

The Effect of Work Load and Career Development with Work Satisfaction as a Mediator for Turnover Intention in PT. CN

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Abstract: The purpose of this research is to understand and explain the effects of workload, career development of the turnover intention is mediated through job satisfaction on PT. CN. The research method uses a quantitative approach, where the population in this study were 115 employees at PT. CN. Questionnaires to respondents using the Likert Scale questionnaire with 5 jawaban. Teknik level data collection using interviews and questionnaires. Instruments random questionnaire survey mailed to employees of PT. CN. Data were analyzed by using the Smart PLS (Partial Least Square) version 3.2.8. The study reveals that the workload, career development of the turnover intention is mediated through job satisfaction has a significant positive and negative influences.

Keywords:- Workload, Career Development, Job Satisfaction and Turnover Intention.

I. INTRODUCTION

At the current state of competition in the company are very high. It is caused due to globalization and development of information technology. Such a condition would make the company must find new ways so that the company can remain survive, Emphasis will be increasingly important to the quality of human resources is one of the responses in addressing these changes, and this of course requires efforts to improve and develop the human resources.

The human resources referred to here is the *employee*, Employee contributions to the organization are very dominant, because employees are working for the company producer. This means is that every job in the company is always carried out by employees. Success or failure of a company is determined by the human element that is doing the work that needs to their fringe benefits to employees in accordance with the nature and circumstances. An employee should be required to either make employees stay motivated at work (Wordpress.com, 2017).

Human resources play an important role in the organization. Dessler (2013), states that globalization is increasing competition in various industries. With increased competition, pressure for growing organizations, such as to lower costs, making workers more productive, and to do things better with cost efficiency). For many employers around the world, the human resources function

is a key player (key player) on the achievement of these goals.

Companies in Indonesia are facing problems in maintaining high-performing employees (top performing employees). In fact, the issue is higher than in most countries of Asia Pacific. Another problem faced by firms in Indonesia are retaining employees with specialized skills (critical skilled employees) and high potential employees (high potential employee) (wordpress.com, 2008). *turnover* the employee is generally a negative issue for the company, but it can be a positive issue when controlled precisely and logically. Turnover is often used as an indicator of company performance and easily perceived as negative as a result of efficiency and effective company policies (Suhanto, E, 2009). The issue of employees who stopped working in companies and then worked at the company merupakan competitors not a new thing in the company.

This time the problem the high level of turnover intention has become a serious problem for many companies. The perceived negative impact due to the company's turnover is on quality and the ability to replace employees who left the company, so it takes time as well as new fees in hiring new employees (Waspodo et al., 2013).

turnover Intention from company PT. CN taken from 2012 through 2017. The data of 2012 the number of employees who left the company a number of 1817 and in 2013 and 2016 tended to decrease the turnover rate, but in 2017 resumed turnover rose by 10.2%.

II. THEORETICAL REVIEW

A. Workload

Basically, human activity can be classified into physical work (muscle) and mental labor (brain). Although it can not be separated, but still can be distinguished by dominant physical work and work with a predominance of mental activity. Physical and mental activity raises konsekuensi, namely the emergence of workload (Son, 2014: 21). The workload is a term that began to be known since the 1970s. Many experts have suggested that the definition of the workload so that there are several different definitions of the workload. He is a multi-dimensional concept, making it difficult to obtain a just conclusion regarding the exact definition (Cain, B. 2007). Workload as a concept arising from their limited capacity to process information. When faced with a task, the individual is

expected to complete the task, the individual is expected to complete the work at a certain level. If the individual limitations prevent / hinder the achievement of the work at the expected level, there is a gap between the expected level of ability and the capacity level. This gap causes failure in performance (performance failures). This is what underlies the importance of understanding and a deeper measurement of the workload (Cain, 2007).

According Meshkati (1988) in Widyanti (2010: 1), the workload can be defined as a difference between the capacity or the ability of workers to the demands of the job that must be faced. Given the nature of human work mentally and physically, then each has a loading level different. The loading level is too high allowing excessive energy consumption and happened to overstress, otherwise the imposition of too low intensity allows the tedium and boredom or understress.

Therefore it is necessary that the optimum loading level of intensity that exist between these two extreme limits before and certainly different between individuals with each other. From the definition above can be concluded workload work load is limited capacity levels which are owned by individuals with some of the tasks assigned to the emergence of physical and mental workload.

According to Reid et al. (1989) in DiDomenico (2003) defines the dimensions of the workload as follows:

1. Load time / Time load

Load time is closely related to the use of time become the main method for evaluating a person in completing tasks. Load time depends on the availability of leisure time and overlap that occurs between tasks. It is strongly associated with the utilization of a time line analysis as the primary method for evaluating whether a person can complete a task or not.

