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## The Influence of Career Development, Compensation and Organizational Commitment on Turnover Intention (Study at PT. Mega Pasanggrahan Indah Unit Cinere Bellevue Mall)

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### ABSTRACT

*This study aims to analyze the effect of career development, compensation and organizational commitment on turnover intention. The population in this study were 116 employees of PT. Mega Pasanggrahan Indah Unit Cinere Bellevue Mall. The sample used is 54 employees, calculated based on the Slovin formula. Sampling method using simple random sampling. This research is a type of causal associative research. The instrument of this research used a questionnaire. The data analysis method used in this research is the Smart PLS version 3.0 application. The results of this study prove that career development has a negative and significant effect on turnover intention, compensation has a negative and significant effect on turnover intention, and organizational commitment has a negative and significant effect on turnover intention.*

**Keywords:** Career, compensation, organizational commitment, turnover intention

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### INTRODUCTION

One of the problems often faced by companies is the occurrence of turnover intention which ends with the employee's decision to leave the company. If a company continues to experience an increase in employee turnover, this will have a negative impact on the company (Sudnanti & Wijayanti, 2018). When an employee decides to leave his job (turnover) it will be detrimental to the company both in terms of costs and disrupting the sustainability of the organization.

PT Mega Pasanggrahan Indah is one of the subsidiaries of PT Megapolitan Development Tbk which has a shopping center area called Cinere Bellevue Mall which currently has a high turnover rate. This is evidenced by looking at employee turnover data during 2019-2021 with the number of employees leaving consecutively of 7, 8 and 16 employees. Turnover (changing jobs) is the peak action of all behaviors caused by employee dissatisfaction with their work, if employees do not like their jobs, they will look for another place of work (Sedarmayanti, 2017).

(Indah Purwatiningsih, 2023) stated that turnover intention is an individual's tendency to feel or intend to quit their job. (Robbins & Judge, 2013) believe that the main impact of turnover intention on a company is cost. (Mobley, 1986) stated that a high turnover rate will increase recruitment, selection, and training costs. Factors that influence employee turnover intention from a company are job

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satisfaction, quality of work life, organizational commitment, individual characteristics, and organizational culture (Asmara, 2017). According to Kartono (2017), there are three dimensions and indicators used to measure Turnover Intention, namely: 1) Thoughts of quitting, Thinking about leaving, namely because of discomfort and lack of promotion. 2) Desire to leave (intention to quit), Intention to leave, namely wanting to leave and the opportunity to change jobs. 3) Desire for another job (intention to search for another job), Looking for another job, namely looking for information and side businesses.

The research conducted at PT. Mega Pasanggrahan Indah Unit Cinere Bellevue Mall was preceded by a pre-survey of 15 employees stating that there were problems regarding employee turnover intention, less than optimal career development, unequal compensation and less than optimal organizational commitment. Based on the description, the formulation of the research problem is: 1) Does career development have an influence on turnover intention at PT. Mega Pasanggrahan Indah Unit Cinere Bellevue Mall? 2) Does compensation have an influence on turnover intention at PT. Mega Pasanggrahan Indah Unit Cinere Bellevue Mall? 3) Does organizational commitment have an influence on turnover intention at PT. Mega Pasanggrahan Indah Unit Cinere Bellevue Mall?

### **The Influence of Career Development on Turnover Intention**

Ulfatin & Triwiyanto, (2016) stated that career development is the process of improving individual work abilities to achieve the desired career path. (Delery & Gupta, 2016) define career development as the extent to which employees view career planning programs to help members achieve their goals. The career development system must be in accordance with the needs of individuals in the organization. (Chen et al., 2004) stated that everyone has their own needs, career stages, hierarchical levels, and many other things, therefore career planning management must be broad enough to meet several individual needs. Factors that influence career development include work performance, recognition by others, loyalty to the organization, mentors and sponsors, support from subordinates, opportunities for growth and resignation (M. Siagian, 2017). Busro, (2018) stated that career development is measured by several dimensions and indicators, namely: 1) Career Clarity: Clear promotion, opportunity to become a head/leader or deputy head/leader and opportunity to occupy certain positions in accordance with the existing organizational structure. 2) Self-Development: Opportunity to take part in various training, opportunity to continue education, opportunity to take part in various seminars/discussions/workshops and opportunity to take part in various competency courses to obtain expertise certification. 3) Improvement in Performance Quality: Increased self-discipline, loyalty, and increased motivation among employees.

