligning HR policies with the organization's strategic objectives is key to ensuring the effectiveness of these policies, including the implementation of transparent, measurable, and results-oriented performance management and public accountability systems. Focus should also be placed on reducing inter-regional disparities through policy support, resource allocation, and competency enhancement in low-performing regions. By strengthening HR capabilities, improving cross-sector coordination, and enforcing a fair performance evaluation system, HR policy development in Indonesia's public service sector can result in more efficient, accountable, and sustainable services (Hilal et al., 2024).

### **CONCLUSION**

The results of the study indicate that satisfaction with training, performance appraisals, and salaries have a negative and significant effect on turnover intention of PT KAI Commuter employees at the Universitas Indonesia Station. This finding confirms that the higher the level of employee satisfaction in these three aspects, the lower their tendency to leave their jobs. Therefore, satisfaction with training, performance appraisals, and compensation play a strategic role in retaining employees and enhancing organizational stability.

To minimize turnover intention, companies are advised to implement competency-based training that aligns individual needs with the company's strategic objectives, ensuring more targeted and relevant employee skill development. Furthermore, a transparent and standardized performance appraisal system should be established, emphasizing clarity of indicators, objectivity, and two-way engagement between

superiors and employees. Transparency should also be implemented in performance-based pay and reward systems to create a sense of fairness and sustainable work motivation.

Future research is expected to expand the number and scope of respondents and include other variables such as job satisfaction, employee engagement, organizational culture, or leadership style. This is crucial for gaining a more comprehensive and in-depth understanding of the factors influencing turnover intention in a dynamic work environment.

## REFERENCE

- Adityarini, D., Andry, A., & Adhikara, M. F. A. (2020). Halo Effect in the Turnover Intention of Nurses at Hospital" X". *JMMR (Jurnal Medicoeticolegal Dan Manajemen Rumah Sakit)*, 9(1), 85–99.
- Aksoy, E. (2024). Investigating the Effects of Organizational Long-Term Orientation and Employees' Pay Satisfaction on Turnover Intentions. *Business and Economics Research Journal*, 15(3), 277–290.
- Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2020). The impact of human resource management practices and career satisfaction on employee's turnover intention. *Management Science Letters*, 10(3), 641-652.
- Alnehabi, M., & Al-Mekhlafi, A. B. A. (2025). Exploring the influence of the critical factors on intentions of employee turnover in the banking segment: a comprehensive mediating analysis. *BMC psychology*, 13(1), 187.
- Anas, A., & Harfianto, D. (2022). Sumber daya manusia Indonesia di era globalisasi. *Jurnal Ilmiah Promis*, 3(2), 110–130.
- Anggara, A., & Nursanti, T. D. (2019). Pengaruh Kepuasan Kerja dan Stres Kerja Terhadap Turnover Intention Pada Karyawan PT Fuli Semitexjaya. *Jurnal Ekonomi, Manajemen Dan Perbankan (Journal of Economics, Management and Banking)*, 2(2), 83. <https://doi.org/10.35384/jemp.v2i2.106>
- Anusha, & Rajesh. (2024). Impact of Employee Turnover on Organization Performance with Reference to Optum Global Solutions Pvt. Ltd, Hyderabad. *International Journal of Research Publication and Reviews*.
- Boas, A. A. V. (2024). Human Resource Management-An Update. *BoD–Books on Demand*.
- Gabel-Shemuely, R., & Riva, F. (2021). Toward an understanding of the relationship between LMX and performance over time: the role of trust in leader and appraisal satisfaction. *Academia Revista Latinoamericana de Administración*.
- Gary Dessler. (2023). *Human Resource Management (17th edition)*. Florida International University.
- Ghozali, I. (2020). *Structural Equation Modeling, Metode Alternatif dengan. Partial Least Square (PLS) (5th ed.)*. Badan Penerbit Universitas.
- Ghozali, I. (2023). *Partial Least Square dg Smart PLS 4.0. .* Badan Penerbit, Universitas Diponegoro.
- Hislop, A., & Lightfoot, P. (2024). *You Only Have to Ask!: How to Realise the Full Potential of Gen Z at Work*. Productivity Press.
- Hatfield, E., Purvis, J., & Rapson, R. L. (2016). Equity theory of organizations. In *Global Encyclopedia of Public Administration, Public Policy, and Governance* (pp. 1-11). Springer, Cham.
- Hetami, A. A., & Aransyah, M. F. (2024). Best Practices for Strategic Human Resource Management in a State-Owned Enterprise: A Case Study of PT Pelabuhan Indonesia. *Calitatea*, 25(201), 368-373.
- Hilal, M., Purnomo, A., & Arief, S. (2024). Transforming Human Resources: The Key to Revolutionizing Indonesian Legal Reform and Justice System Efficiency. *Journal of Law and Legal Reform*, 5(3), 1469-1504.
- Isfianadewi, D., & Anggraita, S. (2020). Analysis of Human Resource Functions' Strategic Value: A Study of State-Owned Companies' Employees. *Review of Integrative Business and Economics Research*, 9(2), 167-183.
- Irabor, I., & Okolie, U. C. (2019). A Review Of Employees' Job Satisfaction And Its Affect On Their Retention. *Annals of Spiru Haret University. Economic Series*.
- Jazak, A. Y., & Widjaja, A. W. (2022). Optimizing digital online training satisfaction to grab digital online training business opportunity in the pandemic challenge. *Proceeding of the International Conference on Family Business and Entrepreneurship*, 2(1).
- Jun, M., & Eckardt, R. (2023). Training and employee turnover: A social exchange perspective. *Sage Journals*.