2. Operating expenses mental / mental effort load

The burden of mental effort is an indicator of the amount of attention or mental demands required to complete a job. With a low burden of mental effort it takes concentration and attention that transform a task will be minimal in number and therefore the performance almost becomes something automatic. Generally this is caused by the complexity of the task and the amount of information that must be processed by an operator to perform these tasks well. High demands by mental uasaha require attention or total concentration caused by the complexity of the task or the amount of information that must be processed. Activities such as performing calculations, make decisions, remember or store information and troubleshooting are examples of mental effort.

3. Load pressure psychology / Psychological stress load

Expenses psychological pressure refers to conditions that can cause confusion, frustration associated with the performance of the task, making the completion of the task becomes more difficult to implement. In the pressure with a low level then someone will be relatively relaxed, so the

pressure increases, there will be a distraction and relevant aspects related to the duties caused by factors that exist in individual environments. These factors include such things as motivation, fatigue, fear, capacity level, temperature, noise, vibration, or tranquility. Some of these factors can directly affect the performance of the task when they reach a high level.

Tarwaka (2004: 95) states that the workload be affected by factors as follows:

1. External Factors which loads out of the worker's body, such as:
 - a. The tasks performed physical nature such as work stations, zoning, workplace, tools and means of work, working conditions, work attitude. While the tasks that are mentally as the complexity of the work, the level of difficulty of the job, the job responsibilities.
 - b. Labor organizations such as the length of working time, rest periods, rotating work, night work, the wage system, the model organizational structure, delegation of tasks and responsibilities (delegation).
 - c. The working environment is the physical environment, environmental chemical, biological working environment and working environment menta. These three aspects are often called a stressor.

2. Internal Factors

Internal factors are factors originating from within the body itself as a result of reaction to external work load. The reaction of the body is called strain, the severity of the strain can be assessed both objectively. Internal factors include somatic factors (gender, body size, nutritional status, health condition), psychological factors (motivation, perception, belief, desire and satisfaction).

B. Career development

According Marwansyah (2012: 208) career development is self-development activities pursued by a person to realize their personal career plans. According Sunyoto (2012: 164) is a career development increases a person's personal undertaken to achieve a career plan.

According to Dessler (2013: 353) career development is a lifelong series of activities that contribute to a person's career exploration, establishment, success, and satisfaction. According to Mondy (2010: 228) career development is a formal approach used by the company to ensure that people with the right qualifications and experience, available when needed. Above understanding can be concluded that career development is one of the programs that not only aims to improve the ability of employees but also help establish a clear career plan.

Research conducted by Xu and Thomas (2011) in Cheema et. al (2015: 140) states that the career development help retain, motivate employees, and set realistic goals and to develop the skills and capabilities needed for the expected position. Employees will work harder when these three conditions exist, the first employees feel secure in their interaction with one another,

both if the company has the resources to support their role in the work, the latter when employees have meaning and feel valued for the work performed. Research conducted by Byars and Leslie (2011) in Khan and Ibrar (2015: 89) states that a good career development program can reduce the high cost of employee turnover.

According to Pareek and Rao (2012) in Kakui et. al (2016: 310) states that the employee's career development should be seen as an investment, not a cost. The poor performance, lack of knowledge and lack of commitment to the task is a very expensive barriers within an organization.

Lysova et. al (2015: 39) states that career development can affect our perception of our work, our behavior in the workplace, and employees are proactive. This is also reinforced by Ogaboh et. al (2010: 106) states that the career development involves a concerted effort aimed at assessing the potential of employees and identifying career step for employees in designing and implementing various forms of training and experience is intended to prepare the employee to get a better job ". Slatten and Mechetoglu (2011) in Obicci (2015: 62) states that there is a clear link between career opportunities to employee engagement.

According to Mejia et. al (2012: 289), and Ardana et. al (2012: 122-123), there are several indicators in career development, namely:

a) Phase Planning (Assessment Phase)

This phase is designed to align the activities of employees with organizational design of the career development environment. The purpose of this phase is to identify the strengths and weaknesses of employees in carrying out their job.

b) Phase Direction (Direction Phase)

This phase is intended to help employees to be able to realize with good planning, by establishing the type of career you want, and set the steps that must be taken to make it happen. There are aspects that are able to support that career counseling and Information service.

c) Development Phase (Development Phase)

The development phase is a grace period that is required of employees to meet the requirements that allow for movement from one position to another. There are several aspects that support in the development phase such as mentoring, coaching, job rotation.

