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## THE INFLUENCE OF WORKLOAD AND CAREER DEVELOPMENT ON EMPLOYEE TURNOVER INTENTION WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT PT. XXX GRESIK

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### Article History:

Received: 18-07-2023

Revised: 23-07-2023

Accepted: 26-07-2023

### Keywords:

Workload

Career Development

Turnover Intention

Organizational

Commitment

**Abstract:** *This study aims to determine and analyze the workload and career development variables to be the main factors in influencing the high turnover intention of employees with management who think they have carried out organizational commitment well. This research is a quantitative study with data collection techniques using questionnaires that are distributed directly. The sampling technique used is a saturated sample (census) with all employees as respondents as many as 93 respondents. The method used in this research is PLS SEM. Based on the results of hypothesis testing, there is an effect of career development and organizational commitment on turnover intention, career development affects organizational commitment and careers development affects turnover intention through organizational commitment. While workload has no effect on turnover intention and organizational commitment and workload has no effect on turnover intention through organizational commitment.*

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## INTRODUCTION

Industrial competition is increasingly competitive, which encourages companies to be able to survive and develop in changing environmental conditions. Changes in current conditions are certainly influenced by the spread of covid-19 which of course also has an impact on human resource management which plays a vital role in the company. Based on data from the Ministry of Manpower in April 2022 due to the covid-19 pandemic, a total of 2,084,593 workers from the formal and informal sectors from 116,370 companies were affected by reducing the number of workers. The strategy of removing some workers and recruiting more competitive workers requires companies to be able to retain workers who are company assets.

Information obtained from the HRD of PT. XXX Gresik that almost all divisions have a turnover rate that is considered quite high. This can interfere with productivity and overall company performance. The phenomenon of employee quitting in the company, Key Performance Indicator (KPI) can be measured directly by calculating the index number of the rate of employee quitting quantitatively and expressed in percentage based on a certain period of time.

Table 1. Number of employee quits at PT. XXX Gresik Year 2012-2020

N o	Year	Employee Entry (1)	Employee Exit (2)	Turnover rate (%) (3) = ( (2):28)x100%
1	2012	14	10	0,36
2	2013	17	13	0,46
3	2014	13	13	0,46
4	2015	11	11	0,39
5	2016	5	6	0,21
6	2017	4	2	0,07
7	2018	13	12	0,43
8	2019	2	-	0,00
9	2020	1	5	0,18
	$\Sigma$	80	72	2,57
	$\bar{X}$	8,8	9	0,29

Source: PT. XXX Gresik, 2022

High employee turnover strongly refers to the turnover intention of employees towards the company. Employee turnover intention that occurs due to the injustice factor felt by employees is related to overtime working hours and career development. Hasanah and Suharmono (2016) said that the higher the workload on the demands of employee working hours or the more time spent completing work, the greater the opportunity for employees to desire to leave their jobs. Supported by Nurul (2018) workload affects turnover intention. But in contrast to Nisa et al. (2019) that workload has no effect on turnover intention.

At PT. XXX Gresik, it can be seen that employee career development has not gone well. Providing very minimal promotions is also a frequent occurrence of demotion and transfer of positions (mutation) for employees.

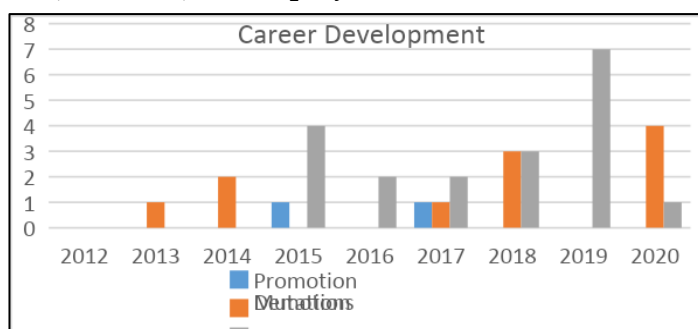


Figure 1. Career development data for the period January - December 2020

Source: HRD PT. XXX Gresik (2020)

Supported by Wahyudi and Zaitul's (2015) shows that career development has a positive influence on turnover intention. While different results from Bibowo and Masdupi (2015), career development has no significant effect on employees who have the intention to move.

