



THE INFLUENCE OF WORKLOAD, CAREER DEVELOPMENT, AND COMPENSATION ON TURNOVER INTENTION AT PT PRIMA UFUK SEMESTA

Prasetyo Kurniawan^{1)*}, Dede Solihin²⁾

¹²Program Studi Manajemen, Universitas Pamulang, Tangerang Selatan, Indonesia

*E-mail: dosen02661@unpam.ac.id

Abstrak

Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh Beban Kerja, Pengembangan Karir, dan Kompensasi Terhadap *Turnover Intention* Pada PT Prima Ufuk Semesta. Populasi dalam penelitian ini adalah seluruh karyawan PT Prima Ufuk Semesta. Teknik pengambilan sampel dengan sampling jenuh sehingga diperoleh jumlah sampel sebanyak 60 responden. Penelitian dilakukan melalui penyebaran kuesioner. Metode analisis menggunakan pendekatan *Structural Equation Model* (SEM) dengan alat analisis Smart PLS 3.0. Hasil penelitian menunjukkan Beban kerja berpengaruh positif dan signifikan terhadap *turnover intention*. Hal tersebut dapat diartikan bahwa semakin tinggi beban kerja yang diterima oleh karyawan akan dapat meningkatkan *turnover intention* pada karyawan. Pengembangan karir berpengaruh negatif dan signifikan terhadap *turnover intention*. Hal tersebut dapat diartikan bahwa semakin tinggi pengembangan karir yang diterima oleh karyawan akan dapat menurunkan *turnover intention* pada karyawan. Kompensasi berpengaruh negatif dan signifikan terhadap *turnover intention*. Hal tersebut dapat diartikan bahwa semakin tinggi kompensasi yang diterima oleh karyawan akan dapat menurunkan *turnover intention* pada karyawan.

Kata Kunci: Beban Kerja; Pengembangan Karir; Kompensasi; *Turnover Intention*.

Abstract

This study aims to examine and analyze the effect of workload, career development, and compensation on turnover intention at PT Prima Ufuk Semesta. The population in this study were all employees of PT Prima Ufuk Semesta. The sampling technique was saturated sampling so that a total sample of 60 respondents was obtained. The research was conducted by distributing questionnaires. The analytical method uses the Structural Equation Model (SEM) approach with the Smart PLS 3.0 analysis tool. The results of the study show that workload has a positive and significant effect on turnover intention. This can be interpreted that the higher the workload received by employees will be able to increase employee turnover intention. Career development has a negative and significant effect on turnover intention. This can be interpreted that the higher the career development received by employees will be able to reduce employee turnover intention. Compensation has a negative and significant effect on turnover intention. This can be interpreted that the higher the compensation received by employees will be able to reduce employee turnover intention.

Keywords: *Workload; Career development; Compensation; Turnover Intention*

INTRODUCTION

Human resources are a very important asset of a company. The success of a company is very dependent on the people in it. Human resources have a strategic role in a company, namely as a facilitator, planner and controller of company activities. Therefore, human resources are a company's valuable asset and therefore must be maintained and turnover must be avoided (Pratiwi and Azizah, 2019).

One of the challenges in the business world is employee turnover intention. Resignation is a classic problem that is often faced by entrepreneurs, such as continuous turnover, retirement due to old age, retirement, etc. Employee turnover is caused by the age factor, so companies can replace employee positions by preparing new cadres. Employee turnover due to resignation can cause difficulties for the company because it is related to the implementation of the work plan that has been prepared by the company, (Kolompoy et al., 2019).

Until now the main problem phenomenon at PT Prima Ufuk Semesta is the high employee turnover rate at this company. This is clearly seen from the company's data regarding the condition of their employees over the past 3 years, as follows.

