

The Effect of Employee Job Satisfaction on Turnover Intention at PT Sarana Baja Perkasa Site OKI

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ABSTRACT.

This study aims to determine the effect of employee job satisfaction on turnover intention. The population used in this study were all employees at PT Sarana Baja Perkasa Site OKI totaling 146 people, the sampling technique in this study used the slovin formula with a failure percentage of 10%, so the number of samples obtained was 59 people. The data collection technique used a questionnaire method. The data was processed using a simple linear regression analysis method using SPSS software as an analytical tool. The results of this study indicate that job satisfaction has a negative and significant effect on turnover intention with the percentage contribution of the independent variable, namely job satisfaction, explaining 45% of the dependent variable, namely turnover intention, while the rest is influenced by other variables not examined in this study such as: job stress, career development, employee loyalty, work environment, work facilities, organizational commitment, and financial/non-financial compensation. The findings in this study imply that employee job satisfaction can be increased by means of company leaders re-evaluating the salary system and improving the company's promotion system.

Keywords: Job Satisfaction, Turnover intention, Employee Turnover

INTRODUCTION

Job satisfaction is very important for the company. This is because job satisfaction in a company affects the willingness of employees to leave the company. Employee dissatisfaction with their work is one of the factors that make employees want to leave the company. Turnover intention is the intention or desire to voluntarily leave or leave the company where someone works without the intervention of others.

According to Mobley (2011) turnover intention has a very close relationship with actual turnover or turnover that actually occurs. Turnover intention or the desire to move is an early symptom of the occurrence of a turnover event in the company. Therefore, knowing the factors that influence turnover intention is the right step to reduce the actual turnover in a company (Satwari et al., 2016). According to Mathis and Jackson (2011) turnover is a process where employees leave the organization and need to be replaced quickly, employee turnover can be in the form of voluntary resignation, employee mutation, and even employee dismissal from the company.

Turnover can turn into a serious problem if a company has a high turnover rate, because when employees leave the company it will have a significant impact on the company. With the turnover of the company suffered losses both financially and in terms of human resources (HR). If the outgoing employee is a reliable and experienced person and is an employee in an important position, operational activities and

employee productivity can be disrupted. This is what makes companies try to find ways to reduce turnover rates.

Employee turnover can be a serious problem for the company if the turnover rate in the company is high, because high turnover can have a significant impact on the company. Because when an employee leaves the company, the company suffers losses both financially and in terms of human resources (HR). . For this reason, the company is trying to find ways to reduce the turnover in their company

PT Sarana Baja Perkasa is a construction and heavy equipment company located in Ogan Komering Ilir, South Sumatra. The employee turnover rate of PT Sarana Baja Perkasa Site OKI for the last three years is in the high category. This can be seen from the employee turnover data of PT Sarana Baja Perkasa Site OKI from 2019 to 2021 which is in the table below:

Table 1.1 Employee Turnover PT Sarana Baja Perkasa Site OKI Year 2019-2021

Year	Number of Employees Beginning of the Year	Number of Employees Leaving	Number of Employees Entering	Number of Employees End of Year	Turnover Rate (%)
2019	215	37	16	194	10%
2020	194	49	25	170	13%
2021	170	53	29	146	15%

Source: Administration of PT Sarana Baja Perkasa Site OKI

Based on the table above, it can be seen that the percentage of employee turnover at PT Sarana Baja Perkasa Site OKI has increased from year to year. In 2019 the turnover rate of PT Sarana Baja Perkasa was 10% then increased by 3% in 2020 so that the turnover rate of PT Sarana Baja Perkasa Site OKI became 13%, and in 2021 the turnover rate of PT Sarana Baja Perkasa Site OKI increased by 2% from the previous year to 15%. Each company has a standard employee turnover rate that can be tolerated differently, but if the turnover rate reaches more than 10% per year it is categorized as high according to many standards. So it can be concluded that the employee turnover rate at PT Sarana Baja Perkasa Site The OIC 2019-2021 has crossed the tolerable standard (Tsani & Farlianto, 2016).

