



The Effect of Compensation, Career Development and Job Satisfaction on Turnover Intention for Aircrew in The Directorate of Air Police of The Republic of Indonesia

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ABSTRACT

This research was undertaken to investigate the effect of compensation, career development and job satisfaction toward the aircrew turnover intention at directorate of air police. Aircrew consist of pilots, stewardees and mechanics were important to support the operational function of the police within the country. Aircrew turnover intention could affect the effectiveness the directorate of air police especially to serve the other unit operational function within the police organization. The collection of data for compensation, career development, job satisfaction and turnover intention used questionnaire with Likert five scale. Multiple regression analysis was employed to examine the effect compensation, career development, and job satisfaction to the aircrew turnover intention at directorate of air police. The results showed that career development had the strongest significant correlation with the aircrew turnover intention ($r=0.619$; $p< 0.05$). While the compensation indicated a weak correlation to the aircrew turnover intention ($r= 0.243$; $p< 0.000$) and the job satisfaction had also weak correlation to the aircrew turnover intention ($r= 0.090$; $p< 0.006$). The overall contribution of compensation, career development and job satisfaction to the aircrew turnover intention was 79.7% (R adjusted square= 0.797; $p< 0.05$). It could be concluded that career development and compensation policy for aircrew should be developed which is different from the characteristic of public employees in general. To avoid the aircrew turnover intention, the career development and compensation policy should be attracted and competitive to retain the aircrew working at directorate of air police.

Keywords: Compensation, Career Development, Job Satisfaction, Turnover Intention

I. INTRODUCTION

This study was conducted to examine the influence of compensation, career development, and job satisfaction on aircrew turnover intention at the Indonesian Air Force Directorate. The selection of this research topic was based on the following practical and academic considerations. The phenomenon of "turnover intention" is an interesting phenomenon considering that this phenomenon is rarely found in public organizations, including the police (Hom et al., 1984). Academically, "turnover intention" is one indicator of the effectiveness of an organization's human resource management (Neusch, 2018), so that the phenomenon of turnover intention is an important phenomenon for human resource management studies. According to Mobley "turnover intention" is an employee's desire to resign from an organization to move to another organization that is expected to provide a better atmosphere. Thus, "turnover intention" is an awareness within a person to leave an organization, or someone trying to find a new and better job (Belete, 2018). In practice, the Air Police Directorate has a strategic role in supporting the police's core duties. This unit is supported by approximately 501 police and civil servant personnel. This number consists of pilots, flight attendants, mechanics, and other staff, as shown in Table 1 below.

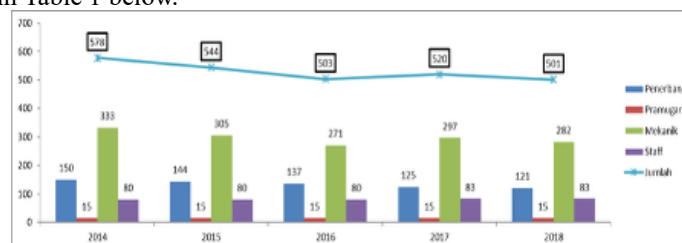


Figure 1. Number of Pilots

Graph 1 above shows that the number of pilots has decreased from 150 to 121 (20%) since 2014. Flight attendants remained unchanged from 2014 to 2018, and mechanics decreased by approximately 15.3%, from 333 in 2014 to 282 in 2018. The turnover intention phenomenon depicted in the graph occurs in both pilots and mechanics. Pilots and mechanics are likely to want to move to another airline, which they hope will offer a better working environment than working in the police air directorate. Pilots and mechanics require specialized knowledge and skills, making turnover intention a key concern for human resource management within the police force. Therefore, turnover intention is not only an academic concern because it is an indicator of the effectiveness of organizational resource management but also a practical concern for organizations losing potential resources needed by the police force. Furthermore, conceptually, the phenomenon of turnover intention impacts organizational performance, productivity, and efficiency (Fazly, 2015).