The results of research by (Soedira et al., 2021) concluded that there was a negative and significant influence of career development of millennial generation employees in RW 10 on turnover intention. Furthermore, research by (Sudnanti & Wijayanti, 2018) also concluded that career development had a negative and significant influence on turnover intention. Comparable to research conducted (Dewi & Nurhayati, 2021) which concluded that career development had a negative and significant effect on turnover intention. Based on the description as mentioned, it is suspected that career development has a negative and significant effect on turnover intention. So the research hypothesis is formulated as follows H1: Career development has a negative and significant effect on turnover intention.

### **The Effect of Compensation on Turnover Intention**

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Manthi et al., (2018) stated that employee compensation is an important component of the employment relationship that includes all forms of incentives aimed at motivating employees to strive for higher levels of productivity. According to (Edison et al., 2017) stated that "this compensation is a form of reward (either in the form of money or in kind) received by employees for the efforts they produce". Compensation, when managed effectively, can help businesses achieve their goals and appropriately attract and retain employees to stay with the organization. Conversely, if current employees are not adequately compensated, they are very likely to leave the organization, and the company will find it difficult to re-recruit people who meet the demands (Akhmal et al., 2018). Factors that influence compensation according to Siagian & Saragih, (2022) include, prevailing salary and wage levels, union demands, productivity, organizational policies regarding wages and salaries and laws and regulations.

(Tiwa, 2022) stated that in general there are several dimensions and indicators of compensation, namely: 1) Wages and Salaries: The level of accuracy of monthly salary payments, the level of salary/wage payments according to the results of the work provided by the company and the level of wage/salary payments can meet the needs of me and my family. 2) Incentives: The level of bonus payments according to the targets achieved and the level of incentives provided in providing work enthusiasm. 3) Facilities: The level of adequate facilities to support work and the level of security guarantees in working in the company. 4) Benefits: The level of health insurance in working in the company and the level of salary received by employees can motivate and be enthusiastic about working

Research on the effect of compensation on turnover intention conducted by (Lubis & Onsardi, 2021) concluded that compensation had a negative and significant effect on turnover intention at PT. Bukit Angkasa Makmur Bengkulu. Furthermore, a study by David, (2021) also concluded that compensation had a negative and significant effect on turnover intention. The same results as those conducted by (Rinaldy & Parwoto, 2021) concluded that compensation had a negative and significant effect on turnover intention. Based on the study of previous theories and research as described above, good compensation will reduce turnover intention. Therefore, the following hypothesis is formulated: H2: Compensation has a negative and significant effect on turnover intention.

### The Influence of Organizational Commitment on Turnover Intention

Gani et al., (2020) stated that organizational commitment is a state of the level at which a worker identifies an organization, its goals and expectations in order to remain a member. This is not about career level, salary and so on, but rather comfort and a deep feeling of working in the company. Factors that influence organizational commitment include personal factors, organizational factors and relational factors (Cahyani & Ubaidillah, 2023). (Widyanti, 2018) stated that organizational commitment is measured by several dimensions and indicators, namely: 1) Affective commitment: Strong belief and acceptance of organizational values and goals, loyalty to the organization, and willingness to use efforts for the benefit of the organization. 2) Continuance commitment: Taking into account the advantages of continuing to work in the organization and taking into account the disadvantages of leaving the organization 3) Normative commitment: Willingness to work and responsibility to advance the organization.

Organizational commitment has a positive influence on employee behavior, as shown in the results of research by (Sihombing & Maharatih, 2019) which concluded that organizational commitment has a negative and significant effect on turnover intention. Furthermore, research by

(Ningsih & Putra, 2019) also concluded that organizational commitment has a negative and significant effect on turnover intention. Comparable to research conducted by (Dwi Sihono et al., 2021) concluded that organizational commitment has a negative and significant effect on turnover intention. Based on the description as in the theoretical study and the results of empirical research, it is suspected that organizational commitment has a negative and significant effect on turnover intention. Thus, the following research hypothesis is formulated:

H3: Organizational commitment has a negative and significant effect on turnover intention.

