

The Effect of Compensation, Career Development, and Job Rotation on Turnover Intention

(A Study Of Operation Officer Employees In Visa Service Company)

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Abstract:- The obstacles of the globalization era for company is how to achieve competitive advantage through the company's business achievements that are superior to competitors. The company must ensure that all of its employees have performed their best and contributed to the progress of the company's business. Employees have a vital role in a company to build a business, so it is necessary for company to give appropriate appreciation in order to avoid a desire to leave the company. This research expects to observe the effect of compensation, career development, job rotation on turnover intention in the operation officer division of a visa service company in Jakarta. The insightful procedure utilized in this exploration is SmartPLS 3.0. The number of samples in this study is 107 employees of the operation officer determined by the census sampling method. The results show that compensation significantly effect turnover intention. Career development not significantly effect on turnover intention. Job rotation significantly effect on turnover intention.

Keywords:- Compensation, Career Development, Job Rotation, Turnover Intention.

I. INTRODUCTION

The phenomenon of employee turnover occurs in the operation officer division at a visa service company in Jakarta. As the core team, the employee turnover is unpredictable and sudden, which has an impact on the number of team formations and work rotations that have been made. The increase in employee turnover has increased during the Covid-19 pandemic. The company must try to find a solution to keep the business running, so the company makes several efforts, namely applying unpaid leave to operation employees based on the agreed level and conditions.

The technical implementation of unpaid leave is carried out in 2 ways. First, for the division whose client country has imposed a lockdown, all employees in the division are automatically temporarily laid off. Second, for divisions whose client countries do not implement a lockdown but have an impact on the decrease in the number of visa applicants, the manager will apply work rotation. Based on supporting data, the number in the last 3 years from 2018 to 2020 experienced an increase in employee turnover. According to Sakinah (2008) quoted by Tsani (2016), the employee turnover rate can be said to be unnatural or unstable if it exceeds 10% per year.

Figure 1. Employee Turnover Chart in 2018-2020 in Visa Service Company

Year	Total Number of Employee	New Joiner	Resigned Employee	Turnover Rate
2018	263	69	46	20%
2019	253	81	86	34%
2020	248	50	145	58,50%

Source: Company Internal Data

Based on the data and theory above, the researchers conduct a pre-survey to 30 operation officers. The results of the pre-survey indicate that compensation, career development, and job rotation are factors that affect turnover intention. The consequences of the pre-survey can be found in the table below.

Table 1. Pre-survey Result

No.	The influence factor of intention to quit	Question	Answer
1	Compensation	I think the compensation practice in my current company must be reviewed	80%
2	Career Growth	I want a career path in my current company	73,30%
3	Work Rotation	The work rotation system must be designed with the value of fairness	70%
4	Organization Culture	User or the head of company shows the negative and impolite attitude	40%
5	Work Environment	The employee work environment is uncomfortable and there is a noise of machine and external situation outside office	36,60%

Source: Data Calculation by Researcher

The highest percentage is compensation at 80%. Yasar and Nugraheni (2017) in their research found that the variable of compensation pay fulfillment negatively affects turnover aim through the intervening variable of occupation fulfillment. This implies that employees who are satisfied with their compensation will tend to stay in the company, and the level of turnover intention will be low. Meanwhile, Setiawan and Harahap (2016) in their research state that compensation has a positive and huge impact on intention to quit. Furthermore, career development at 73.3% is in the second position. The Company is not only responsible for the welfare of employees through the provision of compensation, but the company must be able to provide an overview of the career path to all employees through opportunities to fill a higher position, taking into account years of service and abilities, so that employees will feel more considered by the company. Sudnanti and

Wijayanti (2018) revealed that career development negatively effect on turnover intention. Meanwhile Saklit (2017) suggested the opposite result that career development has a positively effect on intention to quit.

Finally, the implementation of work rotation ranks third at 70%. Nurlatifah (2009) cited by Rahman and Solikhah (2016) stated that the effort made to reduce labor turnover is to develop a work rotation program which is considered to have many benefits for the company. Suparman's research (2019) concluded that job rotation partially has a simultaneous effect on turnover intention. The following table implies the scheduling of unit work rotation in the operation officer division.

