

## The Effect of Compensation, Performance Assessment, and Career Development on Employee's Turnover Intention

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### Abstract

*The aims of this study are: (1) to examine the effect of compensation on employee turnover intention; (2) to examine the effect of performance appraisal on employee turnover intention; and (3) and to examine the effect of career development on employee turnover intention. Respondents in this study were 100 employees at PT. MAKP is located in Sleman, Special Region of Yogyakarta, Indonesia. The data collection technique uses a questionnaire, while the data analysis technique uses multiple linear regression. The results showed that: (1) compensation has a negative and insignificant effect on employee turnover intention; (2) performance appraisal has a positive and insignificant effect on employee turnover intention; and (3) career development has a negative and significant effect on employee turnover intention. The results of this study have implications that companies should always evaluate compensation policies provided to employees, companies should have an effective performance appraisal system, taking into account matters related to the scope of performance appraisal, and companies should provide career management systems and help employees in their career development. For further research, it is better to use different subjects or populations and be carried out at different companies, and use other variables that are theoretically suspected to be predictors of employee turnover intention.*

**Keywords :** *Compensation, performance assessment, career development, turnover intention*

### 1. Introduction

PT. Mega Andalan Komponen Plastik (MAKP) is a company specializing in manufacturing hospital equipment. This company was originally a production unit of PT. Mega Andalan Kalasan (MAK), was then developed as a standalone company to gain its income. Specializing in plastic component manufacture, the product of this company is hospital equipment made from plastics. This company is located in Sleman Regency, Daerah Istimewa Yogyakarta province. With a relatively large number of employees, PT. MAKP, like other companies, primarily aims to gain huge profit as possible. To achieve its goal, the company manages its employee to stay working for the company.

Employees are one of the company's assets with the highest contribution to the company's goal attainment. One of the issues faced by the company in employee management is the turnover intention, an employee's intention to move or quit from his/her current company. Although it is still at the intention level, failure to address this issue is likely to result in an actual turnover. The company may suffer considerable damage if a high-performing employee quits.

Indication of turnover intention can be found in almost all companies, including PT. MAKP. Our interview with several employees revealed that they intend to move to other companies that suit their expectations once they have the opportunity. From theoretical perspectives, factors affecting employees' turnover intention may stem from either organizational or individual factors.

The former includes compensation, performance assessment, and career development, among others.

The occurrence of employee turnover intention is one of the serious problems in workforce management. If this issue does not get the attention of the company's management, then there is a possibility that employees who initially intend to move will be realized in concrete actions, namely leaving or moving to another company. This will be detrimental to the company if the employees who move are those who have high performance and employees who have potential. In addition, companies are forced to re-recruit to get new employees who do not necessarily have better performance and potential than employees who move or leave.

Compensation is given to employees to make them stay with the company, and when they perceive unfair compensation, employees will likely leave the company. On the other hand, employees perceiving fair compensation will likely stay with the company (Al Fajar & Heru, 2013). Our interview further found that compensations provided by PT.MAKP has not met most employees' expectations. Salary, bonus, and allowances such as medical and retirement allowances have not met their expectation.

Issues on performance assessment also appear as an important problem among employees of PT. MAKP. Performance assessment can significantly affect a company's growth. Hence, it is important to assess employees' performance (Sinambela, 2016). Regarding performance assessment, most employees stated that the company had not met their expectations of a well-organized, systematic performance assessment. Most employees view that the immediate superior, as their performance assessor, still lacks professionalism and does not focus on employees' achievement. It is also found that the performance assessment is not associated with promotion or career development, does not have a regular and periodic schedule, and lacks consistency.

Issues in career development are also noticed. Career development is one of the important activities in human resource management. Our interview further found that career development in PT. MAKP is still ineffective, causing many employees to be unsatisfied. Several factors causing employees' dissatisfaction with career development include the development that is not based on employee achievement, the absence of promotion for employees, the absence of organizational support, the absence of superiors' career guidance, and the absence of training for employees to develop their potential.

Based on the phenomena described above, this study aims to: (1) examine the effect of compensation on employees' turnover intention; (2) examine the effect of performance assessment on employee's turnover intention; and (3) examine the effect of career development on employees' turnover intention. Respondents in this study were employees of PT. MAKP in Sleman, Daerah Istimewa Yogyakarta.

