

*Article*

## The Influence of Career Path and Compensation on Employee Turnover Intention of PT ABC XYZ Area

Christyilia Gita Fairy Lukman<sup>1\*</sup>, Ratri Wahyuningtyas<sup>2</sup>

<sup>1</sup> Universitas Telkom, Indonesia; e-mail : [c.gitafl@gmail.com](mailto:c.gitafl@gmail.com)

<sup>2</sup> Universitas Telkom, Indonesia; e-mail : [ratriwahyu@telkomuniversity.ac.id](mailto:ratriwahyu@telkomuniversity.ac.id)

\* Corresponding Author : Christyilia Gita Fairy Lukman

**Abstract:** As one of the banking service providers in Indonesia, PT ABC employs more than 30,000 employees nationwide. As one of the largest banking institutions in the country, PT ABC encounters various challenges, particularly in the area of human resources. The increasing trend of employees leaving the company has led to a higher turnover intention rate at PT ABC compared to its competitors. This elevated intention to resign has become a critical concern for the company, as it directly impacts workplace stability and overall productivity. As a result, retaining employees has become a continuous challenge for the organization. This study aims to examine the influence of career advancement and compensation on employee turnover intention at PT ABC Area XYZ. In this research, career advancement and compensation are considered two key factors that affect employee loyalty. The research adopts a quantitative method with a descriptive approach. The sample consisted of 150 permanent employees of PT ABC Area XYZ, and data were collected using a questionnaire distributed via Google Forms. The data analysis techniques applied in this study include descriptive statistical analysis and the Structural Equation Modeling Partial Least Squares (SEM-PLS) method, using SmartPLS Version 4 software. The findings reveal that career advancement has a negative but statistically insignificant effect on turnover intention, whereas compensation has a significantly negative effect on turnover intention. This research is expected to provide valuable input, particularly for the Human Capital Management department, in developing strategies to retain employees and reduce turnover intention within the company.

**Keywords:** Career Path, Compensation, Turnover Intention.

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### 1. Introduction

Human resources (HR) are a crucial factor in achieving the success of an organization, especially in large companies such as PT ABC. The role of HR in maintaining the continuity of operations and productivity of the company is very vital, because employees are the main assets that carry out all business activities. In a large banking company like PT ABC, with more than 38,000 employees spread across more than 2,200 branch offices at home and abroad, HR management is a challenge in itself. In 2023, PT ABC reported total assets of more than IDR 2,000 trillion and recorded a profit of IDR 55.1 trillion. Despite being in the top position as the largest bank in Indonesia, PT ABC faces an equally big problem in human resource management: high employee turnover intention, which is recorded higher than other large banking companies. This turnover intention phenomenon is a major concern for management because it can affect the stability and productivity of the company in the long term. According to internal data from PT ABC, in 2023, the turnover rate across PT ABC National was recorded at 5.26%, while PT ABC Area XYZ, which is the focus of this study, experienced a higher turnover rate, namely 5.77%. Even in 2024 until September, the turnover rate in Area XYZ increased to 8.05%. This is much higher than the average turnover

rate of other large banking companies, such as Bank BCA (3.5%), Bank BRI (1.5%), and Bank BNI (1.9%).

**Table 1.** Related to the Information on the Number of Employees Table 2023-2024

Keterangan	2023			2024		
	Laki-laki	Perempuan	Total	Laki-laki	Perempuan	Total
Pegawai Tetap	16.630	18.017	34.647	16.601	17.762	34.363
Pegawai Tidak Tetap (TAD)	1.478	1.701	3.179	1.721	2.416	4.137
Trainee	214	136	350	244	96	440
Total	18.322	19.854	38.176	18.566	20.274	38.940

Source: Annual Report PT ABC, 2023

Based on data from the PT ABC 2023 Annual Report, the total number of employees nationally increased from 2023 to 2024. In 2023, the total number of PT ABC employees was 38,176 people, consisting of 34,647 permanent employees, 3,179 non-permanent employees (TAD), and 350 trainees. Meanwhile, in 2024, the total number of employees increased to 38,940 people, with details of 34,363 permanent employees, 4,137 TAD employees, and 440 trainees. It can be seen that there was a decrease in the number of permanent employees by 284 people, but the number of TAD employees increased quite significantly by 958 people and the number of trainees increased by 90 people. The increase in the number of non-organic workers (TAD and trainees) reflects a change in HR management strategy that may be directed at flexibility and operational cost efficiency, but also has the potential to impact long-term workforce loyalty and stability.