Table 2. Work Rotation Schedule

Name	1	2	3	4	5	
Date	16	WFH	WFH	UK	Canada	Japan
	17	WFH	WFH	Unpaid	Canada	Japan
	18	WFH	WFH	Unpaid	Unpaid	Unpaid
	21	WFH	WFH	Unpaid	Unpaid	Unpaid
	22	WFH	WFH	Japan	Unpaid	UK
	23	WFH	WFH	Unpaid	Canada	Unpaid
	24	WFH	WFH	Unpaid	Canada	UK
	28	WFH	WFH	Unpaid	Canada	Unpaid
	29	WFH	WFH	Unpaid	Unpaid	Unpaid
	30	WFH	WFH	UK	Unpaid	Unpaid
	31	WFH	WFH	Unpaid	Unpaid	Unpaid

Source: Company Internal Data

With the differences in research results between variables that affect turnover intention and pre-survey data, the researchers propose research with X variable, namely the Effect of Compensation, Career Development, and Job Rotation. While the Y variable is Turnover Intention (A Study on Operation Officer Employees at Visa Service Company).

II. LITERATURE REVIEW

A. Turnover Intention

Culpepper (2011) quoted by Pawirosumarto et al (2017) stated that turnover intention for administration specialists is the best indicator to distinguish turnover conduct among representatives in a company. Mobley (2011) explained that the limit of intention to quit is the cessation of an employee in the company. This reference can be utilized as an assessment material in regards to disappointment that can trigger an individual's longing to search for another work (Demirtas and Akdogan, 2015). Mobley et al (1978) cited by Nurhidayat (2018) argued that turnover intention is generally measured through three items, including:

- 1) There is a desire to leave.
- 2) The desire to get another job.
- 3) The thought of a desire to stop.

B. Compensation

Hasibuan (2016) cited by Aima et al (2018) suggested that compensation is a prize gotten as cash both straightforwardly and in a roundabout way by representatives for their dedication to the company. Compensation is the total

of all rewards given to employees in return for the services they provide to the organization (Sinambela, 2016). Compensation is classified into two major groups based on the method of giving and its form according to Sinambela (2016), including:

1) Compensation based on how it is given.

Divided into two, including direct and indirect financial compensation. Direct monetary remuneration, by and large as pay got by representatives as wages, rewards, compensations, or commissions. Meanwhile, indirect financial compensation, generally given in the form of benefits, for example the employment insurance program (Jamsostek), leave, payment of medical expenses (illness), and social assistance.

2) Compensation based on form.

Separated into two, including monetary and non-monetary remuneration. Pay is an example of financial compensation. While non-financial compensation is a reward in the form of employee satisfaction received from the work itself and from the environment either psychologically or physically. One of the characteristics of non-financial compensation includes the satisfaction obtained from carrying out tasks and responsibilities that are meaningful and related to work.

C. Career Development

Handoko (2003) cited by Hafiz et al (2016) expressed that profession improvement is a work made by a representative to accomplish a professional success plan. Handoko (2008) cited by Hafiz et al (2016) mentioned that there are six dimensions of career development, including:

- 1) Work Performance
- 2) Exposure
- 3) Organizational Loyalty
- 4) Sponsors and Mentors
- 5) Opportunities for Growth
- 6) Management Support

D. Work Rotation

Ortega (2001) stated that job rotation is an interesting mechanism that can enable company to observe employees in different positions or work environments and find out the type of work that is most suitable for each employee. Eriksson and Ortega (2011) explained three theories about the reasons why company need to implement a rotation system. The first theory or often called learning theory implies that rotated employee generates more human capital values, these employees have a wider range or scope.

The second theory, employer learning theory, by implementing a work rotation system, there is a turnover of employees for every time, the company will learn about new dimensions of employee abilities. Finally, the third theory, namely employee motivation theory, job rotation can elevate a work become more interesting. Eriksson and Ortega (2011) quoted by Al-Nashmi and Almoayad (2015) asserted that job rotation can increase the motivation of employees who often experience boredom and fatigue because they always do the same job.