C. Job satisfaction

According to Noe et. al. (1997: 23) in the Wake (2012: 327) job satisfaction as a pleasurable feeling that result from the perception that one's job fulfillment of one's important job values. Based on these definitions that job satisfaction is composed of three important aspects, job satisfaction is a function of the values, perceptions, and the difference in the work force they are supposed to receive.

Mathis and Jackson (2010: 158), providing a comprehensive definition of job satisfaction include reaction or attitude of cognitive, affective and evaluative and stated that job satisfaction is "an emotional state that is happy or positive emotions are derived from the assessment of job or work experience person". Job satisfaction is a result of the employees' perception of how well the work they deliver the items considered important. From the definition above can be concluded that job satisfaction is a pleasant or unpleasant taste perceived by employees, directly affects the emotional and behavior in the work in the form of employee performance.

Dimensions of job satisfaction according to Mathis and Jackson (2010: 158), namely: The job itself (aspect of the job and the job), aspects of wages, recognition (aspects of relationships with colleagues), relations supervisor with employees (aspect of the superior), promotion (the opportunity to advanced).

- Indicators of dimensional aspect of the job and the job is a job that is fun / property, facilities and technologies that support the work and workplace comfort.
- Indicators of dimensional aspect is the relevance of the salary to the salary and rewards and incentives work in accordance with work performance.
- Indicators of recognition dimension (aspect of relationships with colleagues) as follows fellow cooperative work and social needs interact with co-workers.
- Indicators of dimension supervisor relationship with employees is the duty of superiors, decision-making and response superiors.
- Indicators of promotional dimension (the opportunity to progress), chance mutation, the chance of promotion.

D. Turnover Intention

Mathis & Jackson (2013) "Turnover Intention is the process by which workers leave the organization and there should replace". While From the opinion Mathis & Jackson, that turnover intention is the desire to put an end to duty or leaving the organization. Turnover describe the individual mind to go out, find a job elsewhere, as well as the desire to leave the organization.

Employee turnover is regarded as an important issue in a organization, the importance lies in the fact that there are many negative consequences in the organizationif a high employee turnover rate. Turnover process is basically preceded by a condition called employee turnover intention or desire to quit or leave the organization.

Turnover Intention dimensional adaptation of Mobley, Horner and Hollingsworth (1978) in Herdiyanti (2015: 46), can be seen as follows:

1. Behavior that reflects dissatisfaction in work
2. Think and plan to leave the company
3. Trying actively looking for another job.

According to Hartono (2002: 2) in Dewi et al (2015: 15) defines that turnover intention regarding various things in the employee's personality, therefore, it can be used as a

reference or as an indicator to predict the occurrence of intent out to employees in the company. Indicators turnover intention among others, ranging lazy to work, absenteeism increases, scaling up work rules violations, the increase in protest at the leadership, and positive behavior that is different from usual.

E. Theoretical Framework

Abdurrahim (2015) that show the results that the job satisfaction variable (X1) significantly and negatively on Turnover Intention (Y). While variable Organizational Commitment (X2) and the negative effect.

Turnover Intention significantly to the (Y). AndFarham M Pontoh (2014) show results Positive and significant direct influence of compensation on job satisfaction. the positive effect of workload on job

satisfaction. Margaritha J. et al (2018) that show the results that There was a significant effect of the tress of work, work environment and workload on employee turnover intentions. And Gishella et al (2017) which shows the results of Organizational Commitment and Job Satisfaction partially significant negative effect on Turnover Intention, while Job Stress positive and significant effect on Turnover Intention. Furthermore, Zaki et al (2016) shows the results Workload significantly affect job satisfaction, and compensation have a significant impact on pekerjaankepuasan, workload and compensation simultaneously significant effect on job satisfaction and job satisfaction significantly affect employee turnover intention. Moh. Askiyanto, et al (2018) shows the results Workload, stress of work and organizational climate directly influence employee turnover intention through job satisfaction.