## **2. Literature Review**

### **2.1. Turnover Intention**

Turnover intention represents an employee's intent to quit his/her company. Turnover intention is an indicator of actual turnover. Turnover intention still exists in an employee's thoughts and has not been translated into behavior.

It is necessary to highlight the difference between turnover intention and actual turnover. The former represents employees' intention to move or quit from the company, while the latter represents the actual quitting behavior. Before employees quit the company, they usually have the intention to quit. Turnover intention involves three aspects: (1) Employees have thought of moving

or quitting the company; (2) Employees have an intention to seek another job; and (3) Employees intend to move from or quit the company (Cahyana & Prahara, 2020).

Factors affecting employees' turnover intention may stem from either organizational or individual factors. The organizational factors include position, company size, work unit size, compensations, and workload. Meanwhile, the individual factors include age, sex, job tenure, education, personality, biographic data, interest, and aptitude (Mujiati & Dewi, 2016).

Ardana et al. (2012) state that turnover intention is generally caused by employees' dissatisfaction in the workplace. Their dissatisfaction may be accounted for by a range of factors, including compensations, performance assessment, career development, poor working atmosphere, poor work relationship, and unsuitable tasks, among others.

## **2.2. Compensation**

Compensation can be defined as any form of reward an employee receives as feedback for their contribution and service to the organization. Compensation could be distinguished into two: financial and nonfinancial compensations. Financial compensation consists of direct and indirect financial compensations.

The former usually consists of salary, incentives, and bonuses, among others, while the latter includes employee security programs, fees outside work hours, and facilities, among others. Nonfinancial compensation may stem from the job itself and the working environment. Nonfinancial compensation arising from one's job includes task challenges, huge responsibility, recognition, and autonomy, among others. Meanwhile, nonfinancial compensation from the environment includes competent supervisors, a supportive work environment, and coworkers, among others (Sinambela, 2016).

Compensation is given to employees to make quality employees stay with the company. Inadequate or uncompetitive compensation is reported to be the cause of employee turnover (Yunus & Sukartini, 2013). Unfair compensation can cause an employee to intend to move to other workplaces.

Previous studies report that compensation affects employees' turnover intention. The results of Asih's research (2021) with the subject of 55 employees of the Main Clinic of Perisai Husada Bandung, found that there was a positive and significant effect of compensation on employee turnover intention. Ayuningtyas and Nugraha's (2018) study on 375 employees in the production division offset unit in PT. Pura Barutama found that compensations negatively affect turnover intention. Similarly, Dhanajaya and Dewi (2019) also found that financial compensation negatively affected turnover intention among forty-seven employees in the Asadana Semesta cooperative. Ervindo and Syaifullah (2020) also found a significant effect of compensation on turnover intention among 117 employees in PT Sukses Jaya Indah Batam.

A different finding is reported by Fitriyana et al. (2021), who report that compensation does not significantly affect turnover intention among sixty-five employees in PT Budi Berlian Motor and Wuling Motors Bandar Lampung. Compensation is reported to significantly affect turnover intention among eighty-four permanent employees in PT. Wiradjaja Prima Kencana Pekanbaru.

On the other hand, Purwanti et al. (2020) report that compensation does not significantly affect the turnover intention of thirty-two permanent employees in PT. Sumatera Inti Seluler Pekanbaru. Rukhviyanti and Susanti (2020) found that compensation negatively and significantly affects turnover intention among eighty-eight employees in PT. Kwangduk World Wide Cikalong Wetan. Grounded on the previous findings, it is expected that:

H1: Compensation affects employees' turnover intention.

### **2.3. Performance Assessment**

Performance assessment refers to a process in which organizational leaders assess their employees' performance in carrying out their tasks and responsibilities. These leaders could be direct or indirect superiors or the head of the human resource department. Several matters should be taken into consideration related to performance assessment: (1) who should assess whom; (2) what should be assessed; (3) why it is necessary to assess performance; (4) when should the assessment be done, in formal or in informal manners; (5) Where should assessment take place; and (6) What method should be used (Hasibuan, 2017; Mangkunegara, 2017).