E. Framework

Based on the theories above and previous studies, the framework of thinking of the research can be described as follows:

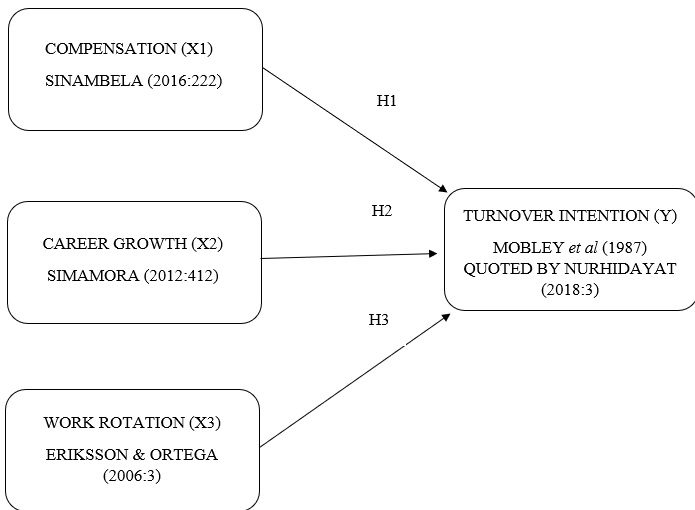


Figure 2. Thinking Framework

F. Hypothesis

H1: Compensation significantly effect on Turnover Intention of Operation Officer of Visa Service Company employees.

H2: Career Development significantly effect on Turnover Intention of Operation Officer Visa Service Company employees.

H3: Job rotation significantly effect on Turnover Intention of Operation Officer Visa Service Company employees.

III. RESEARCH AND METHODS

This research is categorized as quantitative with a causal research design. Kurniawan and Puspitaningtyas (2016) mentioned that quantitative research is research whose focus and its direction is to build a theory from findings or data and facts in the field. Quantitative research consists of causal research and exploratory research.

A. Population and Sample

Population is defined as a group of individuals or subjects to be used and generalized from research (Wiyono, 2020). The sample used in this study is the total population of operation officer employees at a visa service company. It comprises 107 employees. Therefore, this process is generally called a census (saturated sample). According to Wiyono (2020), the census method is highly recommended if the population is not so large and it is possible to do it both from cost and time considerations.

B. Method of Data Collection

Data sources consist of primary data and secondary data (Purhantara, 2010). Primary data is collected by distributing questionnaires to all samples or representative, namely operation officer employees, both physical (paper) questionnaires and through google form services. Secondary

data is presented from several parties in the form of internal data, journals, and internet sources obtained indirectly.

C. Data Analysis Method

This study applies Partial Least Square (PLS), a technique of Structural Equation Modeling (SEM) that can observe latent variables, indicator variables, and direct measurement errors (Wiyono, 2020). In this study, descriptive analysis is applied to determine employee perceptions of the effect of compensation, career development programs, and job rotation systems on turnover intention by using a Likert scale by analyzing the values that often appear in the data group. SEM-PLS consists of two sub-sections, the first one is the outer model or measurement model and the inner model or structural model. Furthermore, hypothesis testing is analyzed by using the bootstrapping method or a process to find out whether there is a significant relationship between the studied variables.

IV. RESULT AND DISCUSSION

A. Characteristics of Respondents

In a study, respondents are research subjects who have data sources by considering certain characteristics. Each respondent in the study has different characteristics based on research needs, in order to avoid inaccuracies and errors in data results. Below is a table about the general description of the respondents intended as subjects in this study. Characteristics of respondents are described by gender, age, length of service, level, and employment status.

