

The Effect of Compensation, Work Environment, and Career Development on Employee Turnover Intention of PT XYZ Final Assembly Department

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KEYWORDS

Compensation; Work Environment; Career Development; Turnover Intention

ABSTRACT

This research aims to analyze the effect of compensation, work environment, and career development on turnover intention among employees in the Final Assembly Department at PT XYZ. Involving 87 respondents who are employees of the department, this research employs a saturated sampling method for sample selection. Data collection is conducted through the distribution of questionnaires using Google Form. Analysis is performed using Multiple Linear Regression Analysis, with t and f statistical tests to test hypotheses. The results indicate that compensation, work environment, and career development partially have a significant negative effect on employees' intention to leave their jobs. Additionally, simultaneously, these three factors also have a significant impact on turnover intention. This study provides a deeper understanding of the factors affecting turnover intention among employees in the Final Assembly Department PT XYZ, and it offers important implications for human resource management in efforts to retain competent and quality employees.

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1. Introduction

PT XYZ is one of the companies engaged in manufacturing and MRO (Maintenance, Repair, and Overhaul) aircraft services. In running its business, major challenges arise from the dynamics of the global industry and the impact of the COVID-19 pandemic. The presence of the Boeing and Airbus duopoly also puts additional pressure on PT XYZ to adapt and maintain the sustainability of its operations.

In addition to competing in the quality of the products produced, the sustainability of Human Resources (HR) plays an important role in the competition in this industry. Having good HR sustainability will ensure that the company can retain knowledge and skills and have a reliable workforce to face future business challenges.

One of the things in human resource management that needs to be considered is *turnover intention*. *Turnover Intention*, according to (Mobley, 2011), is the tendency or intention of an employee to voluntarily quit his or her job or move from one workplace to another of his or her own choice. A high level of *Turnover Intention* has a negative impact on the organisation. It is related to the stability of labour conditions, which will ultimately increase the cost of employee needs such as training and recruitment (Kaur et al., 2013). The three indicators that can be used to be able to measure *turnover intention* according to (Mobley, 2011), namely *thinking of quitting*, *intention to search for alternatives*, and *intention to quit*.

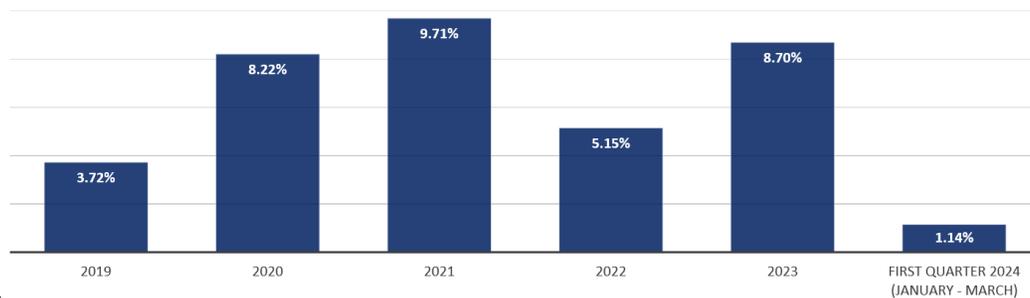


Figure 1 Turnover Rate

Based on Figure 1, the Turnover Rate of PT XYZ's Final Assembly Department from 2019 to the first quarter of 2024 shows significant fluctuations *in turnover* rates, with the largest values in 2020 (8.22%); 2021 (9.71%); and 2023 (8.70%). The standard of turnover value that is said to be high varies greatly depending on the company, but Gillis (in Hartono & Setiawan, 2013) said that the *turnover rate* value that is said to be normal is around (5% to 10%), while the *turnover rate* value that is said to be high is if the value is more than 10% per year, so that from that period, *the turnover rate* is said to be still normal, even though in 2021 it is almost high (9.71%). However, if the factors that affect *turnover intention* are not properly considered, then in the future, it may create a high *turnover rate* and cause losses for the company.

An interview with the Manager of PT XYZ's Final Assembly Department revealed that many millennial employees resigned because they wanted better compensation, sought work experience in a new environment, and felt limited career development. From the results of the interview, 3 main factors are considered to affect employee turnover intention.

The first is compensation (Simamora, 2015) Explaining compensation as a form of return in the form of financial, realised services and benefits received by employees as part of the staffing relationship. (Aman-Ullah et al., 2021) stated that competitive and fair compensation will be crucial for retaining employees in the long term; employees who feel valued through decent compensation are also more likely to show loyalty to the organisation and have a lower intention to leave the company. This is also supported by some previous research that shows that compensation has a significant negative effect on turnover intention, as mentioned by (Saputra et al., 2022), (Putri & Islamuddin, 2022) and (Madison & Hawari, 2023). So it means that when compensation in the company increases, the level of *employee turnover intention* will decrease, and vice versa. However, there are

also studies that compensation does not significantly affect *turnover intention*, as observed by (Purwati et al., 2020), which means that an increase or decrease in compensation will not affect the *turnover intention* of employees. The four indicators that can be used to measure compensation according to (Simamora, 2015), among others: are wages and salaries, incentives, allowances, and facilities.