This research theoretically and conceptually assumes several factors influencing turnover intention, namely compensation, career development, and job satisfaction. The turnover problem itself incurs significant costs for companies, both directly (recruitment and selection costs, training and development, etc.) and indirectly (employee commitment, service/product quality, productivity, and profits) (Kinicki et al., 2002; Mobley et al., 1978). Turnover is often overlooked, despite being a significant issue for organizations (Jones et al., 2007). It is important for management to learn why employees have the intention to leave their jobs, because it can damage the company's image and prevent employees from developing themselves in their company (Van Knippenberg & Schie, 2000).

Turnover is a crucial factor for organizations, companies, and society and can have both positive and negative effects. Turnover is related to the influx and outflow of employees within a company and is considered a crucial organizational phenomenon, requiring personnel managers to analyze, understand, and manage its potential impacts (Phillips & Connell, 2003). In human resource management, turnover is a common occurrence in organizations and companies. However, if it occurs too frequently, it can have detrimental consequences. The significant costs associated with excessively high turnover rates burden the organization and impact both financial and non-financial performance. Organizations with high turnover rates are required to incur higher costs for recruiting, selecting, and training new employees, which, of course, negatively impacts the company's finances (Simamora, 2002). Several factors that influence turnover can be influenced by factors including age, length of service, workload, work environment, job satisfaction, compensation, and career development (Sukwandi & Meliana, 2014). In the context of this research, the variables studied their influence on turnover intention focused on compensation, career development, and member job satisfaction.

Compensation variables consist of financial dimensions such as salary, incentives, allowances, and other benefits; as well as non-financial dimensions such as education, training, recognition, career advancement, and other rewards (Manjenje & Muhanga, 2021). For example, the financial dimension is important for recruiting new employees, retaining existing employees, and improving employee professionalism. Salary is an important aspect of compensation management for organizations. Research has found that inadequate salaries, lack of management attention, and low coworker support can impact turnover intention, which can cause organizations to lose qualified and professional employees (Chepchumba, 2017). Building commitment and loyalty to the organization is a crucial concern for organizational leaders to maintain the organization's sustainability (Chepchumba, 2017).

Research by Sigi Ansyar (2015) suggests that compensation influences turnover intention because employees tend to seek employment in other organizations that offer better compensation than their current organization. Furthermore, Flinkman et al. (2013) suggest that the primary reasons employees leave their jobs are salary, work volume, working hours, and unclear employee status. Jobs with low pay experience higher average turnover intentions. This means employees tend to seek better, more competitive pay and well-being in other organizations. Given the impact of turnover on organizational costs, organizational human resource management tends to focus on employee retention strategies without considering pay levels. Compensation is divided into 2 parts, namely direct compensation, for example salary, wages, incentives, and indirect compensation, for example everything related to employee welfare (health insurance, education) (Umar, 2002).

Providing compensation to employees will provide job satisfaction. If an employee receives appropriate compensation for their work, they will experience positive job satisfaction (Igalens & Roussel, 1999). Several previous studies have shown that compensation influences turnover intentions. Research by Ramlall (2003) found that employee turnover intentions were determined by compensation (59%) and career development. Research by (Bangun, 2012) stated that the most important factor in managing human resources is a company that has a system that attracts employees, makes them feel at home, and motivates them to perform better. The quality and quantity of good human resources are directly proportional to improvements in productivity.

Intention to quit (Griffeth et al., 2000) and job satisfaction are among the main factors causing turnover (Bluedorn, 1982). Recent research by Duraisingam et al. (2009) and Chen et al. (2008) concluded that there is a significant negative relationship between job satisfaction and turnover (Hayes et al., 2006). A similar conclusion was reached by Mowday et al. (1982), who stated that job satisfaction is one of the variables most strongly related to turnover. Tett and Meyer (1993) found that intention to quit is negatively related to job satisfaction. According to Mobley (1977), job satisfaction is one of the factors influencing employees to leave a company. Increasing job satisfaction increases their desire to stay with the company. The availability of other job options can increase employees' desire to leave, as they hope to find more satisfying results elsewhere. Job satisfaction influences employee turnover. Other factors, such as the job market, other job options, and length of service, can contribute to turnover (Robbins,

2001). Based on the descriptions explained previously, the researcher tried to develop a model that explains how compensation, career development, and job satisfaction influence turnover intention at the Directorate of the Indonesian Air Police.