Tabel 1. Employee Turnover Intention at PT Prima Ufuk Semesta

| Tahun | Jml Karyawan Awal Tahun | Jml Karyawan Keluar | Jml Karyawan Masuk | Jml Karyawan Akhir Tahun | LTO |
|-------|-------------------------|---------------------|--------------------|--------------------------|--------|
| 2019 | 75 | 20 | 17 | 72 | 4,08% |
| 2020 | 72 | 18 | 13 | 67 | 7,19% |
| 2021 | 67 | 27 | 20 | 60 | 11,02% |

Sumber: PT Prima Ufuk Semesta

According to Budiyono, Noermijati and Alamsyah (2014), employee turnover can be said to be normal if it is not more than 5-10% per year. Based on the data in Table 1. Employee turnover at PT Prima Ufuk Semesta has increased during the 2019-2021 period. In 2019 the employee turnover rate was 4.08%, then increased greatly in 2020 to 7.19%. In 2021 the employee turnover rate has again increased to 11.02% and when viewed based on the tolerance limit it can be concluded that the employee turnover rate at PT Prima Ufuk Semesta is not normal because it exceeds the tolerance limit of 10%.

According to Wirawan (2015), some of the reasons for employee turnover are caused by

factors such as ineffective company management, including job security, workload, career path, compensation, and John Stacey Adams' organizational balance theory, which considers If nothing "gives " and "accept", then the corporate environment is not very supportive, such as a mismatch between work and employees.

Workload is one of the factors causing high turnover intention at PT Prima Ufuk Semesta. Observations show that employees feel the workload is high but the time to complete it is relatively short. This causes employees to complete work on time, not the way they want. So much work that must be completed on time, with less than optimal results, and responses from colleagues or superiors that make them uncomfortable. This situation makes employees stressed, which makes them think about finding alternative jobs, (Akbar, 2018).

Employee career development must be given high priority by the leadership, because if not given enough attention it will result in a decrease in employee performance which hinders the achievement of organizational goals. Career development problems that arise at PT Prima Ufuk Semesta are that employees are not given the opportunity to attend training and education that will help improve the skills and abilities of employees, and employees are also not given the freedom to do their work in their own way. but through work standards established by procedures. According to Simamora (2016), career development is a process of increasing individual ability to work in order to achieve the desired career.

Currently, many employees decide to stop working or resign and choose a new workplace which in their opinion is better than the place where they worked before for various reasons or considerations, including the main problem is in terms of compensation. According to Purwati, et al, (2020), compensation is an award or income in the form of money, goods directly or indirectly received by employees in return for services provided to the company because the workforce has contributed energy and thoughts for the progress of the company to achieve goals that have been set.

Several previous studies related to turnover intention show that workload has a significant effect on turnover intention (Pratiwi & Azizah, 2019; Kolompoy, Adolfin, & Palandeng, 2019; Rizka et al, 2020; Altahtoo, 2018; Bimaputra & Parwoto, 2020; and

Maulidah, Ali, & Pangestuti, 2022). However, the results of other studies show that workload does not affect turnover intention (Dwinijanti, Adhikara, & Kusumapradja, 2020; Ani & Gayatri, 2020).

Career development research on turnover intention shows significant results, (Olivia, Suseno, & Sriwidodo, 2020; Sudnanti & Wijayanti, 2018; Roesmawaty & Indriati, 2020; Rahman & Syahrizal, 2018). However, the results of other studies show that career development has no effect on turnover intention, (Bibowo & Masdupi, 2015; Rahmawati & Wahyuningsih, 2018).

Compensation research on turnover intention shows significant results, (Olivia, Suseno, & Sriwidodo, 2020; Roesmawaty & Indriati, 2020; Rahman & Syahrizal's research, 2018; Zahari, Supriyati, & Santoso (2020). However, the results of other studies shows that compensation has no effect on turnover intention, (Widayati & Yunia, 2016; Devi & Sudibia, 2015).

The results of the research above indicate that there is a research gap between the influence of workload, career development and compensation on turnover intention so that further research is needed and this is a gap for research clarity.