The second is the work environment, according to (Sedarmayanti, 2018), The work environment is defined as all circumstances that exist around the workplace both physically and non-physically, and affect employees both directly and indirectly. There are several studies that say that the work environment has an effect on *turnover intention*, such as research (Putra & Utama, 2017), (Misbakhudin et al., 2023) which has the result that the work environment has a negative and significant effect on the turnover intention rate, which means that if the work environment increases, the *employee turnover intention* rate will decrease and vice versa. However, there are also different results as they are done (Arliansyah, 2016) dan (Hidayah et al., 2024), which results in a work environment that does not significantly affect turnover intention. (Sedarmayanti, 2018) It also reveals indicators to measure the work environment based on its type, indicators of the physical work environment (lighting/light, noise, air circulation, space colouring, unpleasant odours, space arrangement, room temperature, and safety at work), and non-physical work environment indicators, namely (relationships with superiors and relationships with colleagues).

The third is career development, according to (Sihotang, 2017). Career development is an organisation's effort to prepare employees to fill positions in the organisational structure, both now and in the future. It involves improving an individual's skills and knowledge to achieve their career goals. Results (Soedira et al., 2021) dan (Dewi & Herianti, 2023) show that career development has a negative and significant effect on turnover intention, which means that if career development increases, the *turnover intention* level will decrease, and vice versa. However, research also states that career development has no effect on *employee* turnover intention (Romadonni et al., 2024). In looking at career development, (Sihotang, 2017) explain what indicators can be used to measure it, including organisational policies, work performance, educational background, training, work experience, loyalty to the organisation, as well as flexibility in getting along and relationships between people.

The results of previous research were simultaneously conducted as carried out (Putri & Islamuddin, 2022) and (Nursanti & Marpaung, 2024) stated that Compensation, Work Environment, and Career Development together significantly affect Turnover Intention.

To dig deeper into the problem conditions in the Final Assembly Department of PT XYZ, the author distributed a Pre-Survey Questionnaire through Google Forms to 30 randomly selected respondents, with the following results:

Table 1 Pre-Survey Questionnaire Data

Variable	Question	Yes	No	Total
Compensation	Are the compensation (salary, incentives, benefits, and perks) that you receive from the company competitive compared to companies in the same industry?	30% (9)	70% (21)	100% (30)

Work Environment	Is the physical work environment (which is directly related to work operations such as work facilities and infrastructure) ideal?	36,7% (11)	63,3% (19)	100% (30)
	Is the non-physical work environment (related to the working relationship between employees and superiors) optimal?	46,7% (14)	53,3% (16)	100% (30)
Career Development	Is the implementation of career development carried out by the company according to your career plan?	13,3% (4)	86,7% (26)	100% (30)
Turnover Intention	Do you have any intentions/desires to leave the company?	63,3% (19)	36,7% (11)	100% (30)

Source: Prepared by the author

Based on Table 1. Pre-Survey Questionnaire data distributed to 30 respondents shows that the majority of employees feel that compensation, work environment, and career development are inadequate. As many as 63.3% of respondents have the intention to leave the company.

So based on employee *turnover* data, interviews, and pre-surveys, as well as the *gap*/difference in results between previous studies, the researcher in this case intends to conduct a study entitled **"The effect of Compensation, Work Environment, and Career Development on Employee Turnover Intention of PT XYZ Final Assembly Department"**.

2. Materials and Methods

This research was conducted in the Final Assembly Department of PT XYZ with a population of 87 employees with a saturated sampling method. The method used in this study is a quantitative descriptive method. Based on the set objectives, this research is included in the category of verifiable research. From the perspective of this type of investigation, this research can be categorized as causal research.

The researcher in this case used data collection techniques through interviews with the Manager of the Final Assembly Department of PT XYZ, requests for employee turnover data from HRBP, and the distribution of questionnaires to all 87 employees of the Final Assembly Department of PT XYZ, then analyzed by multiple linear regression analysis using SPSS version 21.