II. LITERATURE REVIEW

2.1 Turnover Intention

Turnover is a crucial factor for organizations, companies, and society and can have both positive and negative effects. Turnover is related to the influx and outflow of employees within a company and is considered a crucial organizational phenomenon, requiring HR managers to analyze, understand, and manage its potential impacts (Phillips and Connell, 2003). Analyzing employee behavior is crucial because turnover has detrimental effects on the company. Research on turnover in project teams has found that turnover can negatively impact project team members' motivation, reduce project performance, and hinder the achievement of project objectives (Parker and Skitmore, 2005; Hall et al., 2008; Scott-Young and Samson, 2008).

Turnover is categorized into two types: voluntary and involuntary. While the loss of human resources is not caused by the company, it is important to understand the causes, as retaining good human resources is a positive step for the company. In the field of human resource management, Turnover is typically defined as the number of employees or percentage of the workforce who leave a company over a specific period, such as a 12-month period (Mathis et al., 2016). Turnover occurs for a variety of reasons, including retirement, voluntary departure, termination, medical reasons, and dismissal. For some reasons, turnover is beneficial for a company. Positive turnover, commonly referred to as functional turnover, can help maintain a healthy, productive, and modern company. Functional turnover can benefit management by removing underperforming employees, facilitating cultural change, infusing the organization with new ideas, and reducing personnel costs (Abelson and Baysinger, 1984; Dalton et al., 1982). Conversely, negative or dysfunctional turnover occurs when high-performing employees leave. The purpose of this study was to analyze the need for an effective management system in this situation (Carolina and Silvio, 2016).

2.2 Compensation

Today, companies routinely provide compensation packages that include cash benefits (salary, vacation, holidays, and bonuses) and cash/non-cash or deferred benefits (insurance and retirement plans) (Hope & Mackin, 2007). Compensation is the total income an employee receives in exchange for services rendered within an organization. This can include direct payments (salary and wages) and indirect payments (benefit programs). Types of compensation include base salary, commission, overtime pay, bonuses, profit-sharing, compensatory pay, stock options, travel/meal/housing allowances, and benefits including dental, insurance, medical, vacation, retirement, and tax benefits. Compensation is a key issue in attracting and retaining good employees. Inadequate pay and a lack of attention from managers, colleagues, and customers can increase employee turnover (Chepchumba, 2017).

Low-paying jobs experience higher average employee turnover overall; they tend to cost the company less than higher-paying roles. However, they incur costs more frequently. For this reason, companies focus on retention strategies without regard for pay rates (Beam, 2009). Reducing employee turnover is a strategic and crucial issue. No business can enjoy and maintain success until it addresses turnover efficiently and effectively. The most crucial issue is laying the foundation for long-term commitment. Without valued employees, a business cannot generate revenue and prosperity (Chepchumba, 2017).

Compensation is divided into two types: direct compensation (salary, wages, and incentives), and indirect compensation (in the form of things that can improve employee welfare) (Umar, 2001). Mondy (2008:4) states that compensation is the total income received by employees in a company in exchange for services they have provided. Simamora (2006:442) states that compensation is what employees receive in exchange for their contributions to the company. Compensation is often interpreted as salary and wages, although the meaning of compensation is actually a broader concept.

2.3 Career Development

Companies that do not offer attractive career development programs can lose good job applicants who are looking for job opportunities (Rita and Kirschenbaum, 1999). Cianni and Wnuck (1997) stated that employees who see that the company provides opportunities for self-development and career can motivate employees to work perfectly and reduce the motivation for turnover. Companies that have a systematic model in employee career development will have good performance. The results of this study are supported by Appelbaum et al (2001) who stated that organizations that have a good career development system will increase the desire of employees to continue to stay and work in the company and contribute to the progress of the company, where this will improve its performance. The theory that underlies the relationship between career development and Turnover intention is the theory expressed by Sari (2012) that companies must pay attention to one of the factors to be able to reduce employee turnover rates, namely the company provides opportunities for its employees to develop their careers and a good human resource management system that is carried out continuously. The opportunity to develop a career is one of the reasons for increasing job satisfaction.