Performance assessment is carried out to improve employee performance and organizational performance. Performance assessment is believed to have various benefits in the human resource policy-making process. Among its benefits, performance assessment is believed to be helpful in (a) human resource planning; (b) training and development; (c) career planning and development; (d) compensation policy; (e) employees' internal relationships; and (f) employees' potential assessment (Mondy & Martocchio, 2016).

Performance assessment may result in satisfaction and dissatisfaction among employees. Employee satisfaction with performance assessment arises when they perceive fair assessment and realize their weaknesses, which in turn encourages employees to improve their performance (Hasibuan, 2017). In contrast, dissatisfaction arises when employees perceive an unfair assessment process, and this condition often triggers employees' intention to leave the company. Previous studies show that performance assessment affects turnover intention.

Dyantini and Dewi (2016) report a negative, significant effect of performance assessment on turnover intention among sixty-two employees in PT. Perusahaan Listrik Negara (Persero) for Bali Distribution. Meanwhile, Neli et al. (2021) found that performance assessment positively and significantly affects turnover intention among thirty-two employees in PT Bersama Mencapai Puncak. Thus, the following hypothesis is proposed:

H2: Performance Assessment affects employee turnover intention.

## **2.4. Career Development**

Career development refers to a personal improvement an individual attain to reach his/her career goal according to the company's career path. Although employees have properly designed a career plan, a lack of systematic career development will likely hinder the achievement of a such career plan. Employees who have designed a career plan should take action to realize their plan. These actions could be in the form of one's initiative or organizational support, or a combination of both. It should be noted that although the company's HR department plays a pivotal role in an employee's career development, it is the employee who takes the highest responsibility for his/her career. Regarding career development, it is necessary to consider:

- a. Satisfactory job achievement;
- b. Recognition from coworkers;
- c. Loyalty to the company;
- d. Use of mentor and sponsor;
- e. Support from subordinates;
- f. Use of growth opportunities;
- g. Voluntary quit and move to another company (Ardana et al., 2012).

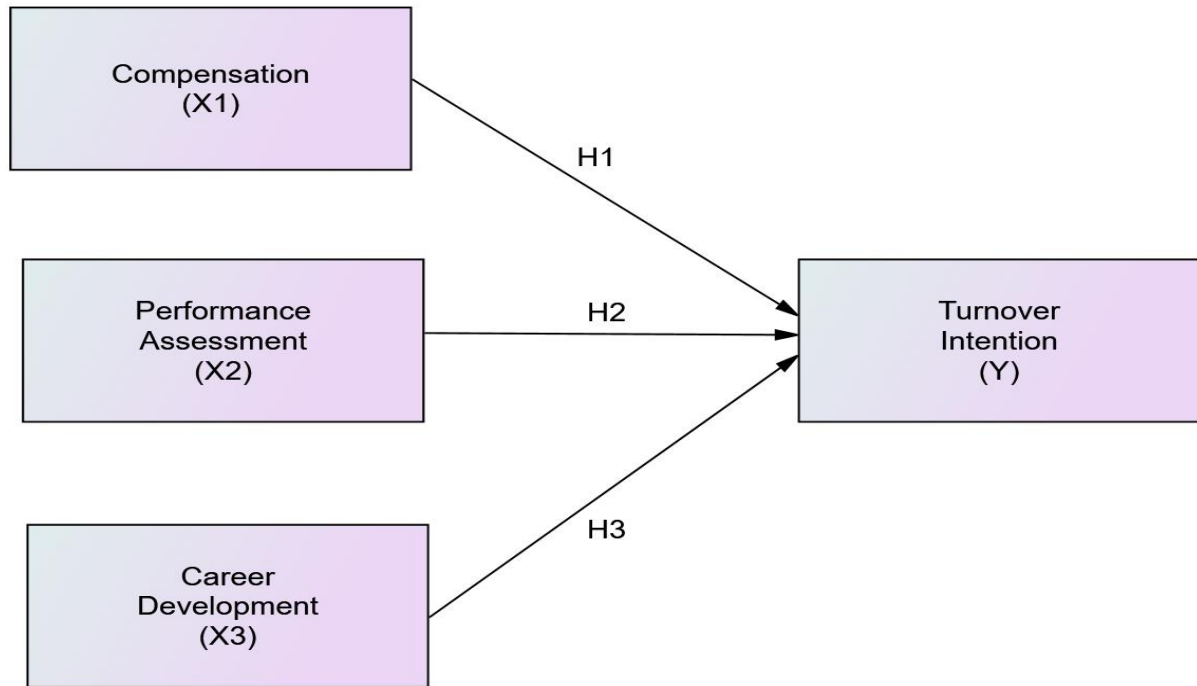
Career development plays a pivotal role for either companies or employees. Career development practices can improve employees' career satisfaction and company effectiveness. Employees who are not engaged with career development tend to show low commitment, poor performance, and a higher intention to move to other companies (Sinambela, 2016).

