



The Effect of Career Development, Work Load, Work Environment and Work Motivation on Turnover Intention

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Abstract. This study was conducted to determine whether there is an influence of career development factors, workload, work environment, work motivation on turnover intention at PT.DSI Sidoarjo, both simultaneously and partially with this type of research method is quantitative. Independence variables used in this study are career development, workload, work environment and work motivation. The data used is primary data from all PT.DSI employees totaling 129 respondents, using a survey method with a questionnaire. Analysis using multiple linear regression. The partial test shows the findings that career development, workload and work motivation have a negative impact on turnover intention, while the work environment has a significant effect on turnover intention. The simultaneous test results show that all variables have a positive effect on turnover intention at PT DSI Sidoarjo. Work environment is the most dominant variable affecting employee turnover intention. The benefit of this research is that it shows that the work environment has a significant influence on turnover intention so that the company's commitment is needed to improve work comfort and safety. The research can be a reference for further research.

Keywords: Career development, Work load, Work environment, Work motivation, Turnover

1 Introduction

Managing human resource aspects including maintaining and retaining employees is a managerial policy. One way to motivate employees can be in the form of money, employees can also be motivated by recognition and appreciation, depending on the organizational culture of each company. Schedule flexibility can also be used as a way to maintain and retain employees such as changing work shifts and others. However, the tendency of employees to move to other companies is experienced by almost all organizations, which causes turnover. According to Sijabat (2011) [1] turnover intention is the desire to leave which will result in an individual's decision to move from his job. Meanwhile, turnover intention according to McElroy (2001) [2] is an employee's desire to move from one workplace to another.

PT.DSI is a logistics service company in the Porong Sidoarjo area engaged in warehouse rental and inventory. Employees in this company are permanent employees and contract employees, to become permanent employees need selection and a long working period, so employees need good performance to become permanent employees. Events that occur related to human resources are turnover intention tends to be done by employees who want to be retained by the company. Therefore, the company has an employee development program with supervisor regeneration training, free lunches, and the division of working hours into two work shifts, namely day and night working hours. This is done so that employees have high loyalty, the desire of employees to move to another workplace can be minimized and good performance so that the company's organizational goals are achieved.

However, the tendency of employees to move to other companies is indeed influenced by many factors, perhaps factors from the employee's personality or factors from the company where they work. Therefore, companies need a strong commitment to make employees a valuable company asset by maintaining and retaining their employees, especially for employees who have good performance and are highly dedicated. This is what causes companies to continue to innovate to find solutions so that employees who want to be retained by the company work safely and comfortably so that turnover intention can be minimized based on the application of human resource management.

This research is motivated by Research Gap from several previous studies. Career development variables have a significant negative effect on turnover intention [1][2][3]. While other studies confirmed that career development increases the desire to switch [4][5]. Variable Work load has a positive effect on employee turnover



intention[6][7][8] . Work environment variables have a positive effect on turnover intention[9][10][11] . Work Motivation variable negatively affects turnover intention .[12][13]

Researchers aim to evaluate the impact of career development, workload, work environment and work motivation on employee turnover intention at PT.DSI Sidoarjo. Based on the above background, the authors conducted a study entitled **The Effect of Career Development, Work Load, Work Environment and Work Motivation on Employee Turnover Intention**

2 Methods

This research uses descriptive quantitative research methods. This type of quantitative research according to Sugiyono (2010)[26] is used to study certain populations or samples by collecting data using research tools and analyzing data quantitatively... The population of this study were all employees of PT.DSI Sidoarjo Jl. Arteri Porong Blok D1 Sidoarjo 61274 East Java (Suncity Biz), a logistics company that rents warehouses and inventories of goods. Using purposive random sampling technique, which is a sampling technique carried out with certain considerations. Characteristics of respondents who became research samples include all employees totaling 129 people at PT. DSI Sidoarjo.