3. Result and Discussion

Descriptive

Table 2 Respondents' Response to the Compensation Variable

Indicator	Item	Answer					Weight					Total Score	Rata-rata	KATEGORI
		STS	TS	KS	S	SS	1	2	3	4	5			
Wages and Salaries	X1.1	9	20	28	30	0	9	40	84	120	0	253	58.16%	NOT GOOD
	X1.2	5	10	33	39	0	5	20	99	156	0	280	64.37%	NOT GOOD
	X1.3	17	24	29	17	0	17	48	87	68	0	220	50.57%	BAD
	X1.4	27	32	20	8	0	27	64	60	32	0	183	42.07%	BAD
Incentive	X1.5	24	30	17	13	3	24	60	51	52	15	202	46.44%	BAD
	X1.6	19	33	18	14	3	19	66	54	56	15	210	48.28%	BAD

Allowances	X1.7	3	7	15	58	4	3	14	45	232	20	314	72.18%	GOOD
	X1.8	13	19	29	25	1	13	38	87	100	5	243	55.86%	NOT GOOD
Facilities	X1.9	1	2	4	69	11	1	4	12	276	55	348	80.00%	GOOD
	X1.10	8	18	25	35	1	8	36	75	140	5	264	60.69%	NOT GOOD
TOTAL SCORE												2517		
MAXIMUM SCORE (5*87 Total respondents*10 Number of Items)												4350	CRITERION	
PRESENTASE INSTALLMENT-INSTALLMENT												57.86%	NOT GOOD	

Source: Prepared by the author

Based on Table 2, the item with the highest average is X1.9 (The company provides health insurance facilities for all employees) with an average of 80.00% making it the "Good" category. Then the lowest is X1.4 (Employee wages such as overtime pay, official travel money, etc. from the company have been well implemented) with an average of 42.07%, making it the "Bad" category. A poor assessment of the provision of additional wages can be an indication of problems in payroll policies or their implementation.



Figure 2 Continuum Line of Compensation

Overall, the compensation received by the Employees of the Final Assembly Department of PT XYZ is still categorized as "Not Good", with an average final percentage of 57.86%.

Table 3 Respondents' Responses to Work Environment Variables

Indicator	Item	Answer					Weight					Total Score	Average	CATEGORY
		STS	TS	KS	S	SS	1	2	3	4	5			
Lighting	X2.1	6	24	31	26	0	6	48	93	104	0	251	57.70%	NOT GOOD
	X2.2	3	21	25	35	3	3	42	75	140	15	275	63.22%	NOT GOOD
Noise	X2.3	10	28	28	20	1	10	56	84	80	5	235	54.02%	NOT GOOD
Air Circulation	X2.4	1	7	20	54	5	1	14	60	216	25	316	72.64%	GOOD
Space Color Scheme	X2.5	2	5	14	64	2	2	10	42	256	10	320	73.56%	GOOD
Bad Smell	X2.6	2	14	31	38	2	2	28	93	152	10	285	65.52%	NOT GOOD
Spatial Arrangement	X2.7	3	11	31	41	1	3	22	93	164	5	287	65.98%	NOT GOOD
Room Temperature	X2.8	0	10	20	57	0	0	20	60	228	0	308	70.80%	GOOD
Safety at Work	X2.9	9	12	31	33	2	9	24	93	132	10	268	61.61%	NOT GOOD
	X2.10	6	10	40	31	0	6	20	120	124	0	270	62.07%	NOT GOOD
	X2.11	4	4	34	44	1	4	8	102	176	5	295	67.82%	NOT GOOD
	X2.12	3	8	27	47	2	3	16	81	188	10	298	68.51%	GOOD
	X2.13	1	4	24	58	0	1	8	72	232	0	313	71.95%	GOOD
	X2.14	3	4	35	45	0	3	8	105	180	0	296	68.05%	GOOD
Relationship with Boss	X2.15	2	5	22	57	1	2	10	66	228	5	311	71.49%	GOOD
	X2.16	7	9	37	32	2	7	18	111	128	10	274	62.99%	NOT GOOD
	X2.17	6	8	32	41	0	6	16	96	164	0	282	64.83%	NOT GOOD
	X2.18	3	6	38	39	1	3	12	114	156	5	290	66.67%	NOT GOOD

Relationship with Coworkers	X2.19	6	5	38	37	1	6	10	114	148	5	283	65.06%	NOT GOOD
	X2.20	2	7	31	47	0	2	14	93	188	0	297	68.28%	GOOD
	X2.21	0	2	12	71	2	0	4	36	284	10	334	76.78%	GOOD
	X2.22	4	6	33	43	1	4	12	99	172	5	292	67.13%	NOT GOOD
	X2.23	4	3	23	55	2	4	6	69	220	10	309	71.03%	GOOD
	X2.24	0	2	11	70	4	0	4	33	280	20	337	77.47%	GOOD
TOTAL SCORE												7026		
MAXIMUM SCORE (5*87 Total respondents*24 Million Items)												10440	KRITERIA	
FINAL AVERAGE PERCENTAGE												67.30%	NOT GOOD	

Source : Prepared by the Author

Based on Table 3, the item with the highest average is X2.24 (The majority of colleagues assigned to me can work well together) with an average of 77.47% making it in the "Good" category, this shows that the teamwork aspect can go well. Then the lowest is X2.3 (My work area is away from noise) with an average of 54.02%, making it the "Bad" category. This is inevitable due to the noise from various aircraft operations.