Table 1.2 Comparison of Basic Salaries of Employees of PT Sarana Baja Perkasa Site OKI with South Sumatra UMP in 2021

Division	Basic Salary	South Sumatra UMP 2021
Driver Logging	Rp. 1.500.000	
Driver Dump truck	Rp. 3.000.000	
Driver Trailer	Rp. 3.500.000	
Heavy Equipment Operator	Rp. 5.000.000	Rp 3.043.111
Safety	Rp. 4.500.000	

Admin	Rp. 2.700.000
Mechanic	Rp. 3.500.000

Source: Administration of PT Sarana Baja Perkasa Site OKI (2022) and the Indonesian Ministry of Manpower (2021)

Based on table 1.2 above, it can be seen that the basic salary of employees from the logging driver division gets the lowest basic salary compared to employees from other divisions, seen from the table above, it can also be seen that the basic salary received by employees from the logging driver division, dump truck driver, and admin is still below the South Sumatra Provincial Minimum Wage (UMP) in 2021. As we know that South Sumatra UMP in 2021 is Rp 3,043,111 while the basic salary received by the logging driver is still very far from the existing UMP which is only Rp. 1,500,000, as well as the basic salary received by the admin is only Rp. 2,700,000 and for dump truck drivers it is only Rp. 3,000. 000, both of which are still below the 2021 South Sumatra UMP.

The administration of PT Sarana Baja Perkasa Site OKI stated that the percentage The highest number of outgoing employees came from the logging driver division, followed by dump truck drivers, this is because the remuneration received by employees from the logging driver division and dump truck drivers is still below the South Sumatra UMP in 2021, then the remuneration received is deemed insufficient. in proportion to the performance they have mobilized and the salary they receive is still insufficient to meet the basic needs of the employees.

Tabel 1.3 Promotional Data for PT Sarana Baja Perkasa Site OKI Employees 2019-2021

Year	Number Of Promotions
2019	0
2020	0
2021	0
Total	0

Source: Administration of PT Sarana Baja Perkasa Site OKI (2022)

According to the table above, it can be seen that for the last three years there has been no there was once a promotion carried out by PT Sarana Baja Perkasa Site OKI for its employees in any form, based on this it can be concluded that the promotion opportunities provided by PT Sarana Baja Perkasa Site OKI to employees are very low. PT Sarana Baja Perkasa Site OKI stated that for the last three years they have never given promotion opportunities to their employees even though the employees gave satisfactory performance.

Based on the existing explanation, it can be seen that the factors that greatly influence the turnover intention of PT Sarana Baja Perkasa Site OKI employees are the provision of salaries and promotion opportunities, in which employees feel dissatisfied with the salaries and promotion opportunities they receive because salaries and

promotion opportunities are felt. not appropriate. A sense of dissatisfaction that employees have can be a threat to the company because it will cause the employee's intention to leave the company which will eventually cause the company to suffer losses.

Based on previous research conducted by Lim and Cho (2018), it is stated that job satisfaction has a negative and significant effect on turnover intention. In line with the results of previous studies, research from Gebregziabher et al., (2020) stated that there was a negative and significant effect of job satisfaction on turnover intention.

In contrast to the research above, according to Olawale et al., (2016) there is a positive influence of job satisfaction on turnover intention. This is supported by research conducted by Govand and Inji (2015) which states that job satisfaction has a positive and significant effect on turnover intention.

Based on the description of the problems above, this study aims to determine the effect of job satisfaction on turnover intention in employees of PT Sarana Baja Perkasa Site OKI.

LITERATURE REVIEW

Job Satisfaction

Greenberg and Baron (2011) define job satisfaction as a person's positive or negative actions towards his work. Meanwhile, according to George and Gareth (2012) job satisfaction is a set of individual feelings and beliefs about work that affect individual attitudes and behavior in an organization and contribute to employee welfare. Job satisfaction according to Robbins and Judge (2017) is a positive feeling about work resulting from the evaluation of various job characteristics. A person may be very satisfied with one aspect of their job and dissatisfied with another therefore job satisfaction is also defined as the effectiveness or emotional response to various aspects of the existing job. (Kreitner and Kinicki, 2014). Job satisfaction depends on how people react to their jobs. So it can be interpreted that job satisfaction is an individual's attitudes and feelings towards work that arise as a result of the evaluation of various working conditions. Job satisfaction is very personal and depends on the preferences of each individual. The better the company is in realizing what employees expect, the higher the employee's job satisfaction, and vice versa, the farther the reality is from the expectations, the lower the employee's job satisfaction. Employees who are highly satisfied with their jobs tend to have positive attitudes towards their jobs, and vice versa.