The primary data of this study is a questionnaire consisting of question items. The scale used by Likert is a type of scale to measure the scale of research variables such as attitudes, opinions and perceptions of a person or group of people about social phenomena [27]. Through a Likert scale of number one indicates strongly disagree, number two indicates disagree, number three indicates agree, and the highest number indicating strongly agree is number four indicating a strongly agree character. Indicators are used as the basis for preparing instruments in the form of questions [28]. Then the questionnaire data is processed using the help of Statistical Package For the Social Sciences (SPSS) software, validity and reliability tests are carried out. Data analysis using multiple linear regression analysis.

3 Results and Discussion

3.1 Results

In this study based on the respondent's profile of gender, age, education level, employee status and length of.

Table 1. Respondent Data by Gender

No.	Gender	Total	Percentage
1	Male	100	78%
2	Female	29	22%
	Total	129	100%

Table 2. Respondent Data by Age

No.	Age	Total	Percentage
1	20-25 (1)	23	18%
2	26-30 (2)	59	46%
3	31-35(3)	26	20%
4	36-40(4)	11	9%
5	>40(5)	10	8%
	Total	129	100%

Table 3. Respondent Data Based on Education Level

No.	Education Level	Total	Percentage
1	Junior High School	3	2%
2	SMA (Senior High School)	93	72%
3	S1 (Bachelor)	33	26%
	Total	129	100%



Table 4. Respondent Data Based on Employee Status

No.	Employee status	Total	Percentage
1	Stay	30	23%
2	Contract	88	68%
3	Outsourcing	11	9%
	Total	129	100%

Table 5. Respondent Data Based on Length of Work

No.	Length of Service	Total	Percentage
1	1-3 Years	29	22%
2	4-6 Years	100	78%
	Total	129	100%

3.1.1 Validity Test

Table 6. X1

Statement	r Count	r Table	Condition	Description
X1.1 0,836	0,171	r count > r table	Valid	
X1.2 0,816	0,171	r count > r table	Valid	
X1.3 0,776	0,171	r count > r table	Valid	
X1.4 0,801	0,171	r count > r table	Valid	
X1.5 0,556	0,171	r count > r table	Valid	

From the table that tests the validity of variable X1 above, it shows that the value of the correlation coefficient r counts each using one statement, can determine that each statement related to variable (X1) is correct. This shows that all calculated coefficient values are greater than r table 0.171.

Table 7. X2

Statement	r Count	r Table	Condition	Description
X2.1 0,375	0,171	r count > r table	Valid	
X2.2 0,242	0,171	r count > r table	Valid	
X2.3 0,793	0,171	r count > r table	Valid	
X2.4 0,680	0,171	r count > r table	Valid	
X2.5 0,770	0,171	r count > r table	Valid	
X2.6 0,726	0,171	r count > r table	Valid	

From the validity test table on variable X2 above, it shows that by knowing the calculated r correlation coefficient value found for each statement, it shows that all calculated coefficient values are greater than r table of 0.171, which indicates that each statement related to variable (X2) is valid.

Table 8. X3

Statement	r Count	r Table	Condition	Description
X3.1 0,626	0,171	r count > r table	Valid	
X3.2 0,881	0,171	r count > r table	Valid	
X3.3 0,839	0,171	r count > r table	Valid	
X3.4 0,702	0,171	r count > r table	Valid	

The validity test table for variable X3 shows that the correlation coefficient value r count for each statement is greater than r table of 0.171, which means that each statement is valid.



Table 9. X4

Statement	r Count	r Table	Condition	Description
X4.1 0,704	0,171	r count > r table	Valid	
X4.2 0,772	0,171	r count > r table	Valid	
X4.3 0,701	0,171	r count > r table	Valid	
X4.4 0,684	0,171	r count > r table	Valid	
X4.5 0,728	0,171	r count > r table	Valid	

The validity test table for variable X4 shows that the correlation coefficient value r count for each statement is greater than r table of 0.171, which means that each statement is valid...

