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Effect on turnover intention: Career development, compensation and job stress

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Abstract---This research aims to analyze how career development influences high turnover rates. Apart from career development, compensation factors and job stress are also factors that are examined as factors that influence the high level of turnover intention in XYZ Indonesia. The method used in this research is quantitative, sampling was carried out using non-probability sampling with a saturated sampling method, questionnaires were distributed to 109 respondents, namely employees who were still actively working at XYZ Indonesia. The research results show that career development and compensation at company XYZ Indonesia have a negative and significant effect on employee turnover intention, which means that an increase in these two factors can reduce employee intention to move. On the other hand, job stress has a positive and significant effect on turnover intention, indicating that the higher the level of job stress, the higher the employee's intention to turnover. The average percentages for career development and compensation were 48.73% and 48.26% respectively, which was categorized as poor, while job stress reached 63.61%, which was categorized as high. Employee turnover intention at XYZ Indonesia is also included in the high category with an average percentage of 66.36%.

Keywords---Career Development, Compensation, Job Stress, Turnover Intention.

Introduction

The departure of employees from the company where they work is called turnover (Pramita, 2021). Overall, turnover has a negative impact on the company. Therefore, companies often strive to produce high levels of employee satisfaction.



A leader's level of concern for his employees correlates with the company's efforts. The more caring leaders are, the fewer employees will leave the company. (Ramdani et al., 2021). According to Sianipar and Haryanti (2019), the attitudes of employees who want to realize their turnover intentions include being lazy at work, often being absent, and committing many work violations. In addition, turnover is a threat to organizational efficiency because losing experienced employees creates additional costs for the company (Ozkan et al., 2021). Employee turnover, both in and out of the company, is an important phenomenon. A high level of employee turnover intention is often used as an indicator of fundamental problems within the company (Hasyim and Jayantika, 2021).

The departure of an employee will spread to other employees and will have a negative effect on the company. For various reasons, companies that have high turnover rates tend to lose employees who have been on the job longer. If a company continues to experience high turnover rates, previous employees may lose their trust in the company. Especially when the former employee shows more success after working at another company. Shifting qualified employees also reduces customers, which is an even worse consequence. High-quality employees know the company's secrets for attracting customers which will have a negative impact on the company's success (Prama Yanti & Sanica, 2021).

Based on previous research, there are several factors that influence employees to leave their jobs. Some of these factors include job stress felt by the employees themselves, compensation policies implemented by the company, and career development opportunities (Kartono & Ningsih, 2019).

According to Sari in Hafiz et al. (2016), one of the factors that companies need to pay attention to to reduce employee turnover rates is by providing career development opportunities for employees. Research conducted by Irvianti in Yadewani & Wijaya (2021) explains that the higher the level of employee trust in the career development programs offered by the company, the lower their intention to leave the company. In line with this research, based on observations made by researchers, it was found that career development is one of the reasons employees leave the company. Currently, the driving team of the XYZ Indonesia company is dominated by what the world calls "Generation Y" with 70% of the company's staff under the age of 40 which effectively provides a healthy boost of energy and innovation for the company (Reefmaster Indo, n,d). According to Dayona & Rinawati (2016) Generation y are new graduates who are just looking for an initial job. An initial job is often considered the first step in building a career, and employees may try several jobs to find the right environment and role. If a company builds its employees' career development well, employees will maximize their abilities. In line with research conducted by Oktariani (2017), the characteristics of generation Y are that they get bored quickly, are unfaithful and change jobs easily. In contrast to generation X, Generation Y has the characteristics of caring about new things, new technology, being egocentric, not caring and getting bored easily, and tending to have low commitment and loyalty at work. Generation Y tends to have a higher turnover rate compared to other generations (Adfa & Indiyati, 2022). This finding is also consistent with the

research of Saraswati and Indiyati (2022), which shows that only a few millennials can be loyal, contribute, and productive in a company.

In research conducted by Amanda (2021), Generation Y is often referred to as 'hopping bugs' because of their tendency to frequently change jobs. This situation can be detrimental to the organization, so it needs to be addressed immediately considering that Generation Y now dominates the workforce. So the career development factor is one of the important factors that must be researched because based on the situation of XYZ Indonesia employees who are dominated by generation Y which is in line with the results of research conducted by Amanda (2021) showing that perceptions of career development and perceptions of superior support simultaneously play a significant role in success career. According to the theory put forward by Daulay and Handayani (2021), training is one of the factors that can produce the desired performance in employee career development.