The motivation for this research is because, First, turnover intention is important as a signal for the company that there is a problem that occurs with employees so that the employee concerned wants the incident to move. Second, the research results show that the research gap provides an opportunity for researchers to capture opportunities for employee attitudes and reasons for action for employees to carry out turnover intentions. Third, human attitudes and behavior are unique and have very different answers depending on situations and conditions, time, and perceptions. The purpose of this study is to obtain empirical evidence that workload, career development, and compensation affect turnover intention and provide empirical studies to address this problem.

LITERATURE REVIEW

Workload

According to Monika (2018) workload is a process carried out by a person in completing the tasks of a job or a group of positions that are carried out under normal circumstances within a certain period of time. According to Hasibuan

(2017) Workload is a work situation with tasks that must be achieved within a certain time. Hannani (2016: 4) states that workload is something that arises from the interaction between the demands of work environment tasks where used as co-workers, skills, behavior, and perceptions of workers.

According to Koesomowidjojo (2017), the dimensions and indicators of employee workload are as follows.

1. The working conditions in question are how an employee understands the job well. For example, employees in the production division will certainly be in contact with production machines. To what extent is the ability and understanding of employees in mastering production machines to help achieve production targets that have been set.
2. Use of Working Time, Working time according to SOP can minimize employee workload. However, many organizations do not have SOPs or are inconsistent in implementing SOPs, the use of working time assigned to employees tends to be excessive or very limited. Employee working time and rest time This indicator is measured from respondents' responses to the work and rest time provided by the company.
3. Targets to be achieved, namely work targets set by the company, of course, will directly affect the workload received by employees. The narrower the time allotted to carry out certain jobs or the imbalance between the time for completing the implementation target and the volume of work given, the greater the workload received and felt by employees.

Career Development

According to Siagian (2016) career development is personal changes that a person makes to achieve a career plan. According to Widodo (2015: 53) Career development is a series of activities throughout life that contribute to the exploration, consolidation, success and fulfillment of one's career. Rivai and Sagala (2016: 274), argue that, career development is a process of increasing individual work ability achieved in order to achieve the desired career. Meanwhile, according to Mangkunegara (2016) Career development is personal improvement that is sought by someone to achieve personal career plans.

According to Siagian (2016) the various dimensions and indicators that need to be considered in career development are as follows.

1. Fair treatment in a career. Fair treatment can only be realized if the promotion criteria are based on objective, rational considerations and are widely known among employees.
2. Concerns of direct superiors, employees generally desire the involvement of their direct superiors in their respective career planning. One form of concern is to provide feedback to employees regarding the implementation of their respective duties so that these employees know the potential that needs to be addressed.
3. Information about various promotion opportunities, employees generally expect that they have access to information about various opportunities to be promoted. This access is very important especially if the available vacancies are filled through a competitive internal selection process.
4. There is an interest in being promoted, the right approach to use in terms of growing the interest of workers for career development is a flexible and proactive approach. That is, the interest to develop a career is very individualistic in nature.
5. The level of satisfaction, although in general it can be said that everyone wants to achieve progress, including in pursuing a career, the measure of success used is indeed different. This difference is the result of the level of satisfaction, and in the final context does not always mean success in reaching a high position in the organization, but also means being willing to accept the fact that, due to various limiting factors faced by a person, workers are satisfied if they can reach a certain level in their career even though Not many steps of the career ladder that he managed to climb.

Compensation

According to Wibowo (2016) Compensation is the number of packages offered by the organization to workers in return for using their workforce. Meanwhile, according to Marwansyah (2016) Compensation is a direct or indirect award or reward, financial or non-financial, that is fair and proper to employees, in return or contribution/service to achieving company goals. Meanwhile, Priansah (2016) states "compensation is compensation for services or remuneration provided by the

organization to the workforce, because the workforce has contributed energy and thoughts for the progress of the organization in order to achieve the goals set".