- Karim, F. A. (2019). Pengaruh Ketidakamanan Kerja Dan Kepuasan Gaji Terhadap Keinginan Berpindah Karyawan Dinas Pekerjaan Umum Divisi Penerangan Jalan Umum Kota Bandung.
- Lakornsri, T., & Namwong, S. (2019). The effects of training program on employee training satisfaction: a case study of inter hotel in Bangkok, Thailand. *Dusit Thani College Journal*, 13(1), 202–217.
- Lenda, K. (2020). How supply chain mediates the relationship between HRM practices and employee performance. *International Journal of Supply Chain Management*, 99(4), 1230-1236.
- Lyu, B., Su, W., Qi, Q., & Xiao, F. (2023). The Influence of Performance Appraisal Justice on Employee Job Performance: A Dual Path Model. *Sage Journals*.
- Majaya, M. T., & Gulo, Y. (2023). HRM PRACTICES, WORK ENGAGEMENT AND EMPLOYEE TURNOVER INTENTION. *The Seybold Report Joirnal*, 341–359.
- Memon, M. A. (2020). Satisfaction Matters: The Relationships between HRM Practices, Work Engagement and Turnover Intention. *International Journal of Manpower*.
- Memon, M. A., Salleh, R., Mirza, M. Z., Cheah, J.-H., Ting, H., & Ahmad, M. S. (2020). Performance appraisal satisfaction and turnover intention: The mediating role of work engagement. *Management Decision*, 58(6), 1053–1066.
- Memon, M. A., Salleh, R., Mirza, M. Z., Cheah, J.-H., Ting, H., Ahmad, M. S., & Tariq, A. (2021). Satisfaction matters: the relationships between HRM practices, work engagement and turnover intention. *International Journal of Manpower*, 42(1), 21–50.
- Musleh, N., & Cross, C. (2025). Social exchange theory. In *Theories and Concepts in Work and Employment Relations* (pp. 92-98). Edward Elgar Publishing.
- Mursidah, S., Wulandari, C., Khoiruddin, M., Hassan, M. S., & Fauzi, R. D. (2024). How Can Law and Policy Reform Shape Human Resource Strategies in Indonesian State Universities Post-Law No. 20 of 2023?. *Journal of Law and Legal Reform*, 5(4), 1737-1762.
- Nam, N. D. (2024). The role of pay satisfaction in organizational commitment, job satisfaction and turnover intention: A case study of Hanoi's grassroots health line. *VNU Journal of Economics and Business*, 4(1), 69–77.
- Namin, B. H., Øgaard, T., & Røislien, J. (2021). Workplace incivility and turnover intention in organizations: A meta-analytic review. *International Journal of Environmental Research and Public Health*, 19(1), 25.
- Nasir, M., Syahnur, M. H., & Hasan, M. (2022). Aspek yang Mempengaruhi Turnover Intention Karyawan (Studi Kasus: PT. BANK SYARIAH INDONESIA, Tbk KC MAKASSAR 2). *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi)*, 9(1).