Table 10. Y

Question	r Count	r Table	Condition	Description
Y.1 0,801	0,194	r count > r table	Valid	
Y.2 0,799	0,194	r count > r table	Valid	
Y.3 0,812	0,194	r count > r table	Valid	
Y.4 0,795	0,194	r count > r table	Valid	

The validity test table for variable Y shows that the calculated r correlation coefficient value for each statement is greater than the r table value of 0.171, so that each statement about variable (Y) is valid.

3.1.2 Reliability Test

Table 11. Reliability Test

Variable	Cronbach's Alpha Value	Critical Number	Conclusion
(X1)	0,807	0,600	Reliable
(X2)	0,664	0,600	Reliable
(X3)	0,767	0,600	Reliable
(X4)	0,755	0,600	Reliable
(Y)	0,808	0,600	Reliable

The Cronbach's Alpha value in the table above shows that the variable (X1) is 0.807, then the variable (X2) has a value of 0.664, and the variable (X3) is 0.767, then the variable (X4) is 0.755, the last variable (Y) is 0.808, thus all the variables of this study are declared that the results are reliable.

3.1.3 Test

Table 12. One-Sample Kolmogorov-Smirnov Test

<i>Unstandardized Residual</i>		
<i>N</i>	129	
<i>Normal Parameters a, b</i>	<i>Mean</i>	.0000000
	<i>Std. Deviation</i>	2.29755392
<i>Most Extreme Differences</i>	<i>Absolute</i>	.056
	<i>Positive</i>	.056
	<i>Negative</i>	-.046
	<i>Test Statistic</i>	.056
<i>Asymp. Sig. (2-tailed)</i>		.200c,d

- a. It is a Normal test distribution.
- b. Determined by data.
- c. Correction of Lilliefors Significance.
- d. This represents the genuine significance's lower bound.

The table above shows that the results of the data are normally distributed as seen from Asymp. Sig. (2-tailed) of 0.200 which is stated to be a result greater than 0.05. So the conclusion is that the data results are normally distributed.



3.1.4 Multicollinearity Test

Table 13. Coefficients a

Model	Collinearity Tolerance	Statistics VIF
(Constant)		
(X1)	.500	2.001
(X2)	.569	1.758
(X3)	.690	1.448
(X4)	.529	1.891

a. Dependent Variable: TOTAL_Y

It can be seen from the table above that the tolerance for four variables is greater than 0.1 and the VIF value for four variables is less than 10.00, so the research data does not show symptoms of multicollinearity.

3.1.5 Heteroscedasticity Test

Table 14. Heteroscedasticity Test

Variable	Sig Value
(X1)	1.000
(X2)	1.000
(X3)	1.000
(X4)	1.000

From the table above, it can be seen that the Sig value in the Heteroskedasticity Test is greater than 0.05, which states that if the Sig value is greater than 0.05, the data results obtained do not occur Heteroskedasticity.

3.1.6 Coefficient of Determination Test

Table 15. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.429a	.184	.158	2.334

a. Predictors: (Constant), TOTAL_X4, TOTAL_X3, TOTAL_X2, TOTAL_X1

Based on the test results from the table above, it can be concluded that the variables X1, X2, X3 and X4 have an effect on Variable Y of 0.184 or 18.4% and the rest is influenced by other variables not examined in this article.

3.1.7 Multiple Linear Regression Test

Table 16. Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	10.478	2.198		4.766	.000		
TOTAL_X1	.148	.136	.125	1.089	.278	.500	
TOTAL_X2	-.443	.148	-.322	-2.996	.003	.569	
TOTAL_X3	.610	.145	.409	4.191	.000	.690	
TOTAL_X4	.092	.140	.073	.657	.512	.529	

a. Dependent Variable: TOTAL_Y



The results from the table above show the multiple linear regression equation as follows: $Y = 10.478 + 0.148 X_1 - 0.443 X_2 + 0.610 X_3 + 0.092 X_4 + e$. The equation is explained as follows:

- If the variables X_1 , X_2 , X_3 , and X_4 are equal to zero, then the effect is 10,478, according to the constant value in the table.
- The X_1 variable has a beta coefficient of 0.148, meaning that any increase in the variable (X_1) by one unit will cause an increase in influence of 0.148 per unit.
- The coefficient of the X_2 variable is -0.443, that every one increase in the variable (X_2) will result in an increase in the effect of 0-0.443 per unit.
- The beta coefficient of variable X_3 is 0.610, meaning that each increase in variable (X_3) is 0.610 units.
- The beta coefficient value on variable X_4 is 0.092 that every one increase in variable (X_3) is 0.092 units.