There are 2 (two) dimensions in the provision of compensation proposed by Rivai (2015), namely.

1. Direct financial compensation consists of payments received by a person in the form of wages, salaries, commissions and bonuses.
2. Non-financial compensation is additional compensation given based on company policy to all employees as an effort to improve the welfare of employees. For example in the form of promotion, giving trust, job training, time tolerance for worship, comfortable working atmosphere, and others.

Turnover Intention

According to Putra and Rahyuda (2016), turnover intention is a person's desire to leave their job, which is connected to discontent and results in a desire to look for another position. According to Riani and Putra (2017), turnover intention is a way for employees to leave the workforce, and these workers also have the choice of whether to stay with the company or leave. Meanwhile, Turnover Intention, according to Dipboye (2018), is the level of attitude propensity that employees have to hunt for a new job elsewhere or that there is a plan to quit the firm in the upcoming three months, six months, one year, and two years.

Dipboye (2018) suggests that there are three dimensions that can be used to measure turnover intention, namely.

1. Thoughts to stop, which reflect individuals to think out of work or stay in the work environment. This incident usually begins with job dissatisfaction felt by the employee, when the dissatisfaction arises then the employee begins to think about leaving his current workplace resulting in a high or low intensity for not being present at his place of work.
2. Desire to leave the Company, which reflects an individual who intends to leave. Employees who already feel that their existence in the company is not in accordance with what is expected, so that this is the motivating factor for employees wanting to leave the company where they are currently working.
3. The desire to find another job, which reflects individuals who are looking for work in other

organizations that are considered more profitable than their current job. If an employee has started to often think about leaving his job, the employee will try to find a job outside the company that he feels is better in terms of workload, compensation, work environment, leaders, and other factors.

METHOD

This research design uses a causal research design. According to Sugiyono (2017) causal research is a causal relationship. Causal research is used because this research aims to determine the causal relationship that occurs between the independent variables and the dependent variable. The population in this study are all permanent employees of PT. Prima Ufuk Semesta has 60 employees. The number of samples used was 60 respondents with the sampling technique used was saturated sampling. According to Sugiyono (2017) Saturated Sampling is a sampling technique when all members of the population are used as samples. The data analysis technique in this study uses Partial Least Square (PLS). PLS is a Structural Equation Modeling (SEM) equation model with an approach based on variance or component-based structural equation modeling. According to Ghazali & Latan (2017), the purpose of PLS-SEM is to develop theory or build theory (predictive orientation). PLS is used to explain whether there is a relationship between latent variables (prediction).

RESULTS AND DISCUSSION

Evaluation of Measurement Model Test (Outer Model)

Convergent Validity Testing of each construct indicator. According to Ghazali and Latan (2017), an indicator is said to be valid if its value is greater than 0.70, while a loading factor of 0.50 to 0.60 can be considered sufficient. Based on this criterion, if there is a loading factor below 0.50, it will be dropped from the model.

Table 2 Convergent Validity test results

| Variabel | Indikator | Loading Factor | Keterangan | |
|----------|-----------|----------------|------------|-------|
| X1 | BK2 | 0,846 | Valid | |
| | BK3 | 0,848 | Valid | |
| | BK5 | 0,799 | Valid | |
| | BK6 | 0,855 | Valid | |
| | BK7 | 0,880 | Valid | |
| | BK8 | 0,877 | Valid | |
| | X2 | PK1 | 0,854 | Valid |