Hafiz et al. (2016) found that career development negatively affects turnover intention in 115 employees of PT. BFI Finance Tbk. Palembang Branch office. Marchella and Ie (2022) also found that career development negatively affects turnover intention among sixty-five employees of PT. XYZ. The negative relationship between career development and turnover intention is also reported by Putra et al. (2020), who involved 103 employees in PT. Buana Penta Global, Medan. In other words, lower career development may likely result in higher turnover intention, while higher career development may likely result in lower turnover intention.

Similarly, Sudnanti and Wijayanti (2018) also found a negative, significant effect of career development on turnover intention among eighty employees in Kayumanis Nusa Dua Private Villa & SPA in Nusa Dua ITDC area, Bali. Saklit (2017) also found that career development significantly affects turnover intention among 392 permanent and contract employees in Pt.takenaka Indonesia. Therefore, it is expected that:

H3: career development affects employees' turnover intention.

Based on the intervariable relationship in this study, the following theoretical framework is developed:



**Figure 1. Theoretical Framework**

### 3. Methodology

The population of this study was 100 nonstructural employees in PT. MAKP (Mega Andalan Komponen Plastik) in Sleman, Daerah Istimewa Yogyakarta. This study applied a quantitative approach that aims to test a theory by examining intervariable relationships (Creswell, 2018). This study examined four variables: compensation, performance assessment, and career development as the independent variables and turnover intention as the dependent variable.

In this study, compensation was defined as a financial gain received by an employee as feedback for their service to the company. Compensation was measured using three indicators: salary, bonus, and allowances (Sinambela, 2016). Performance assessment is defined as an activity carried out by an organization to assess its employees' performance. Performance assessment in this study was measured using six indicators: who assess whom, what is assessed, why assessment is performed, time of assessment, place of assessment, and the assessment method (Hasibuan, 2017; Mangkunegara, 2017).

Career development refers to a personal improvement an individual attains to reach his/her career goal according to the company's career path. Career development was measured using seven indicators: satisfactory job achievement, superior recognition, intention to stay in the organization, presence of mentor or advisor, coworker support, use of growth opportunity, and voluntary leave (Ardana et al., 2012).

The data were collected using a close-ended questionnaire, and the respondents were asked to choose the available answer choices. The questionnaire employed a 5-point Likert scale, the response choice ranged from 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree). The obtained data were analyzed using multiple linear regression.

The designed questionnaire was tested for its validity and reliability. The validity test was performed using the Pearson correlation test. A correlation coefficient lower than 0.05 indicates

that the items in the questionnaire were valid. The validity test result showed that almost all items exhibited a significance value of less than 0.05, meaning that they were valid. One item of the questionnaire was deemed not valid because the significance value was higher than 0.05. Thus, the item was dropped.

Regarding the reliability test, Cronbach's alpha value of higher than 0.60 is deemed to be reliable. In this study, compensation, performance assessment, career development, and turnover intention exhibited Cronbach's alpha values of 0.686, 0.891, 0.819, and 0.930. The reliability test result showed that all variables were reliable, as indicated by Cronbach's alpha value which was higher than 0.60.

#### **4. Result and Discussion**

##### **4.1. Respondents Characteristics**

Respondents in this study were 100 employees in PT. MAKP Sleman, Daerah Istimewa Yogyakarta. The respondents in this study could be distinguished based on gender, age, work unit, and job tenure. The following table presents respondent characteristics.