The phenomenon of high turnover intention is certainly a big problem because it can create organizational instability, disrupt team performance, and increase operational costs incurred by the company, including recruitment costs, training, and the time needed to adjust new employees to their roles. As expressed by Syamsu Nababan (2013), high turnover intention can have an impact on increasing recruitment and training costs, which will certainly disrupt company performance. In addition, the company also loses experienced employees who have made major contributions to the organization. One way that can be used to reduce turnover intention is to pay attention to the two main factors that influence it, namely career path and compensation. Previous research by Sondang Lestari Mariana and Laksmi Sito Dwi Irvianti (2012) showed that a clear career path and fair compensation can significantly reduce turnover intention. At PT ABC, the career path system is implemented using a grading system that separates job grade and individual grade. However, the existence of a maximum age provision for promotion, such as a maximum age of 36 years for executive positions, is often an obstacle for employees who want to be promoted. This, in turn, can decrease job satisfaction and increase employee intentions to leave the company.

**Table 2.** Regarding Compensation Types for PT. ABC Employees

No	Jenis Kompensasi	Dewan Komisaris	Direksi
1	Gaji / Upah	v	v
2	Tunjangan Hari Raya	v	v
3	Tunjangan Perumahan		v
4	Tunjangan Transportasi	v	
5	Tunjangan Cuti Tahunan		
6	Santunan Purna Jabaran	v	v
7	Fasilitas Kendaraan Dinas	v	v
8	Fasilitas Kesehatan	v	v
9	Fasilitas Perkumpulan Profesi	v	v
10	Fasilitas Bantuan Hukum	v	v
11	Bonus, Tantiem, Insentif	v	v

Sumber : Kebijakan Remunerasi Direksi PT ABC

No	Jenis Kompensasi	Pegawai Organik	Trainee	TAD
1	Gaji / Upah	v	v	v
2	Kenaikan gaji setiap tahun	v	v	v
3	Tunjangan Hari Raya	v	v	v
4	Uang Cuti Tahunan	v		
5	Uang Cuti Besar (setiap 3 tahun)	v		
6	Tunjangan Kesehatan	v	v	v
7	Tunjangan Kesehatan bagi pensiunan	v		
8	Tunjangan Lokasi	v		
9	Tunjangan Jabatan tertentu	v		
10	tunjangan penampilan untuk pegawai frontliner	v		
11	long term incentive dalam bentuk saham	v		
12	kompensasi lembur	v	v	v
13	bonus pencapaian kinerja	v	v	v
14	insentif penjualan	v	v	v

In addition, compensation also plays a very important role. The compensation provided by PT ABC consists of basic salary, bonuses, incentives, health benefits, holiday allowances, and various other types of benefits. However, there is dissatisfaction among some employees, especially TAD (Outsourced Workers) employees and trainee employees, who feel that the compensation they receive is not commensurate with the work and contributions they make. For example, holiday allowances for permanent employees are given twice the salary, while for TAD employees they are only given once the salary. This causes dissatisfaction which leads to the decision of some employees to look for work elsewhere with better compensation. Based on observations and research by Normiati Silaban (2018) and Periyadi (2021), there is a significant negative relationship between the level of compensation and turnover intention. The higher the compensation received by employees, the less likely they are to leave the company. In addition, good compensation can also increase job satisfaction and increase employee loyalty to the company.

In addition to compensation factors, a clear and open career path for all employees is an equally important factor. At PT ABC, although there are opportunities for promotion through a grading system and equal opportunities for all employees, there are still obstacles related to age and qualifications that must be met in order to take the job promotion test. These obstacles create a sense of injustice among most employees, which ultimately increases the level of turnover intention. The phenomenon of high turnover intention at PT ABC Area XYZ, especially in relation to career path and compensation, is the main background of this study. This study aims to analyze the effect of career path and compensation on employee turnover intention at PT ABC Area XYZ. It is hoped that the results of this study can provide useful input for the company, especially the Human Capital Management division, in formulating better policies in managing career path and compensation to reduce turnover intention, increase job satisfaction, and strengthen employee loyalty to the company.

## 2. Literature Review

### Human Resource Management

Human Resource Management (HRM) is a strategic process in managing human potential to achieve organizational goals effectively and efficiently. According to Bohlander and Snell (2017), HRM aims to unite various individuals and talents to achieve common objectives, through the implementation of sustainable strategies, procedures, and systems. Opatha (2021) added that this process includes the formulation and implementation of policies that regulate employees as a whole. Meanwhile, Mathis (2016) emphasized the importance of designing a management system that ensures optimal use of talent. Dessler (2020) also stated that HRM includes all processes such as recruitment, training, evaluation, compensation, employment relations, and work safety, all of which contribute to improving organizational performance.