Turnover intention

According to Robbins and Judge (2017), turnover is an act of cessation of employees permanently either voluntarily or involuntarily by. Voluntary turnover or quit is a decision by an employee to voluntarily leave the company because of the attractiveness of the current job and the availability of other alternative jobs. On the

other hand, Involuntary Turnover or unintentional termination of employment is the decision of the company leadership to terminate the employment relationship and is beyond the control of the employees who experience it. Turnover intention can be interpreted as the movement of an employee to leave the organization. Arsih et al., (2013) argue that turnover intention is a conscious and deliberate desire that someone needs to leave the company and try to find another better job. So it can be interpreted that turnover intention is the desire of individuals to leave or leave a company in order to get a better job. According to Craig et al., (2013) turnover intention can predict actual turnover. In other words, the higher the turnover intention, the greater the turnover that occurs in a company.

RESEARCH METHODS

In this study the researchers used quantitative research methods with a descriptive approach. The source of data used in this study is primary data that the author got directly from the company and the data collection techniques used were distributing questionnaires to employees of PT Sarana Baja Perkasa Site OKI, as well as analyzing documents obtained from the company administration. The population in this study were all employees at PT Sarana Baja Perkasa Site OKI, the sample in this study amounted to 59 people obtained through calculations using the slovin formula with a failure percentage of 10%. The time and place of the implementation of this research throughout 2022 in Palembang City, South Sumatra Province. The analysis technique used in this research is simple linear regression analysis using SPSS software.

Definition of Operational Variables

In this study, the dependent variable (Y) is turnover intention and the independent variable (X) is job satisfaction.

The following describes the operational definitions and measurements for each variable in the study:

3.1 Tabel Definisi Operasional Variabel

Variable	Dimension	Indicator	Size	Item
Job Satisfaction (X)	The work itself	<ul style="list-style-type: none">• Interesting job• Challenging work• Company facilities	Ordinal	1,2,3
Luthans (2018)	Salary	<ul style="list-style-type: none">• Salary according to load• Salary received on time• Salary is received in accordance with the provisions of the	Ordinal	4,5,6

<i>Turnover intention (Y)</i> Mobley (2011)	Promotion Opportunities	<ul style="list-style-type: none"> • There is a promotion • Promotion according to work performance • Fair promotion 	Ordinal	7,8,9
	boss	<ul style="list-style-type: none"> • Provide support • Act fairly • Give Solutions 	ordinal	10,11,12
	Colleagues	<ul style="list-style-type: none"> • Help each other • Mutual respect • Mutual support 	Ordinal	13,14,15
	Thoughts to leave	<ul style="list-style-type: none"> • Thinking of leaving the company • Looking for a new work environment • Bored with work 	Ordinal	1,2,3
	Desire to find another job	<ul style="list-style-type: none"> • Interested in looking for new job vacancies • I am actively looking for another job outside the company • New experience 	Ordinal	4,5,6
	Desire to leave	<ul style="list-style-type: none"> • Leave the company • Immediately leave the company after getting a better job • Not satisfied with the work 	Ordinal	7,8,9

Source: Processed by the author from various sources (2022)

Hypothesis

Based on previous research conducted by Sri and Arwiyah (2011) and Bawawa et al., (2021) revealed that job satisfaction has a negative and significant effect on turnover intention. Then it can be hypothesized that "Job Satisfaction (X) has a negative and significant effect on Turnover Intention (Y) at PT Sarana Baja Perkasa Site OKI"

RESULTS AND DISCUSSION

Descriptive

Analysis is used to describe the perception of 59 respondents on the variable job satisfaction, turnover intention at PT Sarana Baja Perkasa Site OKI. The following are the results of respondents' responses:

Descriptive Analysis of Respondents Regarding Variable X (Job Satisfaction)

The following table is a table of responses from 59 respondents to the job satisfaction variable questionnaire that has been distributed previously.