2.4 Job Satisfaction

Job satisfaction influences company turnover. The concept of job satisfaction is seen as a motivation or attitude, demonstrated by individuals. Job satisfaction has not undergone significant changes in its constitutive dimensions. The dimensions of job satisfaction include satisfaction with pay, colleagues, leadership, promotions, and the type of work

itself (Siqueira, 2008). An employee's level of job satisfaction can influence their thoughts about leaving. The choice of various job alternatives can lead to turnover. Employees who choose to leave the organization expect more satisfying results in another workplace. Job satisfaction has a negative influence on employee turnover. Other factors such as labor market conditions, alternative job opportunities, and length of tenure can also contribute to turnover (Robbins, 2001; Tett and Meyer, 1995; Johnson et al., 1987). Individuals who are satisfied with their jobs tend to stay with the company. Individuals who are dissatisfied with their jobs will choose to leave the organization. Job satisfaction is the level of satisfaction an employee feels toward the work they have done for the company, in achieving its vision and mission. The performance achieved meets company standards (Luthans, 1995). Job satisfaction can influence a person's decision to leave the company. The abundance of alternative employment options can encourage someone to leave, especially if they are dissatisfied with their performance and activities for the company.

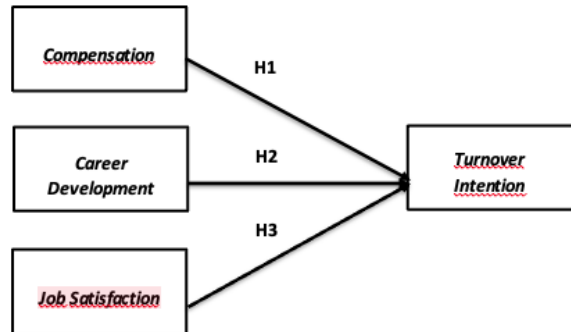


Figure 2. Conceptual Framework for the Research

III. RESEARCH METHOD

This research uses a quantitative method that will prove the causal relationship as formulated in Causality Testing Hypotheses. The population of this study was all employees at the Indonesian Air Police Directorate. The population in this study was 501 employees, employed between 2014 and 2018, consisting of 121 pilots, 15 flight attendants, 282 mechanics, and 83 staff at the Indonesian Air Police Directorate. In accordance with the research focus, the sample size for this study was 222 individuals, consisting of 121 pilots, 15 flight attendants, and 86 technicians, selected using purposive random sampling. Data collection was conducted using a self-administrated questionnaire to comply with the use of positive methodology. This is a common questionnaire used in survey research. A sample size of 222 respondents was obtained based on the Slovin formula calculation. A total of 222 respondents were invited to participate in the survey, consisting of the Air Crew of the Indonesian Air Police Directorate in Jakarta because these respondents were relevant participants for the study. In processing data obtained from primary data, SPSS 20 for Windows software will be used.

IV. RESEARCH RESULT AND DISCUSSION

4.1 Research Result

4.1.1 Test Validity

The results of the validity test of questionnaire items for each variable showed that the calculated r was greater than the table r, indicating that all items had a higher correlation value. This means that all questionnaire items are valid. The results of the validity test for each variable can be seen in the tables below:

Table 4.1. Validity Test (n=222)

Variable	Questionnaire Item	Calculated r	Table r = 0.131
Compensation	COM1	0.556	0.131
	COM2	0.201	0.131
	COM3	0.549	0.131
	COM4	0.740	0.131
	COM5	0.762	0.131
	COM6	0.227	0.131
	COM7	0.760	0.131
	COM8	0.703	0.131
Career Development	CD1	0.723	0.131
	CD2	0.765	0.131
	CD3	0.726	0.131
	CD4	0.777	0.131
	CD5	0.849	0.131
Job Satisfaction	JS1	0.194	0.131
	JS2	0.343	0.131
	JS3	0.333	0.131
	JS4	0.208	0.131
	JS5	0.328	0.131
	JS6	0.710	0.131
	JS7	0.688	0.131

Variable	Questionnaire Item	Calculated r	Table r = 0.131
	JS8	0.651	0.131
	JS9	0.588	0.131
	JS10	0.151	0.131
Turnover Intention	TI1	0.800	0.131
	TI2	0.788	0.131
	TI3	0.738	0.131
	TI4	0.860	0.131
	TI5	0.809	0.131
	TI6	0.705	0.131

Source: SPSS 22.0 analysis

Based on the results of the validity test for all questionnaire items, it was found that each item in the Compensation, Career Development, Job Satisfaction, and Turnover Intention variables had a calculated r value greater than the table r value (0.131). This indicates that all questionnaire items have an adequate level of correlation in measuring each variable, meaning that the entire research instrument is deemed valid and suitable for use in further analysis.