### Organizational Behavior

Organizational behavior is a field of study that examines the influence of individuals, groups, and structures on behavior within an organization with the aim of increasing organizational effectiveness (Robbins, 1993). According to Prasetyo's research (2018), organizational behavior studies the impact of human actions in the work environment and

how these behaviors affect organizational performance. The main objectives of this study include predicting, explaining, and controlling behavior, all three of which are interrelated in supporting the achievement of overall organizational effectiveness.

### **Career Path**

According to Mathis and Jackson (2016), a career is a series of job positions held by a person in an organization and reflects the status, level, and work experience that continues to develop. The career path itself is a system or map used by employees to plan and develop their careers, including the promotion process, job changes, and changes in employee status. In practice, companies usually apply tests to determine positions that match employee abilities. Career path function as a means to hone weaknesses and optimize employee potential. Changes in positions in a career path can be horizontal, for example rotation in the same position or vertical, such as promotion to a higher position.

### **Compensation**

Compensation is one of the important and sensitive aspects in employment relationships that reflects the reward for employee contributions to the company. According to Irma (2023), compensation is the total reward given to employees in return for services and energy that have been provided, creating a mutually beneficial relationship between the company and employees. Handoko (2014) states that compensation includes everything received by employees as compensation, whether in the form of money, facilities, or career development opportunities. Furthermore, compensation is an important part of HR management that helps motivate employees and increase organizational effectiveness by paying attention to the balance between material and non-material benefits received by employees (Patnaik, 2012).

### **Turnover**

According to Silaban (2018), turnover intention is the tendency or intention of an employee to leave the company, either voluntarily or involuntarily, in order to move to another company of his choice. Turnover can occur on the employee's own initiative or because of a company decision. Meanwhile, Hasyim (2021) explains that turnover intention is a condition in which employees begin to have the desire to leave their workplace in order to get a job that is considered better, but this intention has not been realized because it is still in the consideration stage before finally deciding to resign.

### **Turnover Intention**

According to Pricelda and Pramono (2021), turnover intention is the possibility of an employee leaving their current job and moving to another workplace. From the company's perspective, high turnover rates can cause organizational instability because they are related to the re-recruitment process to replace vacant positions. Pravitasari (2016) stated that turnover is the resignation of an employee from a company accompanied by the provision of compensation by the company. This turnover can have both negative and positive impacts. The negative impacts include additional costs for the recruitment process, training, and employee turnover. However, on the other hand, according to Soojin (2017), turnover can also have a positive impact if the company succeeds in recruiting new employees who have greater potential to contribute positively.

## **3. Proposed Method**

The research method used in this study is a quantitative method with a descriptive approach, which aims to measure and explain the relationship between variables systematically and in a structured manner. The sample in this study was 150 organic employees of PT ABC Area XYZ who were selected by considering population representation and relevance to the research topic. The data collection technique was carried out by distributing questionnaires via Google Form to collect information practically and efficiently from respondents. This study operationalizes three main variables, namely career level, compensation, and turnover intention, with indicators that have been tested for validity and

reliability. To analyze the data, a descriptive statistical analysis method was used and the Structural Equation Modeling technique with the Partial Least Square (SEM-PLS) approach, using the help of SmartPLS version 4 software. This analysis includes testing the outer model (convergent validity, discriminant validity, and construct reliability) and the inner model ( $R^2$ ,  $Q^2$  tests, and path coefficient values), in order to measure the strength of the relationship between variables and test the hypotheses that have been formulated. The selection of this method is based on the complexity of the relationship between variables and the need to obtain a comprehensive picture of the influence of career levels and compensation on employee turnover intentions empirically and objectively.

#### 4. Results and Discussion

Data processing in this study used SEM PLS version 4.0. Inner model testing was conducted to determine the relationship between latent variables, both exogenous and endogenous, in order to test the formulated hypothesis. The results of the inner model test include the coefficient of determination ( $R^2$ ), Estimate for Path Coefficients, and Prediction Relevance ( $Q^2$ ) values. The coefficient of determination ( $R^2$ ) is used to see how much the endogenous construct can be explained by the exogenous construct.

According to Chin (1998), the value of  $R^2 > 0.67$  indicates a strong model,  $R^2 > 0.33$  is moderate, and  $R^2 > 0.19$  is weak. The following are the results of the R Square and Adjusted R Square tests.