## **METHOD**

The study was conducted with a causal design, with an explanatory approach consisting of the dependent variable turnover intention (Y) and three independent variables, namely career development (X1), compensation (X2), and organizational commitment (X3) (Sugiyono, 2020). The data is primary data collected directly from the respondents, with a total sample of 54 employees taken from a population of 116 employees working at PT. Mega Pasanggrahan Indah Unit Cinere Bellevue Mall. The data collection method uses the questionnaire distribution technique. The data is processed using PLS (Partial Least Square) software version 3.0. The data analysis techniques are a measurement model (Outer model), a structural model (inner model) and hypothesis testing/bootstrapping.

## **RESULT AND DISCUSSION**

### **Results of Measurement Model Testing**

The convergent validity testing of each construct indicator uses the outer mode of Partial Least Square (PLS), using the loading factor criteria. Ghozali (2014) stated that an indicator is valid if the loading factor value is greater than 0.70, while a loading factor of 0.50 to 0.60 can be considered quite valid. The loading factor values are presented in Table 1 as follow:

**Table 1. The Values of Convergent Validity**

<b>Variable</b>	<b>Indicator</b>	<b>Loading Factor</b>	<b>Conclusion</b>
<b>Caceer Development (X1)</b>	CD 1	0.683	Valid
	CD 2	0.797	Valid
	CD 3	0.799	Valid
	CD 4	0.769	Valid
	CD 5	0.700	Valid
	CD 6	0.750	Valid
	CD 7	0.711	Valid
	CD 8	0.741	Valid
	CD 9	0.729	Valid
	CD 10	0.683	Valid
<b>Compensation (X2)</b>	COMP 1	0.741	Valid
	COMP 2	0.703	Valid
	COMP 3	0.761	Valid
	COMP 4	0.780	Valid
	COMP 5	0.713	Valid
	COMP 6	0.752	Valid
	COMP 7	0.722	Valid
	COMP 8	0.653	Valid
	COMP 9	0.735	Valid

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Variable	Indicator	Loading Factor	Conclusion
	COMP 10	0.667	Valid
	COMP 11	0.696	Valid
	COMP 12	0.756	Valid
<b>Organizational Commitment (X3)</b>	OC 1	0.799	Valid
	OC 2	0.734	Valid
	OC 3	0.698	Valid
	OC 4	0.680	Valid
	OC 5	0.651	Valid
	OC 6	0.717	Valid
	OC 7	0.698	Valid
	OC 8	0.748	Valid
	OC 9	0.639	Valid
	OC 10	0.796	Valid
	OC 11	0.669	Valid
	OC 12	0.815	Valid
<b>Turnover Intention (Y)</b>	TI 1	0.706	Valid
	TI 2	0.778	Valid
	TI 3	0.795	Valid
	TI 4	0.719	Valid
	TI 5	0.788	Valid
	TI 6	0.700	Valid
	TI 7	0.697	Valid
	TI 8	0.761	Valid
	TI 9	0.730	Valid

Source: Research Data Processed (2022)

Convergent validity testing as presented in Table 1 shows that the loading factor values of all indicators have values above 0.50. Based on this, it can be concluded that all indicators used in measuring the research construct are valid because the loading factor values have met the convergent validity criteria.

**Table 2. Result of Discriminant Validity Test (Cross Loading)**

	Career Development	Compensation	Organizational Commitment	Turnover Intention
<b>CD1</b>	0.683	0.219	0.050	-0.172
<b>CD2</b>	0.797	0.253	0.148	-0.400
<b>CD3</b>	0.799	0.326	0.465	-0.518
<b>CD4</b>	0.769	0.518	0.383	-0.412
<b>CD5</b>	0.700	0.348	0.085	-0.339
<b>CD6</b>	0.750	0.329	0.140	-0.307
<b>CD7</b>	0.711	0.285	0.190	-0.519
<b>CD8</b>	0.741	0.257	0.250	-0.364
<b>CD9</b>	0.729	-0.003	0.030	-0.301
<b>CD10</b>	0.717	-0.006	0.162	-0.343
<b>COMP1</b>	0.182	0.741	0.166	-0.362
<b>COMP2</b>	0.388	0.703	0.140	-0.261
<b>COMP3</b>	0.396	0.761	0.214	-0.556