According to Buhali (2013), organizational commitment can play an important role, especially in employee performance at work, this is because organizational commitment becomes a reference and encouragement that makes them more responsible for their obligations. Good career development is very important in increasing work commitment, reducing the desire to move and increasing work productivity (Silen, 2016).

## METHOD

This research is a quantitative study that is explanatory research that explains the position of the variables studied and the relationship between one variable and another (Sugiyono, 2016). The population in this study were all employees of PT. XXX Gresik, totaling 93 people. The population in this study was less than 100 respondents so that the entire population was sampled. The sampling technique was carried out through non-probability sampling with a saturated sample method (census) or sampling was carried out on the entire population.

In this study, data collection was carried out using a questionnaire or questionnaire method and documentation. The questionnaire method was carried out by distributing questionnaires directly to respondents, namely all employees of PT. XXX Gresik. While the documentation method is in the form of documents processed by other people both already and not yet published.

The data analysis technique uses descriptive analysis and Structural Equation Modeling (SEM) with the help of Smart PLS 3.0 software. The PLS SEM evaluation phase consists of two stages, namely the measurement test (outer model) and the structural model test (inner model) (Hair et al., 2019). In the feasibility test stage of the measurement model, the first stage is to test the validity by analyzing discriminant validity and convergent validity (Ghozali, 2016). In addition, another test is to analyze the Average Variance Extracted (AVE). Cross loading indicators that have a value above 0.70 with an AVE value of 0.50 can be said that the item has an acceptable level of validity (Ghozali, 2016). The validity test is continued by analyzing discriminant validity. After successfully passing measurement model testing, the next step is to test the structural model. Structural model testing is carried out to see the relationship between variables with the bootstrapping technique. Bootstrapping produces coefficient values and loading factors which are then analyzed to determine the significance of the relationship of each variable. If the p-value is positive and less than 0.05 then the variable has an effect. The significance level can be seen from the t-statistics value. If the t-statistics value is greater than the t-table value, then the variable relationship has a significant effect (Ghozali, 2016).

## RESULTS AND DISCUSSION

### 1. RESULTS

#### a. Respondent Description Results

Table 2. Respondent Description Results

No.	Description	Jml	%
	Age		

1.	21-24 years old	11	12%
2.	25-28 years old	23	25%
3.	29-32 years old	26	28%
4.	33-36 years old	16	17%
5.	37-40 years old	12	13%
6.	41-44 years old	3	3%
7.	45-47 years old	2	2%
<b>Length of Service</b>			
1.	1-2 years	19	20%
2.	3-4 years	28	30%
3.	5-6 years	38	41%
4.	7-8 years	2	2%
5.	9-10 years	3	3%
6.	11-12 years	1	1%
7.	13-14 years old	2	2%
<b>Last Education</b>			
1.	SMA/SMK	58	62.37%
2.	D3	3	3.23%
3.	S1	31	33.33%
4.	S2	1	1.08%

**b. Path Analysis Model**

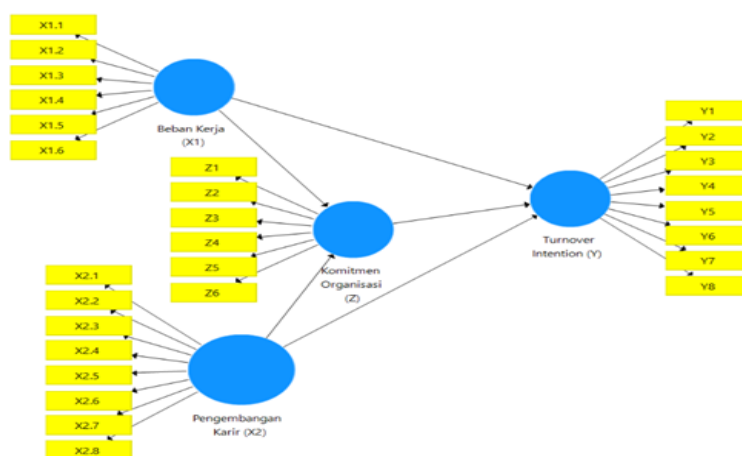


Figure 2. Path Analysis

**c. Outer Model Test**

**1) Convergent Validity**

Convergent validity of the measurement model with reflective indicators can be seen from the correlation between the score points or indicators and the construct score. An individual reflective measure is said to be high if it correlates more than 0.70 with the construct to be measured (Ghozali & Latan, 2015). The following is the outer loading value of each indicator on the research variables:

Table 3. Outer Loading Convergent Validity Test Results

Variables	Indicator	X1	X2	Z	Y
Workload	X1.1	0.707			
	X1.4	0.732			
	X1.5	0.755			
	X1.6	0.804			
Career Development	X2.1		0.845		
	X2.2		0.835		
	X2.4		0.732		
	X2.5		0.866		
	X2.7		0.862		
	X2.8		0.831		
Organizational Commitment	Z2			0.853	
	Z3			0.773	
	Z4			0.780	
	Z5			0.719	
	Z6			0.779	
Turnover Intention	Y2				0.762
	Y3				0.710
	Y4				0.926
	Y5				0.916
	Y6				0.713
	Y8				0.775

Based on the results, it shows that each indicator of the research variable has an outer loading value  $> 0.7$  so that the above indicators are declared feasible or valid for research use and can be used for further analysis.

## 2) Discriminant Validity

Discriminant validity is a cross loading factor value that is useful for knowing whether a construct has adequate discriminant. The standard value for discriminant validity is that the value for each construct must be greater than 0.7. The is the cross loading value for each indicator:

Table 4. Discriminant Validity Cross Loading Results

Indicator	Workload	Career Development	Organizational Commitment	Turnover Intention
X1.1	0,707	0.474	0.367	0.366
X1.4	0,732	0.478	0.401	0.456
X1.5	0,755	0.429	0.335	0.352
X1.6	0,804	0.742	0.401	0.439
X2.1	0.718	0,845	0.341	0.471
X2.2	0.692	0,835	0.373	0.467
X2.4	0.532	0,732	0.338	0.436
X2.5	0.544	0,866	0.582	0.400
X2.7	0.514	0,862	0.571	0.408

X2.8	0.706	0,831	0.355	0.474
Z2	0.443	0.470	0,853	0.594
Z3	0.278	0.411	0,773	0.547
Z4	0.352	0.337	0,780	0.461
Z5	0.393	0.392	0,719	0.447
Z6	0.479	0.507	0,779	0.610
Y2	0.408	0.489	0.625	0,762
Y3	0.293	0.540	0.397	0,710
Y4	0.557	0.881	0.603	0,926
Y5	0.525	0.862	0.569	0,916
Y6	0.423	0.506	0.507	0,713
Y8	0.357	0.467	0.646	0,775

Based on the results above, the cross loading value on each construct has a value of more than 0.7. This shows that the manifest variables in this study have accurately explained the latent variables and prove that all points are valid.

Apart from observing the cross loading value, discriminant validity can also be seen through the Average Variant Extracted (AVE) value (Fornell & Larcker, 1981 in Ghozali, 2011). The model is said to be good if the AVE of each construct is greater than 0.50.

Table 5. Average Variant Extracted (AVE) Value

Variables	Average Variant Extracted Value
Workload	0,563
Career Development	0,611
Organizational Commitment	0,688
Turnover Intention	0,648

Based on the data presentation, it can be seen that each research variable has an AVE value greater than 0.5. Therefore, it can be stated that each variable has good discriminant validity.

### 3) Composite Reliability

A variable can be declared to fulfill composite reliability if it has a composite reliability value  $> 0.7$ . The following is the composite reliability value of each variable used in the study:

Table 6. Composite Reliability Test Results

Variables	Composite Reliability Value
Workload	0,837
Career Development	0,887
Organizational Commitment	0,930
Turnover Intention	0,916

Based on the data presentation, it is known that the composite reliability value of all research variables is  $> 0.7$ . These results indicate that each variable meets the composite reliability so that it can be concluded that the overall variable has a high level of reliability.

#### 4) Cronbach Alpha

A variable is declared reliable or meets Cronbach alpha if it has a Cronbach alpha value  $> 0.7$ . The following is the Cronbach alpha value of each variable:

Table 7. Cronbach Alpha

Variables	Cronbach's Alpha Value
Workload	0,741
Career Development	0,841
Organizational Commitment	0,916
Turnover Intention	0,889

Based on the results of data processing, it can be seen that the Cronbach alpha value of each research variable is  $> 0.7$ . Therefore, the research has met the requirements of the Cronbach alpha value so that it can be said that all variables have a high level of reliability.