**Table 4** Related to the coefficient of determination ( $R^2$ )

Konstruk	R-Square	R-Square Adjusted
Turn Over	0.452	0.444

Source: (Processed Researcher Data, 2025)

Based on Table 1.3, the R-square value obtained is 0.452. This shows that all exogenous variables together are able to explain variable Y by 45.2%. Because the value is more than 0.33, then according to Chin's criteria (1998), the influence is classified as moderate. Thus, it can be concluded that the exogenous variables in this model have a moderate influence on variable Y. Prediction Relevance is obtained through the results of the Cross Validated Redundancy ( $Q^2$ ) or Q-square test. A good  $Q^2$  value is more than 0, which indicates that the model has predictive relevance to the construct. Conversely, if the  $Q^2$  value is less than 0, then the model is considered less relevant in predicting the variable (Sarstedt et al., 2017).

**Table 5** Related to Cross Validated Redundancy ( $Q^2$ )

	<i>Q Predict</i>
<i>Turnover intention (Y)</i>	0.295

Source: (Processed Researcher Data, 2025)

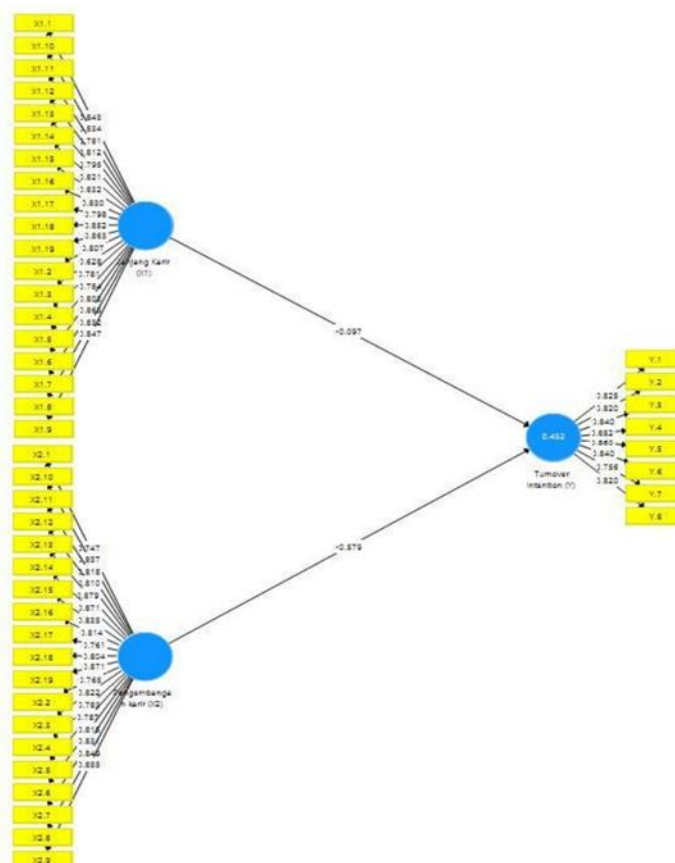
Based on Table 1.4, the  $Q^2$  value for the Turnover Intention (Y) construct is 0.295. Since the value is more than 0.02, it can be concluded that the model has a fairly good level of predictive relevance and that all exogenous latent variables in this model are relevant to the Y construct.

**Table 6** Related to path coefficient

	Path coefficients
<b>Jenjang -&gt; Turn</b>	-0.097
<b>Kompensasi -&gt; Turn</b>	-0.579

Source: (Processed Researcher Data, 2025)

Based on Table 1.5, the path coefficient value between the Career Level variable and turnover intention is -0.097. This value shows that the relationship between Career Level and turnover intention is negative, which means that the better the career level offered by the organization, the tendency of employees to leave their jobs tends to decrease. Furthermore, the path coefficient value of the Compensation variable to turnover intention of -0.579 also shows a stronger negative relationship. This means that the higher the level of compensation received by employees, the lower their intention to leave the organization.



	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
<b>Jenjang -&gt; Turn</b>	-0.097	-0.142	0.241	0.403	0.688
<b>Kompensasi -&gt; Turn</b>	-0.579	-0.541	0.253	2.293	0.024

Source: (Processed Researcher Data, 2025)

Based on the results of the table above, the t statistic on the career level variable against turnover is 0.403, while for the compensation variable against turnover is 2.293. The P value on the career level variable against turnover is 0.688, which means there is an insignificant



relationship between variables, and for the P value of compensation against turnover, it is 0.024, which means that the relationship between each variable has a significant effect.

### **Turnover intention analysis**

The Career Path variable in this study was measured through 18 indicators divided into two dimensions, namely Career Planning and Career Management. The results of the descriptive analysis showed a total score of 9,236 with an average percentage of 64.41%, which is included in the "quite good" category. However, there are two indicators in the Career Planning dimension that show low scores and are categorized as "not good". The first indicator, "I feel that my current position is in accordance with my expectations", only scored 50.5%, while the second indicator, "I feel that I have achieved my career target", scored 50.8%. This finding indicates that most employees feel that their career positions and achievements are not as expected. Although generally quite good, the career path at PT ABC Area XYZ still needs improvement, especially in the aspect of career planning.