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	Career Development	Compensation	Organizational Commitment	Turnover Intention
<b>COMP4</b>	0.197	0.780	0.283	-0.504
<b>COMP5</b>	0.406	0.713	0.427	-0.260
<b>COMP6</b>	0.230	0.752	0.238	-0.326
<b>COMP7</b>	0.321	0.722	0.188	-0.276
<b>COMP8</b>	0.168	0.653	-0.019	-0.106
<b>COMP9</b>	0.142	0.735	0.300	-0.479
<b>COMP10</b>	0.009	0.667	0.017	-0.204
<b>COMP11</b>	0.126	0.696	0.160	-0.258
<b>COMP12</b>	0.392	0.756	0.219	-0.539
<b>OC1</b>	0.182	0.352	0.799	-0.426
<b>OC2</b>	0.103	0.074	0.734	-0.208
<b>OC3</b>	0.148	0.110	0.698	-0.265
<b>OC4</b>	-0.032	0.234	0.680	-0.182
<b>OC5</b>	0.010	0.008	0.651	-0.109
<b>OC6</b>	0.142	0.088	0.717	-0.282
<b>OC7</b>	0.291	0.195	0.698	-0.325
<b>OC8</b>	0.263	0.304	0.748	-0.441
<b>OC9</b>	0.181	0.054	0.639	-0.167
<b>OC10</b>	0.393	0.246	0.796	-0.510
<b>OC11</b>	0.085	0.136	0.669	-0.223
<b>OC12</b>	0.282	0.327	0.815	-0.652
<b>TI1</b>	-0.312	-0.340	-0.272	0.706
<b>TI2</b>	-0.394	-0.413	-0.486	0.778
<b>TI3</b>	-0.428	-0.513	-0.419	0.795
<b>TI4</b>	-0.440	-0.379	-0.387	0.719
<b>TI5</b>	-0.486	-0.456	-0.284	0.788
<b>TI6</b>	-0.441	-0.383	-0.431	0.700
<b>TI7</b>	-0.146	-0.348	-0.405	0.697
<b>TI8</b>	-0.381	-0.414	-0.424	0.761
<b>TI9</b>	-0.428	-0.348	-0.376	0.730

Source: Research Data Processed (2022)

From the results of the cross loading test in Table 2, it can be seen that the cross loading value on each construct with its indicators is greater than that of other constructs. Based on these criteria, it is concluded that all indicators used in the study are valid.

**Table 3. The Fornell Lacker Criterion**

	Organizational Commitment (X3)	Compensation (X2)	Career Development (X1)	Turnover Intention (Y)
Organizational Commitment	0.723			
Compensation	0.297	0.724		
Career Development	0.289	0.357	0.741	
Turnover Intention	-0.525	-0.543	-0.528	0.742

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Source: Research Data Processed (2022)

Another method can be used to assess discriminant validity is based on the Fornel-Larcker criterion. The calculation process of the Fornel-Larcker criterion is carried out by comparing the AVE root of each construct to the correlation between one construct and another in the research hypothesis model (P.H. I. Ghozali, 2018). If the calculation results of the Fornel-Larcker Criterion show that the AVE root value of each construct is greater than the correlation value between one construct and another construct, then the discriminant validity is declared good. The discriminant validity value based on the Fornel-Larcker Criterion in the research model as presented in Table 3 shows that the research construct indicators meet the existing criteria.

**Table 4. Average Variance Extracted (AVE)**

<b>Variable</b>	<b>Average Variance Extracted (AVE)</b>
Career Development	0.548
Compensation	0.525
Organizational Commitment	0.522
Turnover Intention	0.551

Source: Research Data Processed (2022)

Based on Table 4, the average variance extracted (AVE) values of each indicator of the variable have values above 0.50. Thus, it can be concluded that all constructs have met the criteria for good discriminant validity.