#### d. Inner Model Test

##### 1) Path Coefficient Test

The path coefficient evaluation is used to show how strong the effect or influence of the independent variable is on the dependent variable. Meanwhile, the coefficient determination (R-Square) is used to measure how much endogenous variables are influenced by other variables.

Table 8. Path Coefficient Test Results

Construct	Path Coefficient	Description
Workload -> Turnover Intention	-0.156	Weak
Career Development -> Turnover Intention	0,710	Medium
Workload -> Organizational Commitment	0,227	Medium
Career Development -> Organizational Commitment	0,387	Medium
Organizational Commitment -> Turnover Intention	0,377	Medium

Based on the inner model scheme, it explains that the largest path coefficient value is shown by the effect of career development on turnover intention, which is 0.710. but there is a weak category in the effect of workload on turnover intention, which is worth -0.156.

## 2) Goodness of Fit Test

Table 9. R-Square Value

Variables	R-Square Value	Adjusted R-Square
Organizational Commitment	0,327	0,312
Turnover Intention	0,747	0,739

Based on the results of the R-Square test, it is known that the R-Square value for the Organizational Commitment variable is 0.327. The acquisition of this value explains that the percentage of workload and career development can be explained by Organizational Commitment by 32.7%. Then for the R-Square value obtained by the Turnover Intention variable is 0.747. This value explains that workload and career development can be explained by turnover intention by 74.7%.

The results of the calculation of the Q-Square value are as follows:

$$Q\text{-Square} = 1 - [(1 - R_{21}) \times (1 - R_{22})]$$

$$= 1 - [(1 - 0,327) \times (1 - 0,747)]$$

$$= 1 - (0,673 \times 0,253)$$

$$= 1 - 0,170 = 0,83$$

Based on the calculation results, the Q-Square value is 0.83. This shows the magnitude of the diversity of the research data is 83%. While the remaining 17% is explained by other factors that are outside the research model. Thus, from these results, this research model can be stated to have good and positive goodness of fit.

## 3) Test of Direct Effect

Hypothesis testing using statistical values, for alpha 5% the t-statistic value used is 1.96. So that the criteria for hypothesis significance when the t-statistic > 1.96. To reject / accept the hypothesis using probability,  $H_a$  is accepted if the p value is < 0.05. The following are the results of hypothesis testing obtained in this study through the inner model:

Table 10. T-Statistics and P-Values Test Results

Hp o	Variables	Original Sample	T-Statistics	P-Values
1	Workload -> Turnover Intention	-0,156	1.804	0,072
2	Career Development -> Turnover Intention	0,710	10.489	0,000
3	Workload -> Organizational Commitment	0,227	1.532	0,126
4	Career Development -> Organizational Commitment	0,387	2.789	0,005



5	Organizational Commitment -> Turnover Intention	0,377	6.220	0,000
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Based on the calculation table, the following results are obtained:

1. The effect of workload (X1) on turnover intention (Y)  
Based on the calculation of the t statistics value of 1.804 with a  $\rho$ -value of 0.072. because the  $\rho$ -value is greater than  $\alpha$  ( $0.072 > 0.05$ ) then  $H_0$  is accepted and  $H_1$  is rejected. thus there is no effect of workload (X1) on turnover intention (Y).
2. The effect of career development (X2) on turnover intention (Y)  
Based on the calculation, the t statistics value is 10,489 with a  $\rho$ -value of  $0.000 < 0.05$ . then  $H_0$  is rejected and  $H_2$  is accepted so that there is an effect of career development (X2) on turnover intention (Y).
3. The effect of workload (X1) on organizational commitment (Z)  
Based on the calculation, the t statistics value is 1.532 with a  $\rho$ -value of 0.126 or  $0.126 > 0.05$ , then  $H_0$  is accepted and  $H_3$  is rejected, thus there is no effect of workload (X1) on organizational commitment (Z).
4. The effect of career development (X2) on organizational commitment (Z)  
Based on the calculation, the t statistics value is 2.789 with a  $\rho$ -value of  $0.005 < 0.05$ , then  $H_0$  is rejected and  $H_4$  is accepted so that it is said that there is an effect of career development (X2) on organizational commitment (Z).
5. The effect of organizational commitment (Z) on turnover intention (Y)  
Based on the calculation, the t statistics value is 6,220 with a  $\rho$ -value of 0.000. because the  $\rho$ -value is smaller than  $\alpha$  ( $0.000 < 0.05$ ),  $H_0$  is rejected and  $H_5$  is accepted, thus there is a significant effect of organizational commitment (Z) on turnover intention (Y)

#### 4) Indirect Effect Test

Indirect testing is done using the bootstrapping method.