### **Career Path Analysis of Employee Turnover Intention at PT ABC Area XYZ**

Career Path is a path that employees take to achieve higher positions and greater responsibilities (Tambun, 2023:236–244). The results of the SEM-PLS analysis show that career path (X1) has a negative effect on turnover intention with a path coefficient value of -0.097. According to Sarstedt et al. (2017), a value approaching -1 indicates a negative relationship. However, the t-statistic value of 0.403 and p-value of 0.688 ( $> 0.05$ ) indicate that the effect is not significant. This means that even though the direction of the relationship is negative, career path is not a dominant factor in influencing turnover intention. This finding is in line with Putri et al. (2024) who stated that there was no significant effect of career development on turnover intention, and is supported by (Putra et al., 2020) who found a negative relationship between career path and turnover intention. Therefore, companies still need to pay attention to career path management to reduce the risk of employee turnover.

### **Career Path Analysis of PT ABC Employees Area XYZ**

Career Level in this study is measured based on 18 indicators which are part of two dimensions, namely Career Planning and Career Management. From the results of descriptive analysis, the career level variable gets a total score of 9,236 with an average percentage of 64.41% which is included in the fairly good criteria. There are 2 indicators of Variable X1 that get a low score with a poor criterion, namely in the career planning dimension with the indicator "I feel that my current position is in accordance with my expectations" The score obtained on this indicator is 50.5%. This can be interpreted that most employees of PT ABC Area XYZ feel that their current career position is not in accordance with their expectations. The next indicator of the career planning dimension also gets a low score of 50.8% with a poor criterion. This indicator has a statement item "I feel that I have achieved my career target" which can be interpreted that the majority of respondents have not achieved their expected career targets. Career Level at PT ABC Area XYZ can be said to be quite good, but still has room for improvement in it.

### **Employee Compensation Analysis of PT ABC employees in XYZ area**

The Compensation variable in this study was measured based on 2 dimensions, namely direct financial compensation and indirect financial compensation. From the results of the descriptive analysis, the career compensation variable received a total score of 9,932 with an average percentage of 68.91% which is included in the good category. This means that the compensation provided by PT ABC area XYZ has been felt to be good by its employees. In the compensation variable, there is one indicator in the direct financial compensation dimension with the statement "I feel that the wages I receive are in accordance with expectations" getting the lowest score at 51.3% with a poor criterion. This can be interpreted that most respondents who are employees of PT ABC area XYZ are dissatisfied with the wages given.

## Compensation analysis on employee turnover intention of PT ABC area XYZ

The results of the study show that compensation has a negative effect on turnover intention with a path coefficient value of -0.579. Meanwhile, career level (X1) also shows a negative effect with a value of -0.097. Based on Table 4.16, the t-statistic value for compensation is 2.293 ( $>1.978$ ) and the p-value is 0.024 ( $<0.05$ ), indicating that the negative effect is statistically significant. This means that the better the compensation given, the lower the employee's desire to leave the company. This finding is in line with Purba (2020) and Yadewani & Wijaya (2021) who concluded that adequate compensation can effectively suppress turnover intention.

## 5. Comparison

This research has several limitations. First, the scope of research is only limited to one company, namely PT ABC Area XYZ, so the results may not be generalized to other companies with different characteristics. Second, the data is collected using a questionnaire with the self-report method, which is vulnerable to the bias of respondents' subjectivity. Third, the variables studied only include compensation and career path, whereas other factors such as the work environment, leadership, or work-life balance also have the potential to influence turnover intention. In the future, further research is advised to involve more companies, use more diverse data approaches, and add other variables to gain a more comprehensive understanding.

## 6. Conclusions

Based on the results of data processing from 150 respondents of organic employees of PT ABC area XYZ, it can be concluded that the career path variable has a negative but insignificant effect on turnover intention, while the compensation variable has a significant negative effect on turnover intention. Therefore, it is recommended that human resource management at PT ABC make improvements to the career ladder system by building a transparent and structured career path, and providing opportunities for skill development and equal training. In addition, the company needs to increase transparency and fairness in providing compensation, including incentives, bonuses, and wages, as well as holding employee health, counseling, and retention programs to reduce turnover intention. Theoretically, further research can develop variables related to career ladder, compensation, and turnover intention with broader theories and methods and explore other factors that influence turnover intention outside the variables that have been studied.

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