3.1.8 Partial Test (t)

The study results show that the independent variables affect all of these variables. The F test criteria for decision making are as follows:

- Significant effect occurs if $\text{Sig} < 0.05$.
- The hypothesis is accepted if F count is greater than F table.
- The hypothesis is rejected if F count is less than F table

Table 17. Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	t		Tolerance	VIF
1(Constant)	10.478	2.198		4.766	.000		
TOTAL_X1	.148	.136	.125	1.089	.278	.500	
2.001							
TOTAL_X2	-.443	.148	-.322	-2.996	.003	.569	
1.758							
TOTAL_X3	.610	.145	.409	4.191	.000	.690	
1.448							
TOTAL_X4	.092	.140	.073	.657	.512	.529	
1.891							

Dependent Variable: TOTAL_Y

- (X_1)
The Sig value of variable X_1 is 0.278, which is greater than 0.05, indicating that the result is not significant. In addition, the calculated t value of 1.089 is lower than the table t value of 1.657, which indicates that the hypothesis is rejected because the table t value is greater than the calculated t value result.
- (X_2)
Since the Sig value of 0.003 is less than 0.05, the result shows that the result is significant. In addition, the calculated t value of -2.996 is smaller than the t table of 1.657, which indicates that the hypothesis is rejected because the calculated t value is smaller than the t table. Variabel X_2 has a significant impact, but not partial.
- (X_3)
The result of the Sig value of 0.000 is smaller than 0.05, so the results have a significant effect, and the t value obtained is 4.191 greater than the t table value of 1.657, which means that the hypothesis is accepted because the results of the t value are greater than the t table.
- (X_4)
The result of the Sig value of 0.512 is greater than 0.05, so the results have no significant effect, and the t value obtained is 0.657 smaller than the t table of 1.657, which means that the hypothesis is rejected because the results of the t value are smaller than the t table.

3.1.9 F Test

The results of this test show that these variables are collectively influenced by the independent variables. The criterion for decision making of the F test is :

- If $\text{Sig} < 0.05$ then the effect is significant.
- If F count > F table then the hypothesis is accepted
- If F count < F table then the hypothesis is rejected



Table 18. ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	152.800	4	38.200	7.010	.000b
	Residual	675.681	124	5.449		
	Total	828.481	128			

a. Dependent Variable: TOTAL_Y

b. Predictors: (Constant), TOTAL_X4, TOTAL_X3, TOTAL_X2, TOTAL_X1

From the table obtained from the data, the calculated F value is 7.010 with a significant value of 0.000, so the calculated F value is greater than the F table, namely $7.010 > 2.68$. Sig value is smaller than 0.05 which indicates, simultaneously or together all variables X1, X2, X3 have a positive effect on variable Y.

3.2 Discussion

3.2.1 H1 The Effect of Career Development on Turnover Intention

Career development partially has no effect on sales intentions, meaning that the hypothesis results are rejected. Career opportunities in a company that is wide open will provide opportunities for healthy and good competition, so that it will have an impact on the low level of turnover intention. The higher the career development felt by employees, the lower the turnover intention, and vice versa, the lower the career development in the company, the higher the turnover intention. This is in line with the results of previous research conducted by researchers [3] and [4] that career development has a negative effect on turnover intention, with promising career development in the company, it can increase employee job satisfaction and can also reduce the level of turnover intention.

This can be proven by career development variables with several indicators, including selection, mutation, education, training and placement. In accordance with the results of respondents who strongly agree with the statement that opportunities to develop careers are open to all employees. In this study the authors found that companies are able to control and maintain employees based on the type of control of employee turnover intention [2].