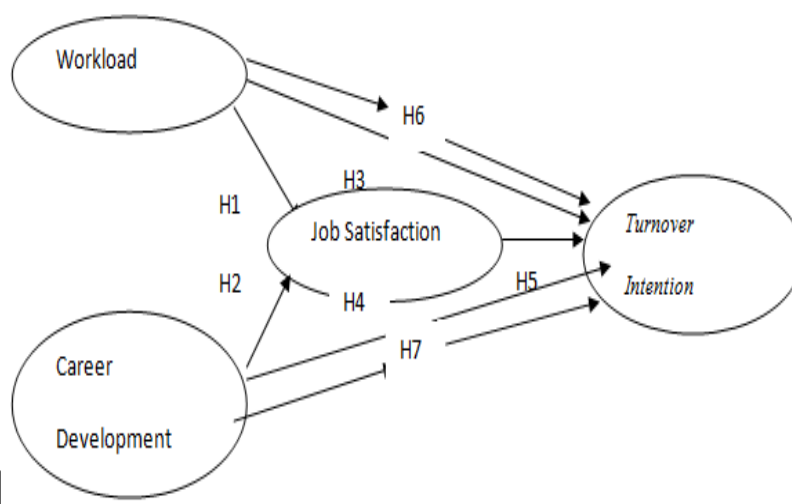


Fig 1:- Inter-Relationship Model

➤ *Hypotheses*

The hypotheses of this research are as follows:

- H1 : Workload effect on job satisfaction.
- H2 : Career Development effect on job satisfaction.
- H3 : Workload effect on *turnover intention*.
- H4 : Career development affect the *turnover intention*.
- H5 : Job satisfaction effect on *turnover intention*.
- H6 : Workload effect on *turnover intention* mediated by job satisfaction.
- H7 : Career development affect the *turnover intention* mediated by job satisfaction.

III. RESEARCH METHODOLOGY

This type of research is quantitative research using primary data in the form of a survey. To get the complete data, relevant and enhance each other, in addition to the primary data in the form of surveys, researchers used secondary data, turnover intention PT. CN, as well as the results of interviews. This study was designed with the aim to be able to understand, explain and analyze the correlation between the independent variable on the dependent variable.

Detailed information about the variables measured by the dimensions and indicators. The number of items can be seen in the table independent 1 variabel (Exogenous) as measured using the Likert scale, workload (X1) and career development (X2), while the dependent variable (endogenous) is job satisfaction (Y1) and turnover intention (Y2)

variable	Dimension	Indicator	No. item
Workload (Widyanti, 2010)	1) Expenses Time (Time load)	a) The time needed to complete the job b) The time needed to carry out the planning of the tasks to be performed	1 2
	2) Operating expenses mental (mental effort)	a) Ability to think b) Decision-making when there are problems at work	3 4
	3) Cost of psychological stress (psychological stress)	a) Feel comfortable with the job b) Feeling hopeless if not finish the job properly	5 6
Ardana Career Development (2012: 122-123)	1) Planning phase	a) The appropriate position b) Career	7 8
	2) phase Direction	a) The prospect Cerahb) Information Career Opportunities	9 10
	3) Development phase	a) Promotion System b) Promotion System	11 12
Job Satisfaction Mathis and Jackson (2010: 158)	1) The job itself	a) Satisfaction with the work there	13
	2) aspects salary	b)The remuneration given to employees	14
	3) Recognition (aspects of the relationship with coworkers)	c) Relationships with colleagues.	15
	4) Supervisor relationships with employees (aspect of the relationship with the boss)	d) The ability of employers to provide support	16
	5) Promotion (chance to advance)	e) Opportunities for careers	17
turnover Intention Mathis & Jackson (2013)	1) That behavior reflects dissatisfaction in work	a) Not Working on tasks assigned by superiors b) Delaying the work until the boss asked him	18 19
	2) Thinking and planning to leave the company	a) Thinking and planning to come out b) Thinking and planning to develop a career in the company of other	20 21
	3) Actively trying to find another job	a) Looking for help in getting a new job b) Applying for a job in the company of other	22 23

Table 1:- Variable Measurement

Population And Sample

The population in this study were all employees of PT. CN teletak in Gajah Mada. Sampling techniques in this study using probability sampling technique that is a sampling technique that provides equal opportunity for each element of the population to be elected as members of the sample (Sugiyono, 2016: 81). As for determining the sample of study subjects used simple random sampling technique. Simple random sampling is said to be simple (simple) for taking samples from the members of the population was randomly without regard to strata that exist in populasi (Sugiyono, 2016: 82).

➤ Analysis Method

This study uses regression analysis (Partial Least Square) / PLS for the fifth test the hypothesis proposed in this study. Each hipitesis be analyzed using SmartPLS software version 3.2.8 to examine the relationship between variables. Approach Partial Least Square (PLS) is a free distribution (not assuming a certain distribution of data, it can be nominal, category, ordinal, interval and ratio). Partial Least Square (PLS) compared to other approaches and especially the maximum likelihood method, Partial Least Square (PLS) are more common because of working with a small number of assumptions zero intercorrelation between residual and variabel.Ghozali (2016) explains that

the PLS is analytical techniques that are soft modeling because it does not assume the data must be with a certain scale measurement, which means that the number of samples can be small (less than 100 samples).