| Variabel | Indikator | Loading Factor | Keterangan | |
|----------|-----------|----------------|------------|-------|
| X3 | PK2 | 0,905 | Valid | |
| | PK3 | 0,911 | Valid | |
| | PK4 | 0,848 | Valid | |
| | PK5 | 0,879 | Valid | |
| | PK6 | 0,880 | Valid | |
| | PK8 | 0,785 | Valid | |
| | KO1 | 0,841 | Valid | |
| | KO2 | 0,868 | Valid | |
| | KO3 | 0,835 | Valid | |
| | KO4 | 0,900 | Valid | |
| | KO5 | 0,930 | Valid | |
| | KO6 | 0,909 | Valid | |
| | KO7 | 0,903 | Valid | |
| | KO8 | 0,867 | Valid | |
| | Y | TI1 | 0,904 | Valid |
| | | TI2 | 0,962 | Valid |
| TI3 | | 0,960 | Valid | |
| TI4 | | 0,959 | Valid | |
| TI5 | | 0,801 | Valid | |
| TI6 | | 0,850 | Valid | |
| TI7 | | 0,896 | Valid | |

Source: PLS 3.0 Data Processing Results, (2023)

Based on the results of the modified convergent validity test in Table 2, it can be seen that all indicators now meet convergent validity because they have a loading factor value above 0.50.

Table 3 Discriminant Validity Test Results (Cross loadings)

| | X1 | X2 | X3 | Y |
|-----|--------|--------|--------|--------|
| BK2 | 0,846 | -0,370 | -0,429 | 0,578 |
| BK3 | 0,848 | -0,429 | -0,462 | 0,597 |
| BK5 | 0,799 | -0,473 | -0,364 | 0,570 |
| BK6 | 0,855 | -0,382 | -0,372 | 0,564 |
| BK7 | 0,880 | -0,411 | -0,277 | 0,503 |
| BK8 | 0,877 | -0,482 | -0,420 | 0,577 |
| KO1 | -0,368 | 0,841 | 0,496 | -0,597 |
| KO2 | -0,454 | 0,868 | 0,522 | -0,633 |
| KO3 | -0,324 | 0,835 | 0,599 | -0,584 |
| KO4 | -0,478 | 0,900 | 0,597 | -0,664 |
| KO5 | -0,472 | 0,930 | 0,580 | -0,669 |
| KO6 | -0,494 | 0,909 | 0,591 | -0,650 |
| KO7 | -0,453 | 0,903 | 0,561 | -0,636 |
| KO8 | -0,468 | 0,867 | 0,599 | -0,629 |
| PK1 | -0,288 | 0,539 | 0,854 | -0,599 |
| PK2 | -0,426 | 0,511 | 0,905 | -0,631 |
| PK3 | -0,404 | 0,566 | 0,911 | -0,610 |
| PK4 | -0,464 | 0,542 | 0,848 | -0,660 |
| PK5 | -0,352 | 0,626 | 0,879 | -0,667 |
| PK6 | -0,465 | 0,551 | 0,880 | -0,693 |
| PK8 | -0,373 | 0,568 | 0,785 | -0,627 |
| TI1 | 0,593 | -0,682 | -0,627 | 0,904 |
| TI2 | 0,643 | -0,715 | -0,691 | 0,962 |
| TI3 | 0,661 | -0,722 | -0,705 | 0,960 |
| TI4 | 0,599 | -0,701 | -0,700 | 0,959 |
| TI5 | 0,420 | -0,448 | -0,561 | 0,801 |
| TI6 | 0,621 | -0,625 | -0,690 | 0,850 |
| TI7 | 0,651 | -0,620 | -0,712 | 0,896 |

Source: PLS 3.0 Data Processing Results, (2023)

Based on the cross loading results in Table 3, it shows that the correlation value of the construct with the indicators is greater than the correlation value with the other constructs. Thus that all constructs or latent variables already have good discriminant validity, where the indicators in the construct indicator block are better than indicators in other blocks.

Table 4. Average Variant Extracted (AVE)

| Variabel | Average Variance Extracted (AVE) |
|----------|----------------------------------|
| X1 | 0,725 |
| X2 | 0,752 |
| X3 | 0,778 |
| Y | 0,822 |

Source: PLS 3.0 Data Processing Results, (2023)

Based on Table 4 it shows that the variables of workload, career development, compensation, and turnover intention have an AVE value > 0.50, thus it can be stated that each variable has good discriminant validity.