Table 11. T-Statistics and P-Values Test Results

Hp o	Variables	Original Sample	T-Statistics	P-Values
6	Workload -> Organizational Commitment -> Turnover Intention	0,086	1.478	0,14
7	Career Development -> Organizational Commitment -> Turnover Intention	0,146	2,544	0,011

Based on the table of path coefficient calculation results, it can be seen that: The T-statistics obtained is 1.478 with a  $\rho$ -value of 0.140. The  $\rho$ -value is smaller than  $\alpha$  ( $0.140 > 0.05$ ) so  $H_0$  is accepted and  $H_6$  is rejected. It can be stated that there is no significant effect of workload (X1) on turnover intention (Y) through organizational commitment (Z).

Obtained T-statistics of 2.544 with a  $\rho$ -value of 0.013. The  $\rho$ -value is smaller than  $\alpha$  ( $0.011 < 0.05$ ), so  $H_0$  is rejected and  $H_7$  is accepted. It can be stated that the significant effect of career development (X2) on turnover intention (Y) through organizational commitment (Z).

## **Discussion**

### **a. The Effect of Workload on Turnover Intention**

The results showed a T statistics value of 1.804 with a  $\rho$ -value of 0.072. Because the  $\rho$ -value is greater than  $\alpha$  ( $0.072 > 0.05$ ), this indicates that workload has no effect on turnover intention. This indicates that  $H_0$  is accepted and  $H_1$  is rejected, which means that the first hypothesis cannot be accepted.

Based on these results, it shows that the working conditions at PT. XXX Gresik and the achievement of targets that must be carried out by employees are the willingness of employees to show loyalty in order to achieve company goals. Employee willingness to use working time there are overtime working hour regulations that exceed government regulations can encourage employees to make mistakes in performing their duties. However, this factor is not an important thing for employees to intend to leave the company or turnover intention. Workload demands are the obligations and responsibilities of workers to achieve company goals.

The results of this study support previous research conducted by Nisa et al. (2019) and Novel & Marchyta (2021) that workload has no influence on turnover intention.

### **b. The Effect of Career Development on Turnover Intention**

The results showed a T statistics value of 10,489 with a  $\rho$ -value of 0.000. Because the  $\rho$ -value is smaller than  $\alpha$  ( $0.000 < 0.05$ ), this shows that career development affects turnover intention. This shows that  $H_0$  is rejected and  $H_2$  is accepted, which means that the second hypothesis can be accepted.

Based on these results, it shows that a less organized program is of particular concern to employees and relates to how consistent the General Manager provides opportunities to obtain career development through promotions that are carried out fairly based on the requirements provided by the company without any irregularities. PT Panen Raya employees feel that career paths are important to improve personal quality and in terms of finance so that they can influence employees' intention to move. This means that career development is of more concern to increase or decrease employee turnover intention.

This research supports previous research conducted by Wahyudi & Zaitul (2015), Biswakarma (2016) and Kumbara (2018), there is an effect of career development on turnover intention.

### **c. The Effect of Workload on Organizational Commitment**

The results showed a T statistics value of 1.532 with a  $\rho$ -value of 0.126 and a  $\rho$ -value greater than  $\alpha$  ( $0.126 > 0.05$ ), this indicates that workload has no effect on organizational commitment. It can be said that  $H_0$  is accepted and  $H_3$  is rejected, which means that the third hypothesis cannot be accepted.

Based on these results, the tasks given by PT Panen Raya do not change loyalty and commitment and assume that the many tasks at work are the responsibility of workers to achieve company goals. Employees feel trusted with job responsibilities that involve decision-making. In addition, employees' involvement and cohesiveness with their superiors are considered important so that they are motivated and happy to work together

with their superiors or with fellow coworkers. This shows that high workload has no effect on organizational commitment.