IV. RESULTS AND DISCUSSIONS

Results compiled descriptive data analysis of each variable were obtained. This study obtained 115 respondents employees of PT. CN Based on research, there are 71 female employees with a percentage of 61.7%, while 44 employees are men with a percentage of 38.3%. Based on educational background, there were 28 with D3 title with 24.3%, there are 68 employees with 59.1% who acquire S1, 19 employees, or 16.6% were obtained S2. In addition, based on work experience, the highest number is the working period of less than 10 years, which is equivalent to 94 employees.

Descriptive statistical analysis is used to understand the tendency to answer the questionnaire or how far the response of respondents by choice category using a Likert scale from a scale of 1 (completely disagree) to 5 (completely agree) to any variable declaration. Based on data collected, then tabulated to determine the distribution

of responses of each indicator for each of the variables and the results showed the following:

- variable workload has an average of 3.17. This generally indicates that the perceived workload was enough employees in accordance with the duties and functions but can still be scaled back.
- career development variables has an average of 2.73. This generally indicates that the perceived role of the career development of employees is not enough but still need to be improved so that more employees have good skills to jobs.
- job satisfaction variables had an average of 2.67. This indicates that the job satisfaction of Employees belumcukup good but need to be improved
- variable Turnover Intention has an average value of 3.74. This suggests that very high employee turnover Intention case there is need for improvement in order to decrease the turnover rate.

Measurement evaluation model (outer model) is made to understand the validity and reliability of the connection between the indicator with latent variables. Convergent validity test carried out by investigating individual item reliability, internal consistency, or reliability of the construct, and the average variance extracted. Evaluation of convergent validity of the investigation of individual items can be measured by the value of the standard load factor. Standard load factor assess the correlation between each item indicators with konstruksya. Rated loading factor used in this study is > 0.5 so that if the value of the loading factor < 0.5 on the calculation results measurement model (outer model) will be excluded from the model.

Evaluation of convergent validity of the examination Average variance extracted (AVE) of the amount of variance explained manifest variables that can be owned by latent constructs, the more / variants manifest variables contained by latent constructs, the greater the variable representation of the manifest against latennya. Evaluasi convergent construct validity the examination Average Variance Extracted (AVE) can be seen from the AVE based on the results of data processing by SmartPLS version 3.2.8

variable	Value Average Variance Extracted (AVE)
Expenses Kerjal	0747
Career development	0802
Job satisfaction	0759
turnover Intention	0650

Table 2:- The Mean Value of Average Variance Extracted (AVE) for Each Variable

In the table above is known that the value of AVE for all the variables have a value of RD > 0.5. An evaluation of convergent validity, internal consistency reliability of the inspection can be seen from the value of Cronbach's

Coefficient Alpha and Composite Reliability (CR) to be displayed through tabel 3berikut. The table that will be presented are the result of the calculation of SmartPLS version 3.2,8.

variable	Cronbach's Coefficient Alpha	Composite Reability (CR)
Workload	0932	0946
Career development	0951	0960
Job satisfaction	0.920	0940
turnover Intention	0892	0917

Table 3:- Cronbach's Coefficient Alpha and Composite Reliability (CR) Value

As seen in the table it is known that the value of Cronbach's Coefficient Alpha for variable workloads, career development, job satisfaction and turnover intention more than 0.6 or even close to 1 and the value of Composite reability (CR) of more than 0.7. for all variables in this study of more than 0.80 or even close to 1. The values of this ditabel already exceeds that of the default, each of which is > 0.6 and > 0.7, so that all variables in the study otherwise reliable. For the evaluation of the structural model (inner model) or hypotheses in this study conducted a few steps, such as assessing the value of the path coefficient, evaluating the value of R2, the effect size f2, validate the entire structural model by using Goodness of Fit Index (GoF).), And perform predictive relevancy test (Q2). Meanwhile, based on the calculation SmartPLS version 3.2.8.

To evaluate the value of R2 based on calculations using algorithms calculate results SmartPLS version 3.0 R2 value is 0.876 to 0.292 career development variables for the variable employee performance. R2tersebut value indicates that the level of determination of exogenous variables (transformational leadership and training) to endogennya high enough.