Table 5 Fornell Lacker Criterium

| | X1 | X2 | X3 | Y |
|----|--------|--------|--------|-------|
| X1 | 0,851 | | | |
| X2 | -0,500 | 0,882 | | |
| X3 | -0,459 | 0,644 | 0,867 | |
| Y | 0,666 | -0,718 | -0,741 | 0,906 |

Source: PLS 3.0 Data Processing Results, (2023)

From Table 5 it can be concluded that the square root of the average variance extracted $\sqrt{("AVE")}$ for each construct is greater than the correlation between one construct and the other constructs in the model. The AVE value is based on the table above, so it can be concluded that the constructs in the estimated model meet the criteria of discriminant validity.

Table 6 Composite Reliability & Cronbach's Alpha

| Variabel | Composite Reliability | Cronbach's Alpha |
|----------|-----------------------|------------------|
| X1 | 0,940 | 0,924 |
| X2 | 0,955 | 0,945 |
| X3 | 0,966 | 0,959 |
| Y | 0,970 | 0,963 |

Source: PLS 3.0 Data Processing Results, (2023)

Based on Table 6, the results of the composite reliability and Cronbach's alpha tests show satisfactory values, because all latent variables have composite reliability values and Cronbach's alpha ≥ 0.70 . This means that all latent variables are said to be reliable.

Evaluation of the Structural Model (Inner Model)

Testing the inner model is the development of a concept- and theory-based model in order to analyze the relationship between exogenous and endogenous variables that have been described in a conceptual framework. The steps for testing the structural model (inner model) are as follows.

Table 7 R² Value of Endogenous Variables

| Variabel Endogen | R Square | R Square Adjusted |
|--------------------|----------|-------------------|
| Turnover Intention | 0,730 | 0,716 |

Source: PLS 3.0 Data Processing Results, (2023)

The model of the influence of independent latent variables (workload, career development, and compensation) on Turnover Intention gives an R-square value of 0.730 included in the high category, which can be interpreted that the variability of the Turnover Intention construct can be explained by the construct variability of workload, career development, and compensation of 73% while 27% is explained by other variables beyond those studied.

Table 8 Hypothesis Testing Results

| | Original Sample | T Statistics | P Values | Keterangan |
|--|-----------------|--------------|----------|--------------------|
| Beban Kerja -> Turnover Intention | 0,337 | 4,195 | 0,000 | Positif Signifikan |
| Pengembangan Karir -> Turnover Intention | -0,398 | 4,856 | 0,000 | Negatif Signifikan |
| Kompensasi -> Turnover Intention | -0,293 | 2,461 | 0,014 | Negatif Signifikan |

Source: PLS 3.0 Data Processing Results, (2023)

Based on the first hypothesis test (H1) in this study, the results show that there is a positive and significant effect of workload on Turnover Intention, this can be seen from the Original Sample value of 0.337 and the T statistic > T Table (4.195 > 1.96) and Pvalue 0.000 < 0.05 thus hypothesis 1 in this case is accepted. Based on the second hypothesis test (H2) in this study, the results show that there is a negative and significant effect of career development on Turnover Intention, this can be seen from the Original Sample value of -0.398 and the T statistic > T table (4.856 > 1.96) and the Pvalue 0.000 < 0.05 thus hypothesis 2 in this case is accepted. Based on the third hypothesis test (H3) in this study, the results show that there is a negative and significant effect of Compensation on Turnover Intention, this can be seen from the Original Sample value of -0.293 and the T statistic > T Table (2.461 > 1.96) and Pvalue 0.014 < 0.05 thus hypothesis 3 in this case is accepted.