**Table 1. Respondents Characteristics**

<b>No.</b>	<b>Respondents Characteristics</b>		<b>Total</b>	<b>Percentage</b>
1	Gender	Male	86	86%
		Female	14	14%
2	Age	Less than 20 years	19	19%
		20-25 years	48	48%
		26-30 years	11	11%
		31-35 years	17	17%
		36-40 years	2	2%
		41-45 years	1	1%
		More than 45 years	2	2%
3	Work unit	Operator	58	58%
		Finishing	17	17%
		Shipping warehouse	9	9%
		Material Warehouse	11	11%
		QC	2	2%
		Mechanics	3	3%
4	Job Tenure	Less than 5 years	66	66%
		5-10 years	26	26%
		11-15 years	1	1%
		More than 15 years	7	7%
	Total		100	100%

Source: Data processing

This study involved eighty-sixes male employees and fourteen female employees. Nineteen respondents were below 20 years of age, 48 respondents were 20-25 years of age, 11 respondents were 26-30 years of age, 17 respondents were 31-35 years of age, two respondents were 36-40

years of age, one respondent was 41-45 years of age, and two respondents were above 45 years of age.

In terms of the work unit, 58 respondents were in the operator unit, 17 respondents were in the finishing unit, 9 respondents in the shipping warehouse, 11 respondents in the material warehouse, 2 respondents in QC, and 3 respondents in the mechanical unit.

In terms of job tenure, 66 respondents were known to have worked for less than 5 years, 26 respondents have worked for 5-10 years, one respondent has worked for 11-15 years, and seven respondents have worked for more than 15 years.

To sum up, this study's respondents were mostly male employees (86%), aged between 20-25 years old (48%), who worked in the operator unit (58%), and have worked for less than five years (66%).

The collected data were analyzed using multiple linear regression. The result of the multiple linear regression analysis is presented in the following table.

**Table 2. Multiple Linear Regression Analysis Result**

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
1 (Constant)	15.515	.841	18.441	.000
Compensation (X1)	-.118	.070	-1.677	.097
Performance Assessment (X2)	.047	.043	1.079	.283
Career Development (X3)	-.208	.046	-4.520	.000
F	22.139			.000 <sup>b</sup>
R	.639			
R Square	.409			
Adjusted R Square	.390			

a. Dependent Variable: turnover intention (Y)

b. Predictors: (Constant), compensation (X1), performance assessment (X2), career development (X3)

Source: Data processing

The accuracy of the regression function in interpreting the actual value can be seen from the goodness of fit. This could be statistically viewed from the coefficient of determination, F-statistic value, and t-statistic value.

#### **4.2. Coefficient of Determination**

The multiple linear regression analysis results showed a coefficient of determination (adjusted R Square) of 0.390. This value shows that turnover intention variance could be accounted for by the variance of three independent variables in this study by 39%, while the other variance is accounted for by factors outside this study.



#### 4.3. F-statistic test

The F-statistic test result showed a score of 22.139 with 0.000 probability ( $< 0.05$ ). In other words, compensation (X1), performance assessment (X2), and Career Development (X3) simultaneously affect turnover intention (Y). This implies that the regression model used in this study applies to predict employee turnover intention.

#### 4.4. t-Test

The t-test result shows a constant value of 15.515, a regression coefficient of -0.118, 0.047, and -0.208 for compensation, performance assessment, and career development, respectively. The probability value was 0.097, 0.283, and 0.000 for compensation, performance assessment, and career development, respectively. Based on the result, the following regression equation is formulation:

$$Y=15.515-0.118X1+0.047X2-0.208X3 \dots\dots\dots (1)$$

The equation above means that:

- Assuming the independent variable is constant, the turnover intention value is 15.515.
- The regression coefficient of compensation (X1) of -0.118 means that every 1 point increase in compensation will lower the turnover intention level by 0.118.
- Meanwhile, the regression coefficient of performance assessment was 0.047, meaning that every 1 point increase in performance assessment may increase the turnover intention by 0.047.
- The regression coefficient of compensation (X3) was -0.208, meaning that every 1 point increase in compensation will lower the turnover intention level by 0.208.