**Table 5. Cronbach's Alpha**

<b>Variable</b>	<b>Cronbach's alpha</b>	<b>Conclusion</b>
Organizational Commitment (X3)	0.922	Reliable
Compensation (X2)	0.921	Reliable
Career Development (X1)	0.909	Reliable
Turnover Intention (Y)	0.898	Reliable

Source: Research Data Processed (2022)

Based on Table 5, it can be seen that the results of the Cronbach's alpha test show a satisfactory value, namely all latent variables have been reliable because all latent variable values have a Cronbach's alpha value greater than 0.70. So it can be concluded that the questionnaire used as a research tool has been reliable or consistent.

**Table 6. Composite Reliability**

<b>Variabel</b>	<b>Composite reliability</b>	<b>Description</b>
Organizational Commitment (X3)	0.967	Reliable
Compensation (X2)	0.941	Reliable
Career Development (X1)	0.922	Reliable
Turnover Intention (Y)	0.902	Reliable

Source: Research Data Processed (2022)

n Table 6, it can be seen that the results of the composite reliability test show satisfactory values, namely all latent variables have been reliable because all latent variable values have composite

reliability values greater than 0.70. So it can be concluded that the questionnaire used as a research tool has been reliable or consistent.

### **Inner Model Test Results**

The test result of the R-Square (R<sup>2</sup>) value of 0.522 indicates that the structural model indicates that the model on the turnover intention variable can be said to be good because it has a value above 0.50 and below 0.75. So it can be concluded that the R-Square value of 0.522 means that the turnover intention variable that can be explained by the three independent variables in the research model, namely career development, compensation, and organizational commitment is 0.522 or 52.2% and the rest (100% - 52.2%) or 47.8% is explained by variables outside this research model.

The next test is the Goodness of Fit Test of the structural model on the inner model using the predictive relevance value (Q<sup>2</sup>). The Q-Square value is greater than 0 (zero) indicating that the model has a predictive relevance value.

$$Q^2 = 1 - (1 - R^2)$$

$$Q^2 = 1 - (1 - 0.522)$$

$$Q^2 = 1 - 0.478$$

$$Q^2 = 0.522$$

Based on the calculation results above, it shows a predictive relevance value of 0.522 > 0. This means that 52.2% of the variation in the turnover intention variable (dependent variable) is explained by the independent variables used. Thus, the model is said to be worthy of having a relevant predictive value.

### **Hypothesis Testing Results**

The results of data processing to see the relationship between variables can be seen in Table 7. By using the bootstrapping method in PLS, the results of Path Coefficients and T-statistics are obtained. The indicator used in hypothesis testing in this study is the t value compared to the t table value. The hypothesis is declared accepted if the t value is greater than the t table, and the hypothesis is declared rejected if the t value is smaller than the t table. The significance of the path coefficient test is based on the P-value, namely if the P-value is less than 0.05 then the hypothesis test results are accepted and if it is greater than 0.05 then the hypothesis is rejected. The test results can be seen in Table 7 as follows:

**Table 7. Hypothesis Testing Results**

	<b>Original sample</b>	<b>Sample mean</b>	<b>Standard deviation</b>	<b>T statistics</b>	<b>P values</b>	<b>Conclusion</b>
<b>CD -&gt; TI</b>	-0.313	-0.298	0.151	2.065	0.039	Negatively Significant
<b>Comp -&gt; TI</b>	-0.332	-0.355	0.153	2.167	0.031	Negatively Significant
<b>OC -&gt; TI</b>	-0.336	-0.353	0.113	2.969	0.003	Negatively Significant

Source: Research Data Processed (2022)



Based on the results of the H1 hypothesis test, namely career development has a significant negative effect on turnover intention, the T-Statistic result is 2.065, greater than 1.96 (t-table) and has a P-Value of 0.039 below 0.050 and an original sample value of -0.313. The original sample value is negative, meaning it has a negative effect. Thus, it can be concluded that career development has a negative and significant effect on turnover intention. Based on the results of the H2 hypothesis test, namely compensation has an effect on turnover intention, the T-Statistic result is 2.167, greater than 1.96. The P-Value is 0.031, which is smaller than 0.050 and the original sample value is -0.332. The original sample value is negative, meaning it has a negative effect. Thus, it can be concluded that compensation has a negative and significant effect on turnover intention.