Category	Option	Number of Respondents	Percentage	Total Percentage
Gender	Female	79	74%	100%
	Male	28	25%	
Age	20-30 years old	59	55%	100%
	31-40 years old	46	43%	
	41-50 years old	2	2%	
Long Period	1-3 years	55	51%	100%
	4-6 years	29	27%	
	7-10 years	18	17%	
	>11 years	5	5%	
Employment Status	Permanent	81	76%	100%
	Contract	26	24%	
Job Title	Officer	88	82%	100%
	Duty Manager	12	11%	
	Manager	6	6%	
	Senior Manager	1	1%	

Table 3. Characteristic of Respondents

Source: Data calculation by the researcher

According to the company's internal data, female respondents dominate the company at 74%. Furthermore, it is found that the employees who work are employees of productive age and relatively new working period at 55% and 51% respectively. Then, the number of permanent employees is more than contract employees, at 76%. Finally, the data show that in percentage terms, the number of officers is more dominant than the number of existing users.

B. Variable Description

The descriptive summary of the research variables is presented in Table 4 below.

Table 4. Characteristic of Respondents

Variable	Average
Turnover Intention	3,158
Compensation	3,626
Career Growth	3,462
Work Rotation	3,678

Source: Data calculation by the researcher

According to the results above, it can be found that respondents responded to Turnover Intention with an average of 3,158 and the highest dimension is TP (the thought arises of a desire to stop). Furthermore, the respondent's response to compensation is an average of 3,626 and the highest dimension is KP (Compensation by way of giving). Then, the respondent's response to career development with an average of 3,462 and the highest dimension is Exposure. Finally, the respondent's response to job rotation with an average of 3,678 and the highest dimension is Learning Theory.

C. Hasil Uji Model Pengukuran (Outer Model)

It is a particular of the connection between the latent variable and its indicators, also known as the outer model or measurement model, which implies the characteristics of the latent variable with its indicator or manifest variable (Wiyono, 2020).

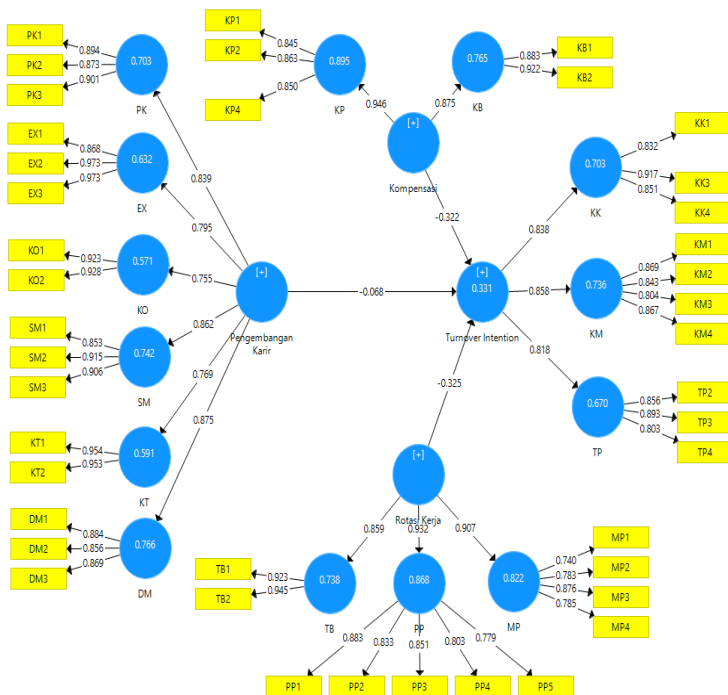


Figure 3. Convergent Validity Test Results with Loading Factor after Reduction

Source: Management output with SmartPLS 3

The figure is the result of calculating the convergent validity test with SEM PLS version 3.0 which determines the loading factor value for each indicator. An instrument is said to

meet the focalized legitimacy test on the off chance that it has a stacking factor above 0.7.

An instrument is said to meet the convergent validity test if it has an Average Variance Extracted (AVE) above 0.5. The results of convergent validity testing using AVE are presented in the following table.

Table 5. Convergent Validity Test with Average Variance Extracted (AVE)

Dimension	AVE	Cut Off	Status
DM	0.757	0,500	Valid
EX	0.882	0,500	Valid
KB	0.815	0,500	Valid
KK	0.752	0,500	Valid
KM	0.716	0,500	Valid
KO	0.856	0,500	Valid
KP	0.727	0,500	Valid
KT	0.909	0,500	Valid
MP	0.636	0,500	Valid
PK	0.791	0,500	Valid
PP	0.689	0,500	Valid
SM	0.795	0,500	Valid
TB	0.872	0,500	Valid
TP	0.725	0,500	Valid

Source: Management output with SmartPLS 3

D. Discriminant Validity

Based on the measurement of cross loading, it can be seen that all the indicators of all dimensions on all variables result in loading on the dimensions is greater than the loading values on other dimensions. It can be stated that each indicator is able to measure the latent dimension that corresponds to the indicator.

