



Analysis Of Turnover Intention Through Career Development And Employee Workload In Jakarta Indonesia

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Abstract

Human resources have an important role. Human resources determine the success of an organization or company. Other resources are also very dependent on human resources, so human resources must be considered and managed properly by the company. The purpose of this study is to examine the effect of career development and workload on employee turnover intention in Jakarta. The population used in this study were male and female employees or employees working in Jakarta and the method used in sampling was purposive sampling of 100 respondents, data analysis techniques using SmartPLS ver 4.0. The results of this study indicate that career development has a significant negative effect on turnover intention and workload has a significant positive effect on employee turnover intention in Jakarta.

Keywords: Career Development, Work Load, Turnover Intention

1. INTRODUCTION

Currently, any company or instanti really needs technology for all company needs. But behind it all, the most important element of an organization and to determine the success of an organization is human resources. Employees are human resources who have the knowledge, the ability to reason, the desire, the skills, and the strong motivation to create a work. Then other resources are very dependent on human resources because human resources have an important role. Therefore the most important elements and factors of an organization to achieve the goals and success of an organization is the role of human resources. To achieve organizational success, of course human resources need to be managed and handled properly in order to provide maximum benefits for the progress of





employees and the organization. But for now, many organizations or companies still have minimal knowledge about the importance of the existence of human resources in an organization resulting in increased turnover intention or a high rate of employee resignation in an organization.

According to Novel and Kezia Marchyta (2021), turnover intention is a resignation in the world of work, as well as a right and a choice to keep working or choose to leave. Dwiyanto (2020) states Turnover intention is an event where employees or individuals have the desire to find work elsewhere, causing a feeling of wanting to leave a company.

Therefore, Turnover Intention can be detrimental to the company, especially through the loss of human resources and the possibility of disclosing information and trade secrets to competitors (Asih, (2021). The existence of high turnover intention in a company indicates that there is a problem with that company. For this reason, it is important for companies to be able to suppress and control the employee turnover intention rate in their company so that it does not disrupt stability, company performance, and minimize employee rotation and reduce expenses. According to Wiguna & Supriyatin (2018) in Nugraheni (2022), high turnover causes companies experience many obstacles due to the loss of experienced employees. Based on the results of the study by Meiliawati et al, (2022) when an employee whose career development is smooth and experiences such development that his career goals are achieved in a company, then employees will be motivated to workers do not even have the desire to leave the company, thus the company must meet the needs of its employees so that potential employees do not leave the company. According to Putri (2018), through motivation and career development it can keep employees from leaving the company.

Romlah (2020) states that career development is a person's career plan that is carried out in order to experience improvement. Rianti et al., (2021) states that career development is an individual process that is formally designed by the company on an ongoing basis which aims to develop its human resources to meet all the needs of the company. Career development greatly affects turnover intention that there is a negative influence between career development and turnover intention. This states that if the level of one's career development is lower, then turnover intention will increase, conversely if the level of career development is high, turnover intention will be lower. This is supported by research conducted by Putra et. al., (2020). The better the career development that employees get from the company, theoretically it will make employees stay working at the company or will not make a job transfer (Amin, 2020).





Apart from career development, employees cannot be separated from workload. According to Suci R Mar'ifh (2022), workload is a certain period of time determined to complete employee work in the number of hours worked by employees. According to Ramadhani (2022) workload is an activity that must be carried out by employees in a relatively short time. When employees are unable to carry out and adapt to the many responsibilities given by their superiors, it can become a burden that is too heavy for employees. Excessive workload can have a negative impact on employee performance because it causes effects such as fatigue, both physical and mental, and emotional reactions. At the same time, a small workload causes employees to feel bored and monotonous according to Jannah & Pradana, (2021). Excessive workload also has an impact on employees so that they feel pressured by the demands made so that it makes employees anxious and confused when they cannot complete them. Too much work can be a factor affecting increased turnover intention in companies (Muslim, 2021). Also, employees intend to look for other, better jobs with commensurate compensation if the employee gets an excessive workload (Sutikno, 2020).

Good career development will reduce turnover rates, while excessive workload by not providing commensurate compensation will increase employee turnover intention. The research questions that must be answered in this research are, does career development and also workload have a significant effect on the level of turnover intention? So the authors propose the title, namely, Analysis of Turnover Intention Through Career Development and Employee Workload in Jakarta.