Based on the results of the H3 hypothesis test, namely organizational commitment has a negative and significant effect on turnover intention, the T-Statistic result is 2.969 which is greater than 1.96 or t-table and has a P-Value of 0.003 below 0.050 which means it is significant. The original sample value of -0.336 means it has a negative effect. Thus it can be concluded that organizational commitment has a negative and significant effect on turnover intention.

### **The Influence of Career Development on Turnover Intention**

Based on the hypothesis test that has been carried out, it shows that career development has a negative and significant effect on turnover intention. This means that if employees who work get career development in the form of good training, promotion and proper coaching by the company, it will reduce the employee's desire to leave the company, conversely if employees who work do not get career development in the form of good training, promotion and proper coaching by the company, it will increase the employee's desire to leave the company.

The results of this study support previous research conducted by (Soedira et al., 2021) which concluded that there is a negative and significant effect of providing career development for millennial generation employees in RW 10 on turnover intention. Furthermore, the research that has been obtained by (Sudnanti & Wijayanti, 2018) also concluded that career development has a negative and significant effect on turnover intention. Career development is important for organizations because career is a need that must continue to be developed by an employee and motivate employees to improve their performance. The results of this study are also in accordance with and support the research conducted by (Dewi & Nurhayati, 2021) which concluded that career development has a negative and significant effect on turnover intention.

### **The Effect of Compensation on Turnover Intention**

Based on the hypothesis test that has been carried out, it shows that compensation has a negative and significant effect on turnover intention, meaning that good compensation, namely fair and reasonable, will also have a low level of employee turnover intention, conversely, if the compensation given is not good according to employee perceptions, the level of employee turnover intention will also be high. The results of this study support previous research conducted by Research conducted by (Lubis & Onsardi, 2021) concluded that compensation has a negative effect on Turnover intention at PT. Bukit Angkasa Makmur Bengkulu. Furthermore, research obtained by (David, 2021) concluded that compensation has a negative and significant effect on turnover intention. Comparable to research conducted by (Rinaldy & Parwoto, 2021) concluded that Compensation has a negative and significant effect on turnover intention.

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### **The Effect of Organizational Commitment on Turnover Intention**

Based on the hypothesis test that has been carried out, it shows that organizational commitment has a negative and significant effect on turnover intention, which means that if the organizational commitment of employees increases, the desire to leave the job will be low, conversely if the organizational commitment of employees decreases, the desire to leave the job will be high.

The results of this study support previous research conducted by (Sihombing & Maharatih, 2019) concluded that organizational commitment has a negative and significant effect on turnover intention. Furthermore, research obtained by Ningsih & Putra, (2019) concluded that organizational commitment has a negative and significant effect on turnover intention. Comparable to research conducted by Dwi Sihono et al., (2021) concluded that organizational commitment has a significant negative effect on turnover intention.

### **CONCLUSION**

Based on data analysis and discussion, it can be concluded that: 1) Career development has a negative and significant effect on turnover intention at PT. Mega Pasanggrahan Indah Unit Cinere Bellevue Mall. This means that if employees who work get career development in the form of good training, promotion and proper coaching by the company, it will reduce the desire of employees to leave the company. 2) Compensation has a negative and significant effect on turnover intention at PT. Mega Pasanggrahan Indah Unit Cinere Bellevue Mall. This means that the better the compensation given to employees, the lower the turnover intention of employees at PT. Mega Pasanggrahan Indah Unit Cinere Bellevue Mall, conversely, the lower the compensation, the higher the turnover intention of employees at PT. Mega Pasanggrahan Indah Unit Cinere Bellevue Mall. 3) Organizational commitment has a negative and significant effect on turnover intention at PT. Mega Pasanggrahan Indah Unit Cinere Bellevue Mall. This means that if the organizational commitment of employees increases, the desire to leave the job will be low, because organizational commitment shows a sense of employee attachment to the company, so that employees do not want to leave the company for any reason.

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