Table 4. 1 Respondents Response Regarding Variable X (Job Satisfaction)

No	Statement	Respondents Response					Percentage (%)				
		STS	TS	RR	S	SS	STS	TS	RR	S	SS
1.	You feel your job is very interesting	2	10	15	13	19	4	17	25	22	32
2.	You feel challenged by the work you are doing	2	10	16	13	18	3	17	27	22	31
3.	The facilities provided by the company are quite good	4	10	14	15	16	7	17	24	25	27
4.	The salary given is appropriate with workload	24	14	13	3	5	41	24	22	5	8
5.	Salary received on time every month	18	12	12	8	9	31	20	20	14	15
6.	Salary received in accordance with existing regulations	26	19	5	3	6	44	32	9	5	10
7.	The opportunity for promotion given is very high	20	18	13	3	5	34	30	22	5	9
8.	The company provides promotions in accordance with the work performance of employees	19	12	17	5	6	32	20	29	9	10
9.	Promotions are given fairly	13	11	20	7	8	22	18	34	12	14
10.	Your supervisor often provides support so that you are enthusiastic about working	11	10	20	7	11	18	17	34	12	19
11.	Your boss is fair in every opportunity	10	10	19	10	10	17	17	32	17	17
12.	Your boss provides solutions if there are problems at work	11	6	12	13	17	19	10	20	22	29
13.	Your co-workers always help when you are in trouble	3	9	13	17	17	5	15	22	29	29
14.	Your co-workers always respect your decisions	3	9	14	15	18	5	15	24	25	31
15.	Mr/Mrs and co-workers support each other at every moment	3	8	15	12	21	5	14	25	20	36

Source: Primary data processed using SPSS (2022)

Based on table 4.1 above, it can be seen the frequency distribution respondents' responses to job satisfaction variables and it can be seen that

- Of all the statements submitted regarding the job satisfaction variable, the highest percentage is in the 15th statement, with 36% or 21 respondents

choosing 'strongly agree' with the statement. This shows that employees have a very good relationship with their co-workers.

- The lowest percentage of all statements submitted regarding the job satisfaction variable is in the fourth statement, with 8% or up to 5 respondents stating "strongly agree" with the statement. This shows that the current salary of PT Sarana Baja Perkasa Site OKI employees is still not in accordance with their workload.
- The average value obtained from all submitted statements related to the job satisfaction variable is 20%.
- Based on the frequency table of respondents' answers, the 15th statement appears most often, with 36% or 21 respondents choosing "strongly agree". So it can be concluded that the respondents have a very good relationship with their co-workers, this can be seen from the attitude of mutual support between each other.

Descriptive Analysis of Respondents Regarding Variable Y (Turnover Intention)

The following table is a table of responses from 59 respondents to the turnover intention that has been distributed previously.

Table 4. 2 Descriptive Analysis of Respondents Regarding Variable Y (Turnover Intention)

No	Statement	Respondents Response					Percentage (%)				
		STS	TS	RR	S	SS	STS	TS	RR	S	SS
1	You often think about leaving the company where you work now	1	0	4	17	37	2	7	29	62	
2	You are thinking about finding a new work environment	1	0	9	19	30	2	15	32	51	
3	You are bored with your current job	2	4	16	11	26	3	7	27	44	
4	You are interested in finding a new job	1	4	15	13	26	2	7	25	44	
5	You are actively looking for another job outside the company where you work now	1	1	22	8	27	1	3	37	46	
6	You want to find new experiences	3	1	20	8	27	5	2	13	46	
7	You will leave the company if you get a job offer from the company others	1	1	20	11	26	2	2	34	44	
8	You will soon leave the	1	2	15	13	28	2	3	25	48	

Item Statement	r_{count}	r_{table}	Conclusion
1 st	0,912	0,256	Valid
2 nd	0,913	0,256	Valid
3 rd	0,899	0,256	Valid
4 th	0,788	0,256	Valid
5 th	0,831	0,256	Valid
6 th	0,776	0,256	Valid
7 th	0,863	0,256	Valid
8 th	0,867	0,256	Valid
9 th	0,884	0,256	Valid
10 th	0,942	0,256	Valid
11 th	0,939	0,256	Valid
12 th	0,933	0,256	Valid
13 th	0,939	0,256	Valid
14 th	0,943	0,256	Valid
15 th	0,924	0,256	Valid

Source: Primary data processed using SPSS (2022)

Based on calculation results table 4.3 above, it can be concluded that all rcounts of all statement items are greater than rtables (0.256). So it can be concluded that all the statement items in this study can be declared valid and can be used for further research.