Simultaneous influence of a variable workload, career development to job satisfaction (KP) dapatdilakukan by calculating the arithmetic f / f statistic using the formula as below.

a. $R^2 = 0.723$ (job satisfaction)

$$F \text{ count} = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)}$$

$$F_{hitung} = \frac{\frac{0.723}{(4-1)}}{1-0.723/(115-4)}$$

F count = 0241 / 0.0025

F count = 96.4

Simultaneous effect of variable workload, career development towards Turnover Intention (IT) dapatdilakukan by calculating the arithmetic f / f statistic using the formula as below.

b. $R^2 = 0.837$ (Turnover Intention)

$$F \text{ count} = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)}$$

Hitung

$$F \text{ count} = 0.28 / 0.0015$$

$$F \text{ count} = 186.7$$

$$= \frac{\frac{0.837}{(4-1)}}{1-0.837/(115-4)}$$

F count in this study is 96.4 and 186.7 F table at alpha value of 0.05 is 2.73. This means that the f count > F table (2.73)

Interest GoF testing is to validate the performance of the combination of the measurement model (Outer model) with structural models (inner model) obtained by manual calculation as follows:

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{0.74 \times 0.302}$$

$$GoF = \sqrt{0.223}$$

$$GoF = 0.472$$

Information :

$$AVE = (0,747 + 0,802 + 0,759 + 0,650) / 4 = 0.74$$

$$R \text{ square} = (0.723 \times 0.837) / 2 = 0.302$$

Results Goodness of Fit Index (GoF) showed by 0,483 (large-scale). Based on these results, we can

conclude that both models are very good because GoF value greater than 0.36 (large scale GoF). Additionally, predictive test of relevance (Q2) is also being tested to validate the model with the following results:

$$Q2 = 1 - (1 - R12) (1 - R22)$$

$$Q2 = 1 - (1-0.723) (1-0.837)$$

$$Q2 = 1 - (0,277) (0,163)$$

$$Q2 = 1 - 0.0451$$

$$Q2 = 0.955$$

Based on the calculation of Q2 on top of this, it can be obtained information that its relevance predictive value was 0.913. In this study, it can be concluded that the endogenous latent variable has a value of Q2 is greater than 0 (zero), so that the latent exogenous variables as explanatory variables were able to predict the endogenous variable is the performance of employees. In other words that this model has predictive relevance rated very high because the value of Q2 is almost close to 1.

Testing the hypothesis of the above results on the effect of exogenous variable workloads (X1), career development (X2) on the endogenous variable of job satisfaction (Y1) both partially and also workload (X1), career development (X2) and job satisfaction (Y1) against endogenous variable turnover intention (Y2), and the following are also associated with the effects of mediation or the effect of mediation in this regard career development

Relationships Construct	Original Sample (O)	T Statistics (O / STDEV)	P Values
Workload (X1) -> Job Satisfaction (Y1)	-0324	3,150	0002
Career Development (X2) -> Job Satisfaction (Y1)	0569	5583	0000
Workload (X1) -> Turnover Intention (Y2)	0158	2004	0046
Career Development (X2) -> Turnover Intention (Y2)	-0279	3529	0000
Job Satisfaction (Y1) -> Turnover Intention (Y2)	-0535	7,221	0000
Workload (X1) -> Job Satisfaction (Y1) -> Turnover Intention (Y2)	0173	2887	0004
Career Development (X2) -> Job Satisfaction (Y1) -> Turnover Intention (Y2)	-0304	4320	0000

Table 4:- The Impact of Independent Variables to the Dependent Variable partially

The statistical results are provided on the table above for structural models with the hypotheses as follows:

1. *Terdapat Pengaruh Workload (X1) significantly influence job satisfaction (Y1)*

Based on the results known value of t statistics for 3,150 bigger than t table = 1.981, and P-Values = 0.002 which is less than $\alpha = 0.05$. Value is a negative coefficient that is equal to -0.324 means Workload variable (X1) negatively affect job satisfaction variables (Y1). With demikian hipotesis H1 in this study which states that "Workload (X1) effect on job satisfaction (Y1)" acceptable.

2. *Terdapat Pengaruh Career Development (X2) significantly influence job satisfaction (Y1)*

Based on the results known value of t statistics at 5.583 greater than t table = 1.981, and P-Values = 0.000, which is less than $\alpha = 0.05$. Value is a positive coefficient that is equal to 0.569 means variable Career Development (X2) has positive influence on job satisfaction variables (Y1). With demikian hipotesis H2 in this study which states that "Career Development (X2) effect on job satisfaction (Y1)" acceptable.

3. *There Influence Workload (X1) significantly towards Turnover Intention (Y2)*

Based on the results known value of t statistics for 2,004 bigger than t table = 1.981, and P-Values = 0.046 smaller than $\alpha = 0.05$. Value is a positive coefficient that is equal to 0.158 means Workload variable (X1) has a positive effect on the variable Turnover Intention (Y2). With demikianhipotesis H3 in this study which states that "Workload (X1) directly affects Turnover Intention (Y2)" acceptable.