This study supports previous research conducted by Pradana et al. (2013) workload does not have an influence on organizational commitment.

#### **d. The Effect of Career Development on Organizational Commitment**

The results of this study indicate a T statistics value of 2.789 with a  $\rho$ -value of 0.005, so there is an effect of career development on organizational commitment.  $H_0$  is rejected and  $H_4$  is accepted, which means that the fourth hypothesis can be accepted.

Based on these results, it shows that the provision of career development programs can increase employee commitment to the organization. The strength of employee commitment will be able to reduce employees' intention to leave the company. Organizations that do not have a strategy and offer attractive career development programs may lose good employees because competitive competitors offer better job opportunities. These results support previous research by Priskila & Le (2021) which states that the hypothesis test for career development on organizational commitment is acceptable and has a positive influence.

#### **e. The Effect of Organizational Commitment on Turnover Intention**

The test results obtained a T statistics value of 6,220 with a  $\rho$ -value of 0.000 or  $\alpha$  ( $0.000 < 0.05$ ), that organizational commitment affects turnover intention.  $H_0$  is rejected and  $H_5$  is accepted, which means that the fifth hypothesis can be accepted.

Based on these results, it shows that if the company is unable to maintain its commitment, it will be able to increase employees' intention to change workplaces. The aspects of identification or trust, involvement and openness for employees in the decision-making process and the loyalty aspect of superiors who play subordinates in problem solving are factors that can suppress the desire of employees to intend to move or turnover intention.

The results of this study are supported by previous research by Setiyanto & Hidayati (2017) and Handaru et al. (2021) which shows that organizational commitment has a significant effect on turnover intention.

#### **f. The Effect of Workload on Turnover Intention Through Organizational Commitment**

Based on the results of variable testing, the T-statistics obtained is 1.478 with a  $\rho$ -value of 0.140 or  $\alpha$  ( $0.140 < 0.05$ ), this shows that workload has no direct effect on turnover intention through organizational commitment.  $H_0$  is accepted and  $H_6$  is rejected, which means that the sixth hypothesis cannot be accepted.

Based on these results, it shows that organizational commitment is not the main consideration of employees who experience high workload to carry out turnover intention so that it is necessary for employees to be dissatisfied with work or other factors such as intrinsic rewards that do not fulfill the rights that workers should receive, such as incentives, salaries, and bonuses that become to bring up the desire to leave the company. This study supports previous research conducted by Nisa et al. (2019) and Novel & Marchyta (2021) that workload has no significant influence on turnover intention through organizational commitment.

### **g. The Effect of Career Development on Turnover Intention Through Organizational Commitment**

Based on the test results obtained T-statistics of 2.544 with a  $\rho$ -value of 0.013 or the  $\rho$ -value is smaller than  $\alpha$  ( $0.011 < 0.05$ ), this means that there is an effect of career development on turnover intention through organizational commitment.  $H_0$  is rejected and  $H_7$  is accepted, which means that research on the seventh hypothesis can be accepted. Based on these results, career development affects the increase in turnover intention through organizational commitment. This result indicates that organizational commitment is able to strengthen the influence of career development on employee turnover intention. Employees who are responsible for their duties pay attention to the desire to work by having a commitment to the company. Work as a responsibility becomes an obligation that must be completed, employees work and produce work performance in accordance with the commitment that employees have. Organizational commitment and career development are seen as two things that are the same and related to one another, able to reduce indicators of employee desire to leave.

These results support previous research conducted by Silen (2016) that career development affects turnover intention through organizational commitment.

### **CONCLUSION**

From the test results and discussion, it can be concluded that paying attention to good career development can reduce turnover intention. In this case, the supervisor has an important role in providing more intensive explanation, guidance and direction to employees about the career path they can achieve. Employees' understanding and ability will increase regarding the career path or sequence that must be taken by employees to achieve predetermined career goals. In addition, PT. XXX Gresik is expected to maintain and improve organizational commitment carried out through aspects of identification, aspects of involvement, aspects of loyalty and consider workload and carry out regulations according to labor legislation so that employees have the motivation to enjoy working and not create a desire to leave the company.

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