Table 4. 4 Results of the Turnover Intention (Y)

Item Statement	r_{count}	r_{table}	Conclusion
1 st	0.726	0.256	Valid
2 nd	0.885	0.256	Valid
3 rd	0.937	0.256	Valid
4 th	0.946	0.256	Valid
5 th	0.959	0.256	Valid
6 th	0.927	0.256	Valid
7 th	0.948	0.256	Valid
8 th	0.888	0.256	Valid
9 th	0.812	0.256	Valid

Source: Primary data processed using SPSS (2022)

Based on the results of existing calculations in table 4.4 above, it can be concluded that all rcounts of all statement items are greater than the value of rtable (0.256). So it can be concluded that all statements in this study can be declared valid and can be used for future research.

Reliability Test

In this study, the questionnaire was declared reliable if the Cronbach's Alpha value > 0.60. That is, if the value of the measured variable is greater than the value of Cronbach's Alpha (0.60) then the variable can be declared reliable or trustworthy. Based on the data processing carried out by the author, the following results were obtained:

Tabel 4. 5 Result Reliability Test

Variable	Cronbach's Alpha	Information
Job Satisfaction	0.981	Reliable
Turnover intention	0.968	Reliable

Source: Primary data processed using SPSS (2022)

Based on the analysis results in Table 4.5 above, it can be seen that the value of Cronbach's Alpha on the Job Satisfaction (X) and Turnover Intention (Y) questionnaire is above 0.60. These results indicate that the research instrument used is reliable or can be trusted and meets the criteria to be used as a measuring tool in research.

Statistical Test

Simple Linear Regression Analysis

Table 4. 6 Results of Simple Linear Regression Analysis

		Coefficient		
		Coefficient non standard		Coefficient Beta
Model		B	Standard Error	
1	(Konstan)	30.964	2,251	
	Kepuasan Kerja	-,381	0,56	-,672

Source: Primary data processed using SPSS (2022)

From the data presented in table 4.6 above, it can be seen that based on the results of primary data processing using simple linear regression analysis, the value of constant (a) is 30,964 and the value of the regression coefficient of job satisfaction (b) is -0.381. Therefore, the results of calculations using a simple linear formula are as follows:

$$Y = 30,964 - 0.381X + e$$

The simple linear regression equation above can be interpreted as follows:

$$\text{Constant (a)} = 30,964$$

The value of constant (a) is equal to 30,964 which means that if there is no change in job satisfaction, then the value of turnover intention at PT Sarana Baja Perkasa Site OKI is 30,964.

Regression Coefficient (b) = - 0.381

Based on the existing regression coefficient value, it can be seen that for every 1 unit decrease in the value of job satisfaction, the value of turnover intention will increase by - 0.381, the regression coefficient is negative so that it can be interpreted that the influence of the variable X against the Y variable is negative, or in other words, if the job satisfaction variable (X) decreases, the turnover intention (Y) will increase by - 0.381.

Analysis of Correlation Coefficient (r) and Coefficient of Determination (R2)

Table 4.7 Calculation of Correlation Coefficient and Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,672 ^a	,451	,442	5,3469

a. Predictors: (Constant), Job Satisfaction

Source: Primary data processed using SPSS (2022)

Based on the results of the analysis in table 4.7, it can be seen that the correlation coefficient (r) of 0.672 this value indicates that job satisfaction has a strong relationship with turnover intention of PT Sarana Baja Perkasa Site OKI because the level of the relationship is in the coefficient interval $R = 0.600 - 0.799$.

Meanwhile, the value of R2 as the coefficient of determination is known to have a value of 0.451 based on the existing value, the coefficient of determination illustrates that the job satisfaction variable (X) is able to explain the turnover intention of 45.1%, while the remaining 54.9% is explained by other variables that are not included in this research model, such as career development, financial/non-financial compensation, employee loyalty, and others (Perizade et al., 2016)

T Test

Tabel 4.8 T Test Result

Independent Variabel	T _{count}	T _{table}	Sig	Conclusion
Job Satisfaction	-6,849	1,672	0,000	t _{count} > t _{table}

Source: Primary data processed using SPSS (2022)

Based on the results of data processing in table 4.8 which shows the tcount has a negative result, namely - 6.849 with this, the ttable also adjusts becomes negative, namely -1.672 and with a significance value of 0.000 which is smaller than 0.05 ($0.000 < 0.05$), then with From this it can be concluded that the hypothesis in this study, namely "job satisfaction has a negative and significant effect on turnover intention at PT Sarana Baja Perkasa site OKI" can be accepted.