2. THEORITICAL REVIEW

According to Putra et al., (2020) career development is a process in achieving the desired career along with increasing individual abilities at work. From this it can be concluded that career development is a step by step process that is undertaken by individuals to achieve a career plan that is adapted to the reality of the company. According to Kresna (2021) the notion of career development is work that helps employees plan their career plans at the company in such a way that the company and employees can develop optimally together. Employee career planning also determines the survival of the company in the future. according to A. Sihotang quoted in Ramayana (2017) explaining that there are eight indicators in career development, namely: organizational policies, work performance, educational background, training, work experience, loyalty, associations and flexibility.





According to Perdana (2021) workload comes from the interaction of job demands, skills and perceptions of employees who are used as a workplace. So it can be concluded that workload is a collection of activities, time and energy that must be spent by a person both physically and mentally to produce work results that exceed the requirements of a particular task. According to Lestari & Primadineska (2021) stressful workload is divided into two parts, excessive workload occurs when it exceeds a person's ability to fulfill these responsibilities properly, and low workload, where a work obligation is below the employee's capacity. From this, the authors can conclude that workload is a task given to employees by the company that must be completed within a certain time. Workload not only has a physical effect, but can also have a psychological effect. According to Suci R. Marih Koesmowidjojo (2017), workload indicators include: use of working time, target achievement, and working conditions.

According to Adhar (2021), turnover intention refers to the tendency of an employee to voluntarily or not leave his current company because of other job offers and the availability of other, more attractive job options. Turnover intention is the desire to find alternative jobs that are considered better if you have left your job (Nafiudin & Umdiana, 2017). According to Syarif (2019) turnover intention is characterized by various things related to employee behavior including: increased absenteeism, decreased desire to work, violated work regulations, increased protests against superiors, and different behavior. According to Junaidi (2020) explains that turnover intention is measured by three indicators of action, namely: thinking about leaving, looking for job vacancies, having a strong desire to leave the company.

3. RESEARCH METHODS

Descriptive research with a quantitative approach is used as the design or method of this research. The purpose of this descriptive research is to make systematic, factual and accurate descriptions of the characteristics, facts and relationships between the phenomena investigated (Lupep, 2017). The quantitative approach is a method related to numbers, with data in the form of numbers or numbers, and then analyzed using statistics to answer research hypotheses and predict that a variable influences other variables (Nugraheni, 2022). Quantitative analysis of this study uses the Partial Least Square Structural Equation Modeling (PLS-SEM) approach which has the ability to explain the relationship between variables and has the ability to perform factor analysis, regression analysis and path analysis in one test. With this research method, it is expected to obtain information regarding the





effect of career development (X1) and workload (X2) on turnover intention (Y). This study has a population of all male and female employees or employees who work throughout Jakarta using purposive sampling as the sampling technique carried out in this study. The sample for this study uses the Lemeshow formula because the population size is still not known with certainty. So, according to the Lemeshow formula, the required respondents in this study are 100 respondents.

The operational variables in this study are as follows:

Table 1: The operational variables

No	Variabel	Indikator	Kode	Skala
1.	Career Development Source: According to A. Sihotang quoted in Rismayana (2017)	1. Kebijakan Organisasi 2. Prestasi Kerja 3. Pelatihan 4. Pengalaman Kerja 5. Loyalitas	X1.1 X1.2 X1.3 X1.4 X1.5	Likert
2.	Workload Source: Suci R. Marih Koesmowidjojo (2017)	1. Use of Working Time 2. Target achievement	X2.1 X2.2 X2.3 X2.4	Likert
3.	Turnover Intention Source: Junaidi (2020)	1. Thinking of Quitting 2. Looking for Job Vacancies 3. Have a strong desire to leave the company	Y1.1 Y1.2 Y1.3 Y1.4	Likert

This study uses SEM (Structural Equation Modeling) as a data analysis technique used in this study to examine the effect of the independent variables, namely Career Development and Workload on the dependent variable, namely Turnover Intention. The results of the data from the questionnaires obtained will be processed using the SmartPLS ver 4.0 software.







4. RESEARCH RESULT

The results of processing data sourced from questionnaires to 100 respondents and processed using the SmartPLS ver 4.0 software obtained the following results:

Table.2: Path Coefficient

Variabel	path coefficient	t-statistics	p- value
 Y	-0.403	4.535	0.000
 Y	0.388	4.314	0.000
R Square	0.224	R Square Adjusted	0.208
Predictive Relevance Q^2	0.141	Goodness of Fit	0.792

Based on the table above, it is obtained that the analysis value of the coefficient of determination or R square has a result of 0.224 which means that 22.4% of the Turnover Intention variable can be explained by two independent variables in this study, namely career development and workload and the remaining 77.6% can be explained further with other independent variables. The value of the coefficient of determination or R^2 generated in this study is included in the moderate value category. The results obtained by Q^2 are greater than zero and indicate that the observed values have been reconstructed well and the conclusion that can be drawn is that all the variables in this study have predictive relevance. Furthermore, the model feasibility test (GoF), the GoF results in this study obtained a score of 0.792 which is included in the interpretation of the large GoF value.