Reliability Test

The results of the reliability test using Cronbach's Alpha show that all variables have values greater than 0.7, meaning the research instrument is deemed reliable according to the criteria. Consequently, the data from 222 respondents can be trusted as the instrument used is capable of producing consistent results.

Table 4.2. Reliability Test for Research Variables (n=222)

Variable	Cronbach's Alpha Value	Conclusion
Compensation	0.735	Reliability
Career Development	0.825	Reliable
Job Satisfaction	0.741	Reliable
Turnover Intention	0.875	Reliable

Source: SPSS 22.0 analysis

4.1.2 Multicollinearity Test

A multicollinearity test was conducted to determine whether there was any correlation between the independent variables in the regression model by examining the Tolerance and Variance Inflation Factor (VIF) values. Based on Table 4.3, all variables had a tolerance value > 0.1 and a VIF < 10; therefore, it can be concluded that there is no multicollinearity between the independent variables in the research model.

Table 4.3. Multicollinearity Test

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	-1.086	1.151		-0.944	0.346		
	Compensation	0.236	0.037	0.243	6.412	0.000	0.349	2,868
	Career	0.717	0.052	0.619	13,736	0.000	0.246	4,060
	Satisfaction	0.104	0.037	0.090	2,781	0.006	0.478	2.093

Dependent Variable: Turnover

The results of the multicollinearity test indicate that all independent variables have tolerance values above 0.1 (COM = 0.349; CD = 0.246; JS = 0.478) and VIF values below 10 (COM = 2.868; CD = 4.060; JS = 2.093). This indicates that there is no high correlation between the independent variables, so it can be concluded that the regression model is free from multicollinearity issues.

4.1.3 Heteroscedasticity Test

Table 4.4 Heteroscedasticity Test

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardised Coefficients		Standardised Coefficients	T	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	3.151	0.717		4.393	0.000		
	Compensation	-0.012	0.023	-0.042	-0.512	0.609	0.349	2.868
	Career	-0.074	0.033	-0.222	-2.286	0.023	0.246	4,060
	Satisfaction	0.004	0.023	0.012	0.173	0.863	0.478	2.093

Dependent Variable: RES2

Based on Table 4.4, the significance values for the variables Compensation (COM) are 0.609, Career Development (CD) 0.023 and Job Satisfaction (JS) 0.863, which means these figures are above the 0.05 threshold. It can therefore be concluded that the independent variables are free from the problem of heteroscedasticity

4.1.4 Autocorrelation Test

The autocorrelation test was conducted to determine whether there is any correlation between the error terms in a given period and the previous period within the regression model. A good regression model should be free from autocorrelation. This test uses the Durbin-Watson (D-W) statistic, with the criterion that a D-W value between -2 and

+2 indicates the absence of autocorrelation, whilst a value below -2 indicates positive autocorrelation and a value above +2 indicates negative autocorrelation. The results of the Durbin-Watson test are shown in the following table.

Table 4.5. Autocorrelation Test

Model Summary ^b					
Model	R	R Square	Adjusted R-squared	Standard Error of the Estimate	Durbin-Watson
1	.894 ^a	0.798	0.797	2.00189	1.906

Based on Table 4.5, the Durbin-Watson value of 1.906 falls between -2 and +2, thus meeting the criteria for the absence of autocorrelation. Consequently, the regression model used is deemed free from autocorrelation issues.

4.1.6 Multiple Regression Analysis

The multiple regression analysis table shows the relationship between the variables of compensation, career development, and job satisfaction on aircrew turnover intention at the Air Police Directorate. This analysis is used to determine the magnitude of the influence and contribution of these three variables, both partially and simultaneously within a single regression model. Through this approach, it can also be seen whether each independent variable has a significant influence on aircrew turnover intention when they interact within the same model.