- Obeng, A. F., Zhu, Y., Quansah, P. E., Ntarmah, A. H., & Cobbinah, E. (2021). High-performance work practices and turnover intention: Investigating the mediating role of employee morale and the moderating role of psychological capital. *SAGE open*, 11(1), 2158244020988557.
- Pramusinto, B. M., & Elmi, F. (2023). The Moderating Role of Employee Status on Training Satisfaction and Job Engagement on Turnover Intention. *International Journal of Indonesian Business Review*, 2(2), 141–150.
- Puspitasari, D. M., & Agustini, K. (2024). Pengaruh Lingkungan Kerja, Pelatihan Kerja dan Motivasi Kerja terhadap Kinerja Karyawan. *JlIP-Jurnal Ilmiah Ilmu Pendidikan*, 7(9), 10093-10098.
- Polk, D. M. (2022). Equity theory: Evaluating fairness. *Theories in Social Psychology*, Second Edition, 217-249.
- Raditrono, R., & Hendarsjah, H. (2024). The Influence of Performance Evaluation Satisfaction, Salary Satisfaction, and Supervisor Support on Employee Turnover Intention: The Mediating Role of Work Engagement. *Eduvest-Journal of Universal Studies*, 4(7), 5904–5921.
- Roy, S. (2019). The Impact of Pay Satisfaction on the Performance of College Teachers: Empirical Insights from Kolkata, India. *IUP Journal of Organizational Behavior*, 18(2).
- Sadikin, M. R., Junaedi, J., Azis, H., & Setyaningrum, R. (2022). Higher Education Students and Entrepreneurial Attitudes: A Human Resource Approach. *Jurnal Entrepreneur Dan Entrepreneurship*, 11(1), 55–64.
- Shaferi, I., Laksana, R. D., Nawarini, A. T., & Widiastuti, E. (2024). Determining performance with accountability policy as a mediating factor in agricultural public service organizations. In *BIO Web of Conferences* (Vol. 130, p. 08002). EDP Sciences.

- Stafford, L., & Kuiper, K. (2021). Social exchange theories: Calculating the rewards and costs of personal relationships. In *Engaging theories in interpersonal communication* (pp. 379-390). Routledge.
- Shibru, B. (2022). Impact of Employee Turnover on Organizational Performance: The Case of Bekas Chemicals Plc., Ethiopia. *Journal of Material Sciences & Manufacturing Research*.
- Singh, G. (2022). Assessment of Employee Turnover on an Organisations Efficiency In Post Covid Scenario. *Interantional Journal Of Scientific Research In Engineering And Management*.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. . Alfabeta.
- Sugiyono. (2023). *Metode Penelitian Kombinasi Kuantitatif, Kualitatif, Dan Kombinasi* (9th ed.). Alfabeta.
- Varma, C., & Chavan, C. (2023). Employee Satisfaction of Performance Appraisal and Employee Turnover. *IPE Journal of Management*, 13(1), 68–89.
- Wen, D., Yan, D., & Sun, X. (2022). Employee satisfaction, employee engagement and turnover intention: The moderating role of position level. *Human Systems Management*, 41(3), 407-422