#### 4.5. Classical Assumption Test

A regression model can be used if some assumptions are met, including multicollinearity and normality assumptions, among others (Santosa, 2015). The multicollinearity test is performed by seeing the tolerance value and variance inflation factor (VIF). A tolerance value higher than 0.10 and VIF lower than 10 indicates no multicollinearity.

The analysis result showed that the tolerance value of compensation, performance assessment, and career development was 0.434, 0.805, and 0.481, respectively. Meanwhile, the VIF value of compensation, performance assessment, and career development was 2.302, 1.242, and 2.078, respectively. The result indicates no multicollinearity among independent variables in this study.

Another assumption test was the normality test. The normality test was done using the Kolmogorov-Smirnov test with the Monte Carlo method. A monte Carlo sig. (2-tailed) a value higher than 0.05 indicates a normal residual data distribution. The normality test result exhibited a monte Carlo sig. (2-tailed) of 0.877 ( $> 0.05$ ), indicating a normal residual data distribution.

After conducting the normality test, hypothesis tests were performed. The decision was grounded on significance values. Three hypotheses were tested.

#### 4.6. Hypothesis Test 1

- H0: Compensation does not affect turnover intention
- H1: Compensation affects employees' turnover intention.
- Conclusion: The significance value for compensation was 0.097 ( $> 0.05$ ), meaning that H0 is accepted. Hypothesis 1 stating that compensation affects turnover intention was **not supported** in this study.

This study found that compensation negatively and insignificantly affects turnover intention. The regression coefficient of compensation (X1) was -0.118, meaning that every 1-point increase in compensation will lower the turnover intention level by 0.118. This finding supports Purwati et al. (2020), who found that compensation negatively and insignificantly affects employees' turnover intention.

Meanwhile, the results of this study partially support the results of research by Rukhviyanti & Susanti (2020) and Ayuningtyas & Nugraha (2018), which found that compensation has a negative effect on turnover intention. On the other hand, the results of this study contradict the results of research conducted by Asih (2021) which found that compensation has a positive and significant influence on employee turnover intention, as well as the results of research by Ervindo & Saifullah (2020) and Hafni & Sari (2019) which found that compensation has a significant influence on employee turnover intention.

Compensation is given to employees to make quality employees stay with the company, Literature consistently shows that inadequate compensation is the leading factor of employees' intention to quit. Therefore, the company must evaluate its compensation policy by emphasizing the principle of equality and fairness. Compensation is given to minimize the intention to move or leave the company (Yunus & Sukartini, 2013).

Companies that cannot provide adequate compensation to their employees make employees dissatisfied, which in turn will have an impact on low morale and low loyalty. If compensation is managed properly, it will help the company to achieve its goals, as well as help to acquire, maintain, and keep employees well. On the other hand, if compensation is not in line with employee expectations, employee motivation tends to be low and employees will leave the company. This will be detrimental to the company because it has to re-recruit employees which incurs recruitment costs (Sinambela, 2016).

The study result indicates that employees may be unsatisfied with the salary, bonus, and allowances, but they did not intend to quit the company. Like other developing countries, the unemployment rate in Indonesia is quite high and employment opportunities are limited. This could serve as an employee's consideration to stay with the organization, given that finding a new job may be highly challenging. Based on the study result, compensation does not significantly affect employees' turnover intention.

#### **4.7. Hypothesis Test 2**

- H0: Performance assessment does not affect turnover intention
- H2: Performance assessment affects employees' turnover intention.

- Conclusion: The significance value for compensation was 0.283 ( $> 0.05$ ), meaning that  $H_0$  is accepted. Hypothesis 2 stating that compensation affects turnover intention was **not supported** in this study.

This study found that compensation positively and insignificantly affects turnover intention. The regression coefficient of performance assessment was 0.047, meaning that every 1 point increase in performance assessment may increase the turnover intention by 0.047.

Performance assessment refers to a process in which organizational leaders assess their employee performance in carrying out their tasks (Mangkunegara, 2017). Performance appraisal should be able to provide an accurate picture of employee performance. Therefore, the performance appraisal system must have a close relationship with work (job related), practical, and have clear standards. Job related can be interpreted that the performance appraisal system assesses critical behaviors that realize the company's success. Practical means that the performance appraisal system can be understood and understood by the rater and employees. Meanwhile, having clear standards means that the performance appraisal system has performance implementation standards where performance will be measured. Standards should relate to the expected results of each job (Ardana et al., 2012).