Table 4.6. Multiple Regression Analysis

Coefficients ^a								
Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.086	1.151		-0.944	0.346		
	Compensation	0.236	0.037	0.243	6.412	0.000	0.349	2,868
	Career	0.717	0.052	0.619	13,736	0.000	0.246	4,060
	Satisfaction	0.104	0.037	0.090	2,781	0.006	0.478	2.093

Dependent Variable: Turnover

Table 6 shows that compensation has a weak but significant relationship with *aircrew turnover intention* ($r=0.243$), whilst career development has a stronger and significant correlation ($r=0.619$), making it the variable with the greatest influence. Meanwhile, job satisfaction shows the weakest correlation, although it remains significant ($r=0.090$), meaning its influence is lower than that of compensation and career development on *aircrew turnover intention* within the Air Police Directorate.

4.1.7 F-Test (Simultaneous)

The F-test (simultaneous) was used to determine whether the variables of compensation, career development, and job satisfaction collectively influence *aircrew turnover intention*. The regression model is said to be simultaneously significant if the significance value in the ANOVA table is less than 0.05 (Sig < 0.05), indicating that all independent variables collectively influence the dependent variable. Conversely, if the significance value is greater than 0.05 (Sig > 0.05), then these three variables do not simultaneously influence *aircrew turnover intention*.

Table 4.7. F-Test (Simultaneous Effect)

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	6394.113	3	2131.371	531.839	.000 ^b
	Residual	1,615,042	219	4,008		
	Total	8,009.155	222			

Dependent Variable: Turnover

Predictors:(Constant), Job Satisfaction, Compensation, Career Development

Based on Table 4.7, the results of the simultaneous test show a significance value of 0.000 (Sig < 0.05), which means that compensation, career development, and job satisfaction collectively have a significant effect on *aircrew turnover intention*. Thus, statistically, the multiple regression model used is deemed suitable for testing the influence of these three variables as predictors of *aircrew turnover intention*.

Coefficient of Determination Test

The coefficient of determination test in multiple regression is used to measure the ability of independent variables to explain the variation in the dependent variable. The extent of the contribution of compensation, career development, and job satisfaction to *aircrew turnover intention* can be seen from the *adjusted R-squared* value, which indicates the percentage of influence of the three independent variables on the dependent variable in the regression model.

Table 4.8. Coefficient of Determination Test

Model Summary ^b					
Model	R	R Square	Adjusted R-squared	Standard Error of the Estimate	Durbin-Watson
1	.894 ^a	0.798	0.797	2.00189	1.906

Dependent Variable: Turnover

Predictors: compensation, career development and job satisfaction

Based on Table 8, the *adjusted R-squared* value of 0.797 indicates that compensation, career development and job satisfaction account for 79.7% of the variation in *aircrew turnover intention*, whilst the remaining 20.3% is influenced by other variables outside the research model.

4.2 Discussion

Overall, the analysis results show that the three independent variables namely compensation, career development and job satisfaction are significant predictors of aircrew turnover intention. Among the three, career development has the strongest relationship ($r=0.619$; $p<0.000$), followed by compensation ($r=0.243$; $p<0.000$), and job satisfaction as the weakest ($r=0.090$; $p<0.006$). A coefficient of determination of 79.7% indicates that the regression model has a strong ability to explain the variation in turnover intention, meaning that these three variables simultaneously make a significant contribution to this phenomenon.

Career development emerges as the primary determinant influencing turnover intention among aircrew. This suggests that career opportunities are viewed as a key factor in the retention of organisational members. From a human resource management perspective, career development is not merely an individual expectation but also serves as a motivator, a driver of job satisfaction, and a tool for retaining high-quality staff (Mondy, 2008; Gilbert et al., 1999; Sherman & Bohlander, 1992). When an organisation is able to provide clear career paths, employees' tendency to leave the organisation decreases.