Discussion

Based on the results of a simple linear regression test, the value of R Square in this study is 0.451, this indicates that the percentage of the contribution of the influence of the independent variable, namely job satisfaction, which is used in this study, explains 45.1% of the dependent variable, namely turnover intention, while the remaining 54.9% is influenced by other variables not examined in this study such as career development, organizational commitment, financial/non-financial compensation, job stress, employee loyalty, work environment, and work facilities.

The results of the simple linear regression test show that there is a strong relationship between turnover intention and job satisfaction of PT Sarana Baja Perkasa Site OKI employees. This can also be seen from the correlation coefficient value of this study (r) of 0.672. The value is in the coefficient interval $R = 0.600 - 0.799$, which implies a strong relationship between variables.

Based on the research that has been done using the t test with the results of -6.849 then for the significance value in the research used is $= 0.05$ while the results for the job satisfaction variable obtained a value (sig) of 0.000 and less than 0.05 ($0,00 < 0.05$) then the hypothesis in this study can be accepted, this means that job satisfaction has a negative and significant effect on turnover intention at PT Sarana Baja Perkasa site OKI.

This is in line with the research from Handayani and Arwiyah (2021) on the effect of job satisfaction on turnover intention at PT Pos Indonesia Bandung found that job satisfaction has a negative and significant effect on turnover intention. In line with this, a similar study from Yukongdi and Shrestha (2020) on job satisfaction on employee turnover intention at the Bank of Nepal stated that job satisfaction has a strong negative influence on turnover intention. A similar study from Prayogi *et al.*, (2019) regarding job satisfaction as an intervening variable on the effect of work-life balance and work stress on turnover intention stated that job satisfaction had a negative and significant effect on turnover intention. Wang *et al.*, (2020) also conducted research related to job satisfaction on turnover intention of hotel employees in China which showed that job satisfaction had a negative effect on turnover intention.

From the results of the questionnaire given to respondents regarding the job satisfaction variable (X), it is clear that the employees of PT Sarana Baja Perkasa Site OKI are not satisfied with the salary they receive, this is evidenced by the 6th statement questionnaire. namely the salary received in accordance with existing regulations, with 44% answering "strongly disagree" and 32% "disagree".

This is in accordance with the theory used, namely the discrepancy that workers perceive a discrepancy between what they should receive and what they actually receive. This discrepancy felt by employees creates a negative bias which indicates that the job satisfaction of employees at PT Sarana Baja Perkasa Site OKI is low.

In line with this, the low job satisfaction of employees at PT Sarana Baja Perkasa Site OKI causes turnover intention, this is evidenced by the results of the questionnaire obtained from respondents on the turnover intention indicate that the employee's desire to leave is high, this is supported by the item 1 statement, namely that you often think about leaving the company where you work now with a percentage of 62% answering "strongly agree" and 29% answered "agree".

Based on the explanation above, it can be seen that the lower the job satisfaction, the higher the level of turnover intention, and vice versa, the higher the level of job satisfaction, the lower the level of turnover intention that occurs in a company.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of research and discussion on the effect of job satisfaction on turnover intention at PT Sarana Baja Perkasa Site OKI, following conclusions can be drawn:

From the hypothesis test that has been carried out using the t test, it can be concluded that the hypothesis proposed by the author is acceptable, this means that there is a negative and significant influence between job satisfaction and employee turnover intention at PT Sarana Baja Perkasa Site OKI.

Recommendations

Based on the results of research conducted on each variable, it was found that there is an influence of job satisfaction on turnover intention at PT Sarana Baja Perkasa Site OKI. Suggestions that can be given to the management of PT Sarana Baja Perkasa Site OKI are suggested that the management of PT Sarana Baja Perkasa Site OKI can give more attention and improve various aspects related to job satisfaction in the following ways:

- Improving the salary system for employees to be even better, by providing salaries according to the workload that employees have.
- Improve the promotion system and provide promotions to employees fairly
- Creating a harmonious working relationship between leaders and employees.

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