E. Reliability Test

The results of the calculation of composite reliability and Cronbach alpha can be seen through the summary presented in the table. The value of the latent variable has a composite reliability value > 0.7 and Cronbach's alpha > 0.6. It means that the construct has good reliability or the questionnaire used as a tool in this study is declared reliable or consistent. Based on the table above, it can be seen that the value of Cronbach's alpha is greater than 0.6 and the value of composite reliability is greater than 0.7. Thus, based on the calculation of the value of Cronbach's alpha and the value of composite reliability, all indicators are declared reliable in measuring the variables.

Table 6. Construct Reliability Test

Dimension	Cronbach's Alpha	Composite Reliability	Status
DM	0.839	0.903	Valid
EX	0.932	0.957	Valid
KB	0.775	0.898	Valid
KK	0.835	0.901	Valid
KM	0.868	0.910	Valid

KO	0.832	0.922	Valid
KP	0.814	0.889	Valid
KT	0.900	0.952	Valid
MP	0.809	0.874	Valid
PK	0.868	0.919	Valid
PP	0.888	0.917	Valid
SM	0.871	0.921	Valid
TB	0.854	0.932	Valid
TP	0.809	0.887	Valid

Source: Management output with SmartPLS 3

The results of the calculation of composite reliability and Cronbach alpha can be seen through the summary presented in the table. The value of the latent variable has a composite reliability value > 0.7 and Cronbach's alpha > 0.6. It means that the construct has good reliability or the questionnaire used as a tool in this study is declared reliable or consistent. Based on the table above, it can be seen that the value of Cronbach's alpha is greater than 0.6 and the value of composite reliability is greater than 0.7. Thus, based on the calculation of the value of Cronbach's alpha and the value of composite reliability, all indicators are declared reliable in measuring the variables.

F. Evaluation of Measurement Model (Inner Model)

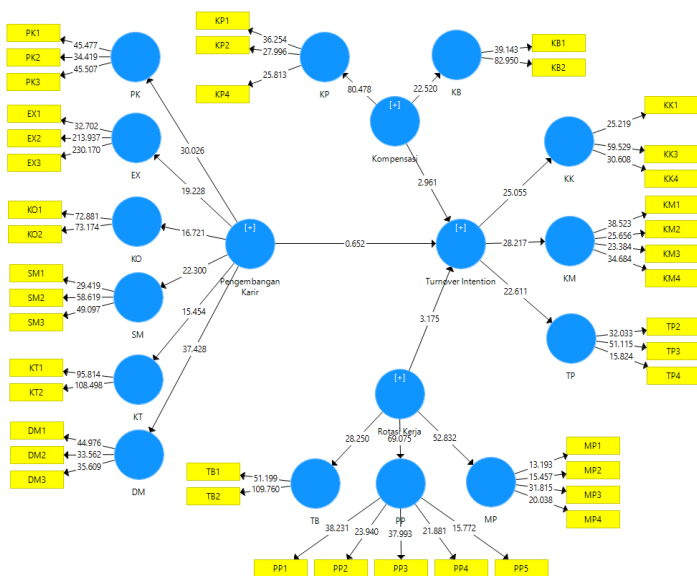


Figure 6. Structural Model Test Results (Inner Model)

Source: Management output with SmartPLS 3

Structural Measurement Model (Inner Model) is a specification of the relationship between latent variables (structural model), or called inner relations, describing the relationship between latent variables based on substantive theory from research (Wiyono, 2020).