Furthermore, career development plays a crucial role in attracting high-quality prospective employees. Organisations that do not offer promising career prospects risk losing potential applicants during the recruitment process (Rita & Kirschenbaum, 1999). Therefore, career development is not only relevant to internal staff but also serves as an external attraction for prospective employees. Previous research has also shown that opportunities for career advancement can boost work motivation and job satisfaction, which ultimately reduces the desire to leave the organisation (Cianni & Wnuck, 1997; Dharma & Dahniel, 2013).

Empirical findings also reinforce the notion that organisations with effective career development systems tend to improve employee retention, productivity, and overall performance (Appelbaum et al., 2001). However, within the scope of the Air Police Directorate, interview results indicate that the career development system still faces challenges, such as limited access to development training and administrative requirements that are difficult to meet, particularly for non-Akpol officers. These conditions have the potential to hinder members' motivation and career progression.

Meanwhile, compensation has also been shown to have a significant influence on turnover intention, although not as strong as career development. Compensation encompasses financial and non-financial aspects that play a role in enhancing performance, productivity, and retaining staff (Gilbert et al., 1999; Sherman & Bohlander, 1992). In this study, extrinsic compensation such as salary, bonuses, incentives, and health insurance was perceived as an important factor by aircrew. However, interview results indicated dissatisfaction with the compensation system, particularly when compared to civil airlines offering more competitive remuneration.

Compensation that is perceived as not commensurate with the workload and responsibilities is one of the triggers for the emergence of turnover intention. As stated by Dharma & Dahniel (2013), compensation is a highly sensitive aspect as it is directly related to employees' well-being, lifestyle, and social status. Furthermore, compensation is also a key factor in creating an organisation's competitiveness to attract and retain high-quality human resources. Low compensation can increase employees' tendency to seek other, more lucrative jobs (Chepchumba & Kimutai, 2017).

On the other hand, job satisfaction has the weakest influence on turnover intention, although it remains significant. Job satisfaction reflects the emotional and psychological aspects of employees relating to their work, the working environment, and interpersonal relationships. Theoretically, job satisfaction remains a key factor in determining organisational effectiveness and influences productivity, absenteeism, and turnover (Roos, 2005). In this study, job satisfaction was influenced by factors such as a comfortable working atmosphere, relationships with colleagues, and good leadership.

Interview results indicate that although some aircrew members feel reasonably satisfied with the working environment and facilities provided, the desire to leave persists due to external factors, particularly job opportunities in civil aviation companies offering better compensation and career prospects. Furthermore, the lack of a clear career development system and limited opportunities for skills enhancement further reinforce this intention. Consequently, it can be concluded that efforts to reduce turnover intention should focus on improving career development systems and compensation, without neglecting the importance of maintaining staff job satisfaction levels.

V. CONCLUSION AND SUGGESTIONS

5.1 Conclusion

Based on the research findings, it can be concluded that aircrew turnover intention within the Air Police Directorate is relatively high, influenced by the availability of better job opportunities in other aviation sectors. The most dominant factor influencing this situation is career development, followed by compensation and job satisfaction. Career development is the primary determinant because it relates to opportunities for performance improvement, recognition, and the future of members' careers. Meanwhile, compensation, particularly extrinsic compensation, is a key consideration in the decision to change jobs, while job satisfaction which relates to intrinsic aspects continues to play a role in shaping members' attitudes and behaviors toward the organization. Overall, high turnover intention has the potential to disrupt the performance effectiveness and service quality of the Air Police Directorate; therefore, strategic efforts are needed to improve career development, the compensation system, and job satisfaction to retain high-quality human resources.

5.2 Suggestions

Based on the research findings, it is recommended that the Air Police Directorate give serious attention to the issue of turnover intention by formulating strategic policies in the areas of compensation and career development. A more competitive and position-specific compensation system is needed for aircrew roles such as pilots, mechanics, and flight attendants, to compete with the private aviation sector. Additionally, clear, transparent, and professional functional-based career paths must be established to provide members with certainty about their future. Career development must also be supported through competency enhancement, such as formal education, training, workshops, and on-the-job training both domestically and internationally. With an integrated policy linking compensation and career development, it is hoped that this will boost motivation, job satisfaction, and crew loyalty, thereby reducing turnover rates within the organization.

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