4. *Terdapat Pengaruh Career Development (X2) significantly towards Turnover Intention (Y2)*

Based on the results known value of t statistics for 3,529 bigger than t table = 1.981, and P-Values = 0.000 lebihkecil of of $\alpha = 0.05$. Is the coefficient value for -0,279 artinya negatif yaitu variable Career Development (X2) negatively affect the variable Turnover Intention (Y2). With demikianhipotesis H4 in this study which states that "Career Development (X2) directly affect terhadap Turnover Intention (Y2)" acceptable.

5. *There Influence of Job Satisfaction (Y1) significantly towards Turnover Intention (Y2)*

Based on the results known value of t statistics at 7.221 greater than t table = 1.981, and P-Values = 0.000, which is less than $\alpha = 0.05$. Value is a negative coefficient of -0.535 means that job satisfaction variables (Y1) negatively affect the variable Turnover Intention (Y2). With demikianhipotesis H5 in this study which states that "Job Satisfaction (Y1) effect on Turnover Intention (Y2)" acceptable.

6. *There Influence Workload (X1) significantly towards Turnover Intention (Y2) mediated by job satisfaction (Y1)*

Based on the results known value of t statistics at 2.887 greater than t table = 1.981, and P-Values = 0.004 which is less than $\alpha = 0.05$. Value is a positive coefficient that is equal to 0.173 means Workload variable (X1) has a positive effect through Job Satisfaction (Y1) to variable Turnover Intention (Y2). With demikianhipotesis H6 in this study which states that "Workload (X1) effect on Turnover Intention (Y2) mediated by job satisfaction variables (Y1)" acceptable.

7. *There Influence Career Development (X2) significantly towards Turnover Intention (Y2) mediated by job satisfaction (Y1)*

Based on the results known value of t statistics at 4.320 greater than t table = 1.981, and P-Values = 0.000, which is less than $\alpha = 0.05$. Value is a negative coefficient means that the variable is equal to -0.304 Career Development (X2) the negative impact through job satisfaction (Y1) to variable Turnover Intention (Y2). With demikianhipotesis H7 in this study which states that "Career Development (X2) effect on Turnover Intention (Y2) mediated by job satisfaction variables (Y1)" acceptable.

The results of this study indicate that transformational leadership training and significant positive effect on career development and performance. If the employee transformational leadership training and career development is mediated by variable, being very significant influence on employee performance. Additionally, career development is also significant positive effect on employee performance.

1) Influence on Job Satisfaction Workload

Variable Workload (X1) negatively affect job satisfaction variables (Y1). Thus the hypothesis H1 in this study which states that "Workload (X1) effect on job satisfaction (Y1)" acceptable.

According Meshkati (1988) in Widyanti (2010: 1), the workload can be defined as a difference between the capacity or the ability of workers to the demands of the job that must be faced. Given the nature of human work mentally and physically, then each has a loading level different. The loading level is too high allowing excessive energy consumption and happened to overstress, otherwise the imposition of too low intensity allows the tedium and boredom or related understress dissatisfaction within oneself.

Based on the observation that the workload is high enough then the employees of PT. Bank XYZ dissatisfied. This study is in line with the research I Gede et al (2015) with the results of the workload and compensation negative effect on job satisfaction.

2) Effect on Job Satisfaction Career Development

Variable Career Development (X2) has positive influence on job satisfaction variables (Y1). With demikianhipotesis H2 in this study which states that "Career Development (X2) effect on job satisfaction (Y1)" acceptable.

According to Dessler (2013: 353) career development is a lifelong series of activities that contribute to a person's career exploration, establishment, success, and satisfaction.

Based on the observation that with poor career development employee PT. XYZ Bank will not be satisfied. This can be explained with that the better career development within the company that will give satisfaction to the employees. This is in line with research conducted by Saklit, et al, 2017 that career development had a positive influence on job satisfaction.

3) Effect of the Turnover Intention Workload

Variable Workload (X1) has a positive effect on the variable Turnover Intention (Y2). With demikianhipotesis H3 in this study which states that "Workload (X1) directly affects Turnover Intention (Y2)" acceptable. Workload as a concept arising from their limited capacity to process information. When faced with a task, the individual is expected to complete the task, the individual is expected to complete the work at a certain level. If the individual limitations prevent / hinder the achievement of the work at

the expected level, there is a gap between the expected level of ability and the capacity level. This gap causes failure in performance (performance failures). This is what underlies the importance of understanding and a deeper measurement of the workload (Cain, 2007).

This can be explained by the higher workload that provided by the company will give effect to the intention of employees to move other perusahaan. This is in line with research conducted by Zaki, et al (2017) that the workload gives positive and significant impact on turnover intention.