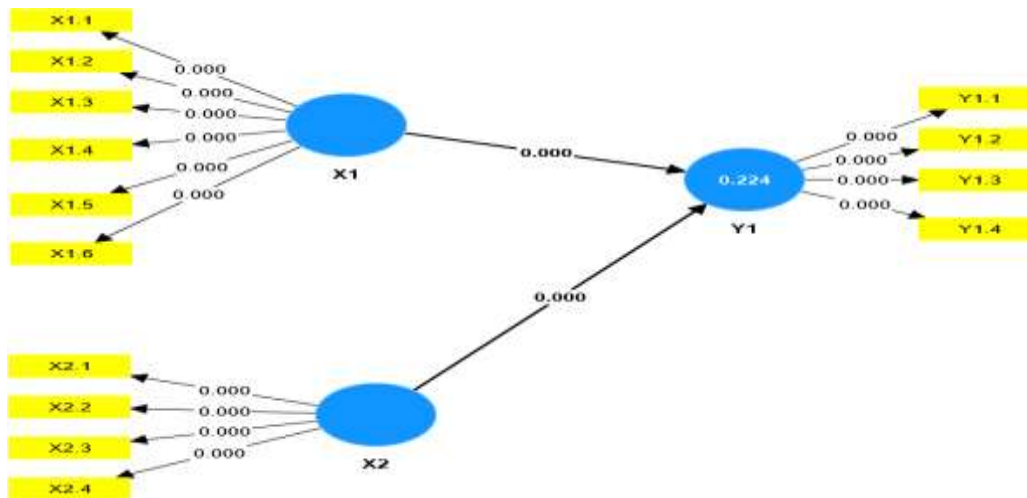


Figure 1: Bootstrapping Test Results

Based on the Path Coefficient test, the results show that career development has a negative and significant effect on turnover intention, meaning that the better the career development of employees, the lower the level of turnover intention.

Workload has a positive and significant effect on turnover intention, meaning that the more workload given by the company to employees, the higher the level of turnover intention.

5. DISCUSSION

Based on the results of the tests that have been done, career development has a negative and significant impact on turnover intention. This states that if the level of one's career development is low, turnover intention will increase, conversely if the level of career development is high, turnover intention will be lower. These results are in accordance with Soedira et al.'s research, (2021) entitled "The Influence of Career Development and Work Environment on Turnover Intention of Millennial Employees in RW 10, Kel. Depok, Depok City" which obtained the result that there was a negative and significant influence on employee career development on turnover intention. Likewise with the results of Nugraheni's research (2022) in a study entitled "The Influence of Career Development on Employee Turnover Intention" which obtained the result that there was a negative effect of career development on employee turnover intention. Likewise, the results of this study were



supported by Dewi & Nurhayati (2021) in a study entitled "The Effect of Career Development Turnover Intention with Job Satisfaction and Organizational Commitment as Mediators, Study at PT Control System Arena Para Nusa" which obtained the result that career development has significant negative effect on turnover intention with job satisfaction and organizational commitment as mediators.

Workload has a positive and significant influence on turnover intention. meaning that the more workload given by the company to employees, the higher the level of turnover intention. These results are consistent with research conducted by Hasanah (2022), Solehah & Ratnasari (2019) in their research entitled "The Influence of Workload Leadership Style, Job Insecurity on Employee Turnover Intention of PT. Federal International Finance Cab Batam" which obtained the result that workload has a significant effect on turnover/intention. Likewise the results of research by Wibowo et al., (2021) in a study entitled "The Effect of Workloads on Turnover Intention with Work Stress as Mediation and Social Support as Moderated Variables" concluded that workload has a significant effect on turnover intention with work stress as mediation and social support as a variable in moderation.

6. CONCLUSION

The conclusion that can be drawn from this study is that career development has a negative and significant effect on turnover intention while workload has a positive and significant effect on employee turnover intention in Jakarta.

Companies should be expected to pay attention and provide a good career planning system for their employees so that employees have a clear career path so that employees want to continue working in the company and can reduce turnover intention. In addition, companies are also expected to pay attention to the workload and tasks assigned to employees every day and adjust targets that must be met by employees according to the time allotted and according to the abilities of the employees so as not to cause work stress which will increase employee turnover intention.

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