3.2.2 H2 Effect of Work Load on Turnover

Based on the results of data analysis, workload does not affect the desire to resign employees. This shows that organizational commitment is good with the division of work shifts and employees feel responsible for the work given without feeling burdened by the work itself. This is in accordance with previous researchers conducted by [30] and [31]. Which states that workload has a negative effect on employee turnover intention. This shows that if the workload increases, turnover intention will also increase, and vice versa, decreasing workload will reduce the level of turnover intention. This can be proven by work load indicators, namely the use of time, the goals that must be achieved, and the state of the work itself in accordance with the Company's SOP.

Of the several indicators above, the most instrumental is the indicator of the use of working time, this is in accordance with the results of respondents who agree with the statement that the time given by the Company is in accordance with their responsibilities. In this case the authors find that the Company can provide according to the bobon given to employees, so that employees are able to complete work according to the specified target. This proves that the company is able to maintain employees and is able to control turnover intention [2].

3.2.3 H3 The Effect of Work Environment on Turnover

Based on the results of the analysis that has been done, the work environment has a significant effect on turnover intention. This proves that the work environment whose quality is not healthy will affect the increase in employee turnover. Likewise, on the other hand, turnover intention will decrease if the work environment with comfortable air temperature, sufficient company support facilities, good employee relations, humanist, conducive and employees feel happy with the results of work so far. This is in accordance with the results of previous research conducted by [11] and [32] stating that the work environment has a positive influence on employee turnover intention. This means that the low standard of operational management of the work environment will make employees work less optimally so that turnover intention increases.

This is in accordance with the indicators of work environment variables, namely the physical work environment and the non-physical work environment. From the above indicators, the most instrumental is the physical work environment, according to the questionnaire respondents' statements that agreement with the company's supporting facilities is sufficient. In this research, the author found that the contribution of the non-physical work environment is smaller than the physical work environment. How companies can facilitate both



physical and non-physical work environments to have a good impact on employee performance. It is evident that the environment is a component that can affect a business or organization directly or indirectly and can have a negative impact on employee performance known as the work environment [19].

3.2.4 H4 Effect of Work Motivation on Turnover

Work motivation is stated to have no significant effect on employee turnover intention. This proves that employees are enthusiastic and enthusiastic at work, thus reducing the desire to quit. This is in accordance with previous research conducted by [12] that work motivation has a negative effect on employee turnover intention, which means that increasing motivation to work can cause a decrease in the desire to quit. This proves that employees are more committed to the company with increasing employee organizational commitment which further reduces the desire of employees to leave.

This can be proven by the motivation variable being built with several indicators, namely the need for achievement, the need for power and the need for a friendship group. Of these indicators, the most contributing is the need for achievement, this is in accordance with the respondents' agreement with the statement that work performance is in accordance with company expectations. In this study the authors found that hierarchical needs were met in the workplace such as the availability of lunch (basic needs), the existence of BPJS pension health benefits (security needs), the existence of work appreciation from superiors (the need to get recognition from social groups), and the opening of higher career paths (the need for power) [32].

4 Conclusion

Based on the results of research conducted that the phenomenon of employee turnover intention in PT.DSI Sidoarjo is influenced by the work environment. While career development, workload and work motivation have no partial influence on employee turnover intention because employees are satisfied with what the company has facilitated. The better the work environment in the company, the lower the turnover intention rate, and vice versa, a bad work environment will affect the employee turnover intention rate. The non-physical work environment, especially the relationship between fellow employees, needs to get attention for the company in order to create a good environmental climate, because employees whose performance is good in the eyes of superiors but relationships with fellow employees are not good, will create a less conducive work atmosphere. So the workplace company needs to create a pleasant working atmosphere, support each other in order to achieve the goals of the organization / company.

Researchers realize the limitations in this study, the authors hope that further research can use other independent variables that can affect employee turnover intention at PT.DSI Sidoarjo company. In addition, the subject used by the author is PT.DSI Sidoarjo only, it is hoped that the research subject can be at all PT.DSI East Java.

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