Although employees perceive an unsatisfying performance process, they will likely stay with the company. In this context, performance assessment does not seem significant in affecting employees' intention to move to other companies. A range of factors is known to make them stay with the current company, including economic factors and limited employment, among others.

This finding is in contrast with Dyantini and Dewi's (2016) study that reports a negative significant effect of performance assessment on turnover intention, and is different from Neli et al. (2021), who found that compensation negatively and insignificantly affects employees' turnover intention.

#### **4.8. Hypothesis Test 3**

- $H_0$ : Career development does not affect turnover intention
- $H_3$ : Career development affects employees' turnover intention.
- Conclusion: The significance value for career development was 0.000 ( $> 0.05$ ), meaning that  $H_0$  is rejected. Hypothesis 3 stating that compensation affects turnover intention was **supported** in this study.

This finding implies that career development negatively and significantly affects employees' turnover intention. The regression coefficient of career development was -0.208 every 1-point increase in compensation will lower the turnover intention level by 0.208.

Career development is a personal improvement carried out by an employee to realize his career plan, according to the level or career path within the company. Career development is the responsibility of the employee himself, while the company's role is to provide support or facilitate the employee's career achievement.

In fact, in the effort to determine goals, paths, plans, and career development, an employee departs from the desire to satisfy their various needs, be they primary, secondary, or tertiary needs.

Therefore, the perception of an employee to develop his career in a company will be influenced by his views on the extent to which his desires and needs will be fulfilled in the company. The perception of an employee will be the basis of whether he will continue to work or move to another company that can meet his needs and desires (Ardana et al., 2012).

In addition to retaining and motivating their employees, companies should have a career management system to identify and fulfill employee development. This is very important especially to retain employees who perform well and employees who have the potential to occupy managerial positions within the company (Noe et al., 2017).

Based on the results of this study, career development needs to be managed properly so that employees stay afloat and have no intention of moving to another company. The results of this study support the research conducted by Hafiz et al. (2016), Putra et al. (2020), Marchella & Ie (2022), and Sudnanti & Wijayanti (2018), who found that career development has a negative and significant influence on employee turnover intention. On the other hand, the results of this study are partly different from the results of Saklit's research (2017), which found that career development has a positive and significant effect on employee turnover intention.

## **5. Conclusion**

Based on the result of the study, it could be concluded that:

- a. Compensation has a negative and insignificant effect on employee turnover intention. The results of this study the implication that companies should always evaluate the compensation policies provided to employees. Although compensation has a negative effect on turnover intention, employee dissatisfaction with compensation can have an impact on other work attitudes such as organizational commitment, organizational citizenship behavior, morale, work performance, and so on. Therefore, companies should provide fair and proper compensation to their employees, and evaluate compensation following developments in the field.
- b. Performance appraisal has a positive and insignificant effect on employee turnover intention. The results of this study imply that companies should have an effective performance appraisal system, taking into account matters related to the scope of performance appraisal. An effective performance appraisal system also has requirements, namely relevance, sensitivity, reliability, acceptability, and practicality.
- c. Career development has a negative and significant effect on employee turnover intention. The results of this study imply that the company should provide a career management system for its employees and assist employees in their career development. This can increase employee loyalty and reduce the desire to move to another company. Although career development is the responsibility of the employees themselves, the company should not be involved in the career development program of its employees. Companies can provide guidance both formally and informally to employees to develop their careers. Formally, for example with mentoring, while informally, for example, leaders help employees who have difficulty in developing their careers. The results of this study are expected to provide benefits for the company, in managing the turnover intention of its employees, by understanding the factors that cause employee turnover intention.

This study has several limitations, so it is necessary to be careful in making interpretations of the results of this study. The limitations of this study and suggestions for further research are: (1) The subjects in this study are limited to only one company. For further research, it is better to use different subjects or populations and be carried out in different companies; and (2) The predictor variables of turnover intention in this study are limited, only compensation, performance appraisal, and career development. Further research should use other variables that are theoretically suspected to be predictors of employee turnover intention such as organizational size, job category, individual factors, and so on.

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