G. R SQUARE (R²)

The table below shows that the R-square Turnover Intention value is 0.331 or 33.1%. This can indicate that the variability of the Turnover Intention variable can be explained by the variable Compensation, Career Development, and Job Rotation at 33.1% or in other words the contribution of the variable Compensation, Career Development, and Job Rotation to Turnover Intention is 33.1%, while the remaining 66.9% is the contribution of other variables not discussed in this study.

Table 7. R Square Value

Variable	R-Square	R-Square Adjusted
Turnover Intention	0.331	0.310

Source: Management output with SmartPLS 3

H. Predictive Relevance (Q²)

The value of Q² can be used to measure how well the observed values are generated by the model and also the estimated parameters. A Q² value greater than 0 (zero) indicates that the model is said to be good enough, while a Q² value less than 0 (zero) indicates that the model lacks predictive relevance. The following are the results of the Predictive Relevance (Q²) test.

Table 8. Predictive Relevance (Q²)

	SSO	SSE	Q ² (=1-SSE/SSO)
Compensation	500.000	280.355	0.439
Career Growth	1,600.000	858.185	0.464
Work Rotation	1,100.000	602.636	0.452
Turnover Intention	1,000.000	605.608	0.394

Source: Management output with SmartPLS 3

The results show that the Predictive Relevance (Q²) value is greater than 0 (zero) which indicates that the model is said to be good enough.

I. Goodness of Fit Model

This study uses the SRMR (Standardized Root Mean Square Residual) criteria which is a measure of the absolute value of the mean residual covariance. Goodness of fit measure for PLS-SEM can be applied to avoid model misspecification. The results can be seen that it is quite good or 0.10.

Table 9. GoF Model

Criteria	Saturated Model	Estimated Model	Cut off	Result
SRMR	0,10	0,10	≤ 0,10	Good

Source: Management output with SmartPLS 3

J. Model Test or simultaneous test

Model testing is used to test whether or not the overall effect of the exogenous variables together on the endogenous variables. The results of the significance and model testing can be seen through the following table.

Table 10. Model Test or Simultaneous Test

<i>R Square</i>	<i>N</i>	<i>k</i>	<i>F_{count}</i>	<i>F_{table}</i>	<i>P-Value</i>	Status
0,331	100	3	15,83	2,70	0,000	Significant

Source: Management output with SmartPLS 3

In the test results listed in table 4.16 above, it can be seen that the f-statistics value produced is 15.83 with a p-value of 0.000. The test results show that the f-statistics value is > 2.70, and the p-value is < 0.05. This means that it can be concluded that the research model can be used to explain the relationship between Compensation, Career Development, and Job Rotation on Turnover Intention.

K. Hypothesis

The hypothesis testing criteria states that if the value of t-statistics t-table (1.96) or the value of p-value < significant alpha 5% or 0.05, it is stated that there is a significant effect of exogenous variables on endogenous variables. The results of the significance and model testing can be seen through the explanation below.

Table 11. Hypothesis Test

The Influence	Koefisien	T Statistics (O/STDEV)	P Values
Compensation -> Turnover Intention	-0.322	2.961	0.003
Career Growth -> Turnover Intention	-0.068	0.652	0.515
Work Rotation -> Turnover Intention	-0.325	3.175	0.002

Source: Management output with SmartPLS 3

Based on the test results above, it can be seen that compensation has a negative and significant effect on turnover intention. This is shown by the test results between compensation and turnover intention which shows a coefficient value of -0.322, t-statistics of 2.961, and p-value of 0.003.

Furthermore, from the results of testing the second exogenous variable, career development with turnover intention can be seen that there is a negative and significant effect with a coefficient value of -0.068, t-statistics of 0.652, and a p-value of 0.515.

Finally, based on the test results above, it can be seen that job rotation has a negative and significant effect on turnover intention. This is shown by the test results between job rotation and turnover intention which shows a coefficient value of -0.325, t-statistics of 3.175, and p-value of 0.002.