4) Effect of Career Development of the Turnover Intention

Variable Career Development (X2) negatively affect the variable Turnover Intention (Y2). With demikianhipotesis H4 in this study which states that "Career Development (X2) directly affect terhadap Turnover Intention (Y2)" acceptable. Research conducted by Xu and Thomas (2011) in Cheema et. al (2015: 140)

Based on the observation that the inadequate career development and support employees, the employee of PT. Bank XYZ will have the desire to move other perusahaan that offer better career path. This study is in line with research Jauhari et al (2016) with the results of the career development of a significant negative effect on turnover intention.

5) There Influence Satisfaction Kerjaterhadap Turnover Intention

Variables Job Satisfaction (Y1) negatively affect the variable Turnover Intention (Y2). With demikianhipotesis H5 in this study which states that "Job Satisfaction (Y1) effect on Turnover Intention (Y2)" acceptable. Mathis and Jackson (2010: 158), providing a comprehensive definition of job satisfaction include reaction or attitude of cognitive, affective and evaluative and stated that job satisfaction is "an emotional state that is happy or positive emotions are derived from the assessment of job or work experience person".

This can be explained by that higher job satisfaction provided by the company will give a negative effect on the employee's intention to move other perusahaan. This is in line with research that has been done by Muhammad Garba Ibrahim, et al, 2016 that job satisfaction and significant negative effect on turnover intention.

6) There Kerjaterhadap Expense Turnover Intention Effect mediated by Job Satisfaction

Variable Workload (X1) has a positive effect through Job Satisfaction (Y1) to variable Turnover Intention (Y2). With demikianhipotesis H6 in this study which states that "Workload (X1) effect on Turnover Intention (Y2) mediated by job satisfaction variables (Y1)" acceptable. Based on the theoretical results can be indicated that job satisfaction mediates the workload on turnover intention.

This is consistent with research Zaki, et al, 2016, with the results of his research concluded that the workload

significantly affect job satisfaction and compensation have a significant impact on job satisfaction, workload and compensation together significantly affect turnover intention of employees through job satisfaction ,

7) There is a Career Development Influence on Turnover Intention mediated by Job Satisfaction

Variable Career Development (X2) the negative impact through job satisfaction (Y1) to variable Turnover Intention (Y2). With demikianhipotesis H7 in this study which states that "Career Development (X2) effect on Turnover Intention (Y2) mediated by job satisfaction variables (Y1)" diterima. Berdasarkan theoretical results can be indicated that job satisfaction mediates the career development of the turnover intention.

Based on the observation that with good career development within the company are good enough then the employees of PT. Bank XYZ is satisfied and would not think to move other perusahaan.

V. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research and discussion in the previous chapters can put forward some conclusions as follows:

- 1 Variable workload effect on job satisfaction, with indicators of the ability to think that has the most impact.
- 2 Career development variables affect the job satisfaction with position indicator that corresponds most influential.
- 3 Variable workload berpengaruh terhadap turnover intention with position indicator that corresponds most influential.
- 4 Career development variables influence the turnover intention with position indicator that corresponds most influential.
- 5 Variable kerjaberpengaruh to turnover intention satisfaction with superior capability indicators provide support with the greatest impact.
- 6 Job satisfaction variables as mediators in this study workload mediate effect on turnover intention.
- 7 Job satisfaction variables as mediators have not mediate the effect of career development of the turnover intention.

SUGGESTIONS

Based on the results of the factor loading of all four indicators, there is great value of 4 indicators and analysis of discussion and some conclusions above, results loading factor to the workload of the largest is the work I do requires the ability to think good for career development site is positioning is in accordance with my job to job satisfaction Its greatest manager I am good at making decisions and be fair in giving an assessment of the work performance of the crew and the latter untukturnover intention of the biggest is that I listed in the application job seekers from all four grades factor loading the largest can take some of the following:

- a. That the workload given to someone should see if the job is too heavy or too light otherwise, because any work given course requires the ability to think in order to achieve a company's goals.
- b. In the placement position in the company should look at the suitability of the position in accordance with the expertise and ability of a person.
- c. As a leader, to be wise and professional at work is important in a job, a democratic leader would be best for the team noticed that fits the purpose of the company.
- d. When a person feels uncomfortable in the company then the tendency to pick out other perusahaan with the option jobseekers registered in the application it is possible, that is why make someone comfortable in a company quite a concern.

1. For Further Research

Expectations of the authors that further research might explore related variables that affect turnover intention. Satisfaction kerjasebagai mediator terhadapturnover intention encountered in this study open the possibility of other influences on job satisfaction on other variables.

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