Another factor that causes high turnover at XYZ Indonesia is compensation. Job desk discrepancies are often caused by the departure of previous employees and then there are vacancies in positions so that they have to be done temporarily by employees who are still working, thereby increasing the work that has to be done. The transition from vacancies to the training process for new employees was also expressed by sources as additional work that would prevent employees from completing work according to their job description. According to Robins (2007), the more a person's tasks depend on other people's tasks, the higher the possibility of stress. Then another reason stated by the interviewee was that management sometimes often mixes up personal matters so that employees inevitably have to do it, which results in neglecting tasks that should be carried out. Job stress is a task given by the company to its employees to complete (Biron, De Reuver, & Toker, 2016). According to Hasibuan, quoted in Putri (2018), several factors that can cause job stress are identified, namely heavy workloads that exceed employee capacity. Pressure and unfair treatment from leadership. Lack of time and necessary work equipment, Conflicts between individuals and superiors or co-workers, Compensation that is considered inadequate. Family problems such as problems with children, partners, parents, etc. Adequate compensation is considered effective in reducing the tendency of employees to leave the company, as found in a study by Pramono and Wulansari (2023). Company leaders should consider employee compensation to increase job satisfaction and reduce turnover rates.

Companies need turnover from employees who have low performance. However, the turnover value must be controlled so that the company gets more benefits from increasing the performance of new employees than from recruitment costs. If most of the employees leaving the job are human resources and are competent, turnover must be watched out for. Companies don't just look at their turnover rate, they also have to look at "Who's leaving" to find the source of the problem and solve it. (Nabilah, 2020).

Literature Review and Hypothesis Development

According to Dyastati and Sarsono (2020), there is a very significant correlation between career development and employee turnover intentions. If an employee feels that his career development is hampered and not developing, making it impossible to achieve his career goals in the company, the employee's work morale tends to be low. They are not motivated to work and may even want to leave the company. Research conducted by Joko, Munir, & Fattah (2019) also shows that career development contributes significantly to improving employee performance. Therefore, this career development factor is very important for companies to pay attention to and improve to increase employee satisfaction, commitment and performance in the future.

Compensation is the main reason why an employee resigns from the company (Hasibuan, 2019). According to Purwanto et al (2020), the existing compensation system in the company must be determined carefully and precisely because if it is not determined well, it will cause employee dissatisfaction and have an impact on the intention to demote workers. If the compensation given to employees matches their workload, their turnover rate will be lower. If the company provides compensation that matches their workload, employees will stay where they are and help the company achieve its goals. Turnover and compensation are closely related. Compensation policy is one way for management to reduce employee turnover rates (Rivai & Sagala, 2013).

Job stress can have an impact on turnover desires and emotions as well as a person's physical and mental condition. If employees experience excessive work pressure, they will experience excessive stress so that they end up thinking about leaving the company organization (Robbins & Judge, 2008). Turnover can be a consequence of burnout due to stress, causing long working hours. 14 employees who work long hours usually choose to quit their jobs (Mitchell & Zatzick, 2015). From the results of previous research that have been presented, there is a significant positive correlation between job stress and the desire to move. Thus, it can be stated that stress is one of the factors that influences the desire to move. The higher the level of stress experienced by employees, the greater their urge to look for a new job or leave their current workplace.

According to L. Branham (2005), there are several reasons why employees leave a job or organization, namely, employees feel that their job or workplace does not meet their expectations, and there is also a gap between the job and the person. Qureshi et al. (2013) conducted research which found that job stress was positively correlated with turnover, higher levels of job stress meant higher levels of turnover. Research shows a positive relationship between job stress and intention to leave work (Manurung & Ratnawati, 2012).

Apart from job stress, according to a study conducted by O'brien et al (2010), they examined whether compensation influenced turnover. The results were positive, the five main directors of the Outback Steakhouse restaurant chose to continue working based on five compensation factors, namely base salary, allowances, share ownership or equity, stock options, and vacation or leave. According to Iqma and Liana (2022) in a journal entitled "The Influence of Compensation, Work

Environment, and Leadership Style on Turnover Intention", the results of their research show that compensation has a positive and significant influence on the intention to leave work (turnover intention) at Yamaha Mataram Sakti Semarang. Meanwhile, research conducted by (Gani et al., 2022) in a journal entitled "The Influence of Compensation and Work Environment on Turnover Intention in Mining Companies in Kalimantan" also shows similar results, namely that compensation has a positive and significant influence on intention to leave employment (turnover intention) at a mining company in Kalimantan.

Career development is another factor that causes turnover besides job stress and compensation. Career is a position or title held by an employee during his or her work period. In company development, handling human resources is also very important. One of the main aspects in forming good human resources is arranging career development for employees. Therefore, companies must provide clear career development to all employees (Aspita & Sugiono, 2019). In line with research conducted by Dewi and Herianti (2022), career development has a positive and significant effect on employees' turnover intention in the production department of PT. XYZ Cikarang.

Hypotheses that can be formed from this research are as follows:

- H1: Career development has a negative and significant effect on turnover intention at XYZ Indonesia
- H2: Compensation has a negative and significant effect on turnover intention at XYZ Indonesia
- H3: Job stress has a significant positive effect on turnover intention at XYZ Indonesia

Methods

This type of research is descriptive research with quantitative research methods. In this research, the population is all XYZ Indonesia employees who are still actively working. Where the total population is 109 respondents. In this research, sampling was carried out using non-probability sampling with a saturated sampling method. So the entire population is used as the research sample. So, in this study the number of samples was 109 respondents. Descriptive data analysis and hypothesis analysis using Structural Equation Modeling-Partial Least Square (SEM-PLS).