L. Discussion

Based on the results of the research above, there is a significant and negative effect between compensation and

turnover intention, thus the first hypothesis (H1) is accepted. It can be concluded that the higher the compensation, the lower the turnover intention. The results of this study have similarities with previous researchers, namely Prasetio et al (2019) which stated that compensation has a negative and significant effect on turnover intention. Compensation tends not to affect the intention to leave the company for PT XXX's operation officer employees. This result is in accordance with the amount of compensation received which is not below the 2018-2020 Jakarta UMP, meaning that the company follows the applicable government regulations. In addition, the company also provides compensation in the form of health insurance called Reliance, BPJS Employment, and BPJS Health. Finally, the company is quite compliant with the regulations of the Manpower Act because the company provides replacement or disbursement of leave rights (annual leave), as well as separation pay for employees who stop working.

Furthermore, there is an insignificant effect between career development on Turnover Intention, so the first hypothesis (H2) is not fulfilled. It means the higher the opportunity to develop a career, the lower the Turnover Intention, but the decrease is not significant. This research has similarities with previous researchers, namely Khamidah (2019) which stated that career development has a non-significant negative effect on turnover intention.

The results of this study indicate that basically the company provides opportunities for employees to have a career in the company, it can be seen in the last 3 years that there are 8 employees who have increased positions in the company. However, from the results of data processing, it can also be seen that there are still employees who think that career development programs have not been implemented optimally.

Finally, there is a significant negative effect between job rotation on turnover intention, thus the first hypothesis (H3) is accepted. It means the higher the job rotation, the lower the Turnover Intention. The results of this study have similarities with previous researchers, namely Suparman (2019) who stated that job rotation partially affected turnover intention. One of the efforts that have been made by the company is to perform job rotations for operation officer employees, with the aim that these employees can increase knowledge and information in the hope of increasing performance. Especially since the Covid-19 pandemic occurred, the company has consistently enforced work rotations or employee transfers to employees whose divisions or client countries are still on lockdown. That way, employees feel that the company shows a fair attitude and pays attention to employee welfare through the implementation of work rotation.

V. CONCLUSION AND RECOMMENDATION

A. Conclusion

1) Compensation has a significant effect on turnover intention of operation officer employees at visa service company. The results of this study also show that the company has implemented the right way of giving compensation and most

employees consider that the compensation received is in accordance with the workload.

2) Career development has no significant effect on turnover intention of operation officer employees at visa service company. The company does provide career opportunities for employees, but some employees consider that career development programs do not have a significant impact in preventing the desire to leave the company. There is still a perception that the company has not maximally provided opportunities for a career.

3) Job rotation has a significant effect on turnover intention of operation officer employees at visa service company. The work rotation system designed by the company is the right decision for most employees, because job rotation is considered to be able to eliminate work saturation and be able to improve performance by enriching new knowledge for employees.

B. Recommendation

Based on the results of the research above, the researchers give some suggestions because there are still some shortcomings or limitations in several aspects. The following are suggestions for further institutions and researchers, including:

- 1) Company must pay attention to and increase compensation according to the way it is given, such as the amount of THP (Take Home Pay), incentive schemes for eligible employees, and overtime. In addition, the company must continue to provide compensation in the form of health insurance benefits which are fully covered by company outside of BPJS Kesehatan. Finally, PT XXX must pay more attention to non-financial compensation by ensuring that employees get satisfaction with the implementation of work-related responsibilities, so that employees will feel that there is attention and effort to maintain employee motivation.
- 2) The company can conduct internal recruitment and promotion of employees to fill vacancies, but not seek external talent. Company can expand career opportunities for all employees by implementing employee transfer programs. Management support is the basis of a career development program in a company, because even though employees have the intention to have a career, but management does not fully support it, the possibility that occurs is the emergence of a desire to seek career opportunities in other companies.
- 3) The company must intensify the work rotation program so that employees get new knowledge, information, and work relations from other divisions. Company needs to monitor the extent to which knowledge transfer takes place, so that company can ensure that the objectives of the job rotation have been met as expected. So that if employees feel comfortable and have high motivation, the desire to find another job will tend to decrease.
- 4) Suggestions for further researchers are to present and add other variables such as organizational culture, work environment, organizational commitment, outside of compensation variables, career development, and job rotation, because there are other variables that affect turnover intention that are not discussed in the study.
- 5) It is hoped that further researchers will be able to use a larger and more varied sample.

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