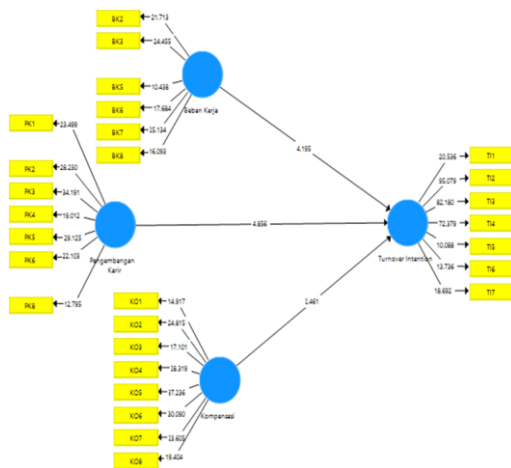


Figure 1 Bootstrapping Test Results

Discussion of Research Results

Effect of Workload on Turnover Intention

The results of the study show that workload has a positive and significant effect on turnover intention. This means that an increase in workload can increase employee turnover intention. Excessive workload will cause fatigue both physically and mentally and emotional reactions such as headaches, indigestion, and irritability. Meanwhile, if the workload is too small, where work occurs due to reduced motion, it will cause boredom and a sense of monotony. Boredom in the daily routine of work due to too few tasks or work results in a lack of attention on the job which is potentially harmful to workers. Because of the workload, it creates an intention to leave the company.

The results of this study are reinforced by previous research by Pratiwi & Azizah (2019), stating that workload has a positive and significant effect on turnover intention. The research of Kolompoy, Adolfini, & Palandeng (2019) states that the workload variable has a positive and significant effect on turnover intention. Also, research by Rizka et al (2020) states that the workload variable has a positive and significant effect on turnover intention.

The Effect of Career Development on Turnover Intention

The results of the study show that career development has a negative and significant effect on turnover intention. This can be interpreted that increasing employee career development can reduce employee turnover intention. In other words, the higher the belief in career development, the smaller their tendency to leave the organization. Vice versa, if career development in the company decreases,

Turnover Intention will increase, meaning that if the company provides opportunities for employees to develop their careers, there will be no desire to change jobs or Turnover Intention. Career development is an important factor in whether or not there is an intention to leave. The wider the career opportunities provided by the company to employees, the more satisfied they will be at work, which in turn will result in the employees continuing to work.

The results of this study are reinforced by previous research by Sudnanti & Wijayanti (2018), stating that career development has a negative effect on turnover intention. Research by Roesmawaty & Indriati (2020), shows that career development has a negative effect on turnover intention. Then the research of Rahman & Syahrizal (2018), also shows that career development has a negative effect on turnover intention.

Effect of Compensation on Turnover Intention

The results of the study show that compensation has a negative and significant effect on turnover intention. This can be interpreted that the increasing compensation provided by the company to employees will be able to reduce employee turnover intention. This negative effect indicates that the better the provision of compensation such as satisfactory salary, benefits that are in line with expectations, guarantees that are in accordance with work risks, as well as adequate needs and facilities, it will reduce the turnover intention of employees of PT. Inti Dufree Promosindo. Conversely, the worse the compensation is, the higher the turnover intention will be.

The results of this study are reinforced by previous research by Roesmawaty & Indriati (2020) that the compensation variable has a negative and significant effect on turnover intention. Rahman & Syahrizal's research (2018) also shows that the compensation variable has a negative and significant effect on turnover intention. Then the research of Zahari, Supriyati, & Santoso (2020), the compensation variable has a negative and significant effect on turnover intention

CONCLUSIONS AND SUGGESTIONS

Based on the results of the research that has been done, it can be concluded as follows: Workload has a positive and significant effect

on turnover intention. Career development has a negative and significant effect on turnover intention. Compensation has a negative and significant effect on turnover intention.

In future research, it is necessary to consider other variables included in the model, especially factors that influence turnover intention, given the limitations of this study, it was only able to explain the variables studied at 73%.

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