Result and Discussion

Coefficient of Determination – R²

Coefficient of Determination - R² is a test used to determine and measure the influence of exogenous variables together on variable Y. The R² value will explain the variation explained by the exogenous variable on the endogenous variable. The R² value criteria are: ≥ 0.67 means strong, ≤ 0.33 means moderate, and ≤ 0.19 means weak. The following are the results of the Coefficient of Determination test in this research:

Table 1. Coefficient of Determination (R^2)

Variable	R-square	R-square adjusted
Turnover Intention	0,51	0,50

Primary Data, 2024

Based on the results of table 1, it is found that the turnover Intention variable has an R-square value of 0.51. It can be concluded that the results of the strength of the model are stated to be strong at 0.51 or 51% while the rest is influenced by other variables not discussed in this study.

Predictive Relevance - Q^2

Predictive relevance testing is used to assess the predictive ability through the blindfolding procedure. Based on the criteria, the Q^2 value is categorized as small if it is 0.02, medium if it is 0.15, and large if it is 0.35. The following Q^2 results are shown in table 2:

Table 2. Predictive Relevance Results

Variable	Q^2 predict	Result
Career Development	0,89	Have predictive relevance
Compensation	0,64	Have predictive relevance
Job Stress	0,58	Have predictive relevance
Turnover Intention	0,74	Have predictive relevance

Primary Data, 2024

Based on table 2, the career development variable has a Q^2 value of 0.89 then, compensation chooses a Q^2 value of 0.64, job stress has a Q^2 value of 0.58 and the turnover intention variable has a Q^2 value of 0.74. So, with this value, it can be interpreted that this research has good value observations. It can be seen from the provisions of the Q^2 value so that the variable is in the large or large category.

Hypothesis Test

The T-table value in this study is $df = 1,659 (109-4)$ with a significance value of 5%. So, if the t-statistic value is obtained more than the t-table, it can be concluded that the greater the value of the exogenous variable on the endogenous variable, the stronger the effect and the p-value criterion must be less than 0.05.

Table 3. Path Coefficient and t-statistics (Direct Effect)

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STD EV)	Path Coefficient	P values	Result of hypotesis
Career Development -> Turnover Intention	-0,14	-0,16	0,07	2.006	-0,14	0,05	Accepted
Compensation -> Turnover Intention	-0,20	-0,21	0,09	2.312	-0,20	0,02	Accepted
Job Stress -> Turnover Intention	0,57	0,58	0,08	6.893	0,57	0,00	Accepted

Primary Data, 2024

Based on table 3, the value of career development on turnover intention is 2.006; compensation on turnover intention is 2.312; job stress on turnover intention is 6.893. All these values exceed the t-table value of 1.659 which concludes that the hypothesis can be accepted. To see the significance value seen from the p value, career development on turnover intention has a p value of 0.05; compensation on turnover intention is 0.02; job stress on turnover intention is 0.00. So, it can be concluded that all variables have a significant relationship. Based on table 3, the following is a description of the accepted hypothesis:

H1: Career development has a negative and significant effect on turnover intention.

H2: Compensation has a negative and significant effect on turnover intention.

H3: Job Stress has a positive and significant effect on turnover intention.

Conclusion

Career development has a negative and significant effect on employee turnover intention at XYZ Indonesia. The higher the level of career development, the lower the employee's intention to move. With an average percentage value on the career development variable of 48.73%, it is included in the bad category. So, it can be assessed that career development at XYZ Indonesia is poor.

Compensation has a negative and significant effect on employee turnover intention at XYZ Indonesia. The higher the compensation, the lower the turnover intention level. With an average percentage value on the compensation variable of 48.26%, it is included in the bad category. So, it can be judged that compensation at XYZ Indonesia is bad.

Job stress has a positive and significant effect on employee turnover intention at XYZ Indonesia. The higher the job stress, the higher the employee's intention to move. With an average percentage value on the job stress variable of 63.61%, it is included in the high category. So, it can be assessed that job stress in XYZ Indonesia company is high.

Managerial Implication

XYZ Indonesia needs to develop a more comprehensive and structured career development program. This program should include training, mentoring, and a clear career path for employees. The company should involve employees more in planning their career paths. This can be done through regular discussions between employees and management to understand employees' career needs and aspirations. Conduct periodic evaluations of career development programs to ensure that they are effective and in line with employee needs. XYZ Indonesia needs to review their compensation structure and ensure that the salaries and benefits provided are in line with industry standards and employee needs. The company should ensure transparency in compensation policies, so that employees clearly understand how their compensation is determined and that there is fairness in the system. XYZ Indonesia should implement effective stress management programs, such as counseling, stress management workshops, and recreational activities for employees. Creating a supportive and conducive work environment, where employees feel supported and valued, can help reduce job stress.

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