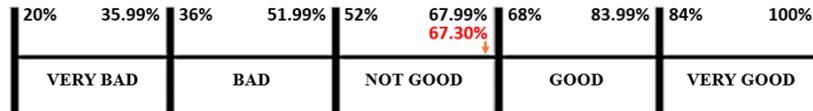


Figure 3 Continuum Line of Work Environment

Overall, the working environment conditions in the Final Assembly Department of PT XYZ are still categorized as "Not Good", with an average final percentage of 67.30%.

Table 4 Respondent's Response to Career Development Variables

Indicator	Item	Answer					Weight					Total Score	Average	CATEGORY
		STS	TS	KS	S	SS	1	2	3	4	5			
Organizational Policies	X3.1	25	28	29	5	0	25	56	87	20	0	188	43.22%	BAD
	X3.2	21	29	27	10	0	21	58	81	40	0	200	45.98%	BAD
	X3.3	23	18	29	17	0	23	36	87	68	0	214	49.20%	BAD
	X3.4	20	22	37	8	0	20	44	111	32	0	207	47.59%	BAD
Job Performance	X3.5	15	24	26	22	0	15	48	78	88	0	229	52.64%	NOT GOOD
	X3.6	17	25	27	18	0	17	50	81	72	0	220	50.57%	BAD
Education	X3.7	7	6	8	63	3	7	12	24	252	15	310	71.26%	GOOD
	X3.8	14	15	26	31	1	14	30	78	124	5	251	57.70%	NOT GOOD
Training	X3.9	11	8	15	50	3	11	16	45	200	15	287	65.98%	NOT GOOD
	X3.10	15	13	30	28	1	15	26	90	112	5	248	57.01%	NOT GOOD
Work Experience	X3.11	14	18	30	24	1	14	36	90	96	5	241	55.40%	NOT GOOD
Loyalty to the organization	X3.12	12	17	30	27	1	12	34	90	108	5	249	57.24%	NOT GOOD
Sociability and Human relationships	X3.13	7	6	24	48	2	7	12	72	192	10	293	67.36%	NOT GOOD
	X3.14	10	4	35	38	0	10	8	105	152	0	275	63.22%	NOT GOOD
TOTAL SCORE												3412		
MAXIMUM SCORE (5*87 Total respondents*14 Million Items)												6090	CRITERION	
PRESENTASE INSTALLMENT-INSTALLMENT												56.03%	NOT GOOD	

Source : Prepared by the Author

Based on Table 4, the item with the highest average is X3.7 (Current job placement according to my educational background) with an average of 71.26%, making it the category of "Good", the company can maintain in the job placement of employees who are in accordance with the education so as to improve the effectiveness of its production. Then the lowest is X3.1 (The company provides a clear career plan to each employee) with an average of 43.22% making it the "Bad" category. This can happen due to the company's lack of communication and transparency regarding available career opportunities, lack of skill development, or lack of guarantees regarding future career advancement.



Figure 4 Continuum Line of Career Development

Overall, the condition of career development in the Final Assembly Department of PT XYZ was rated "Not Good", with an average final percentage of 56.03%.

Table 5 Respondent's Response to the Turnover Intention Variable,

Indicator	Item	Answer					Weight					Total Score	Average	KAT
		STS	TS	KS	S	SS	1	2	3	4	5			
Thinking of quitting	Y1	3	7	20	45	12	3	14	60	180	60	317	72.87%	HIGH
	Y2	0	22	12	35	18	0	44	36	140	90	310	71.26%	HIGH
	Y3	3	17	18	33	16	3	34	54	132	80	303	69.66%	HIGH
Intention to search lain	Y4	3	23	14	36	11	3	46	42	144	55	290	66.67%	QUITE HIGH
	Y5	4	25	16	30	12	4	50	48	120	60	282	64.83%	QUITE HIGH
Intention to quit	Y6	0	18	17	38	14	0	36	51	152	70	309	71.03%	HIGH
TOTAL SCORE											1811			
MAXIMUM SCORE (5*87 Total respondents*6 Million Items)											2610	CRITERION		
PRESENTASE INSTALLMENT-INSTALLMENT											69.39%	HIGH		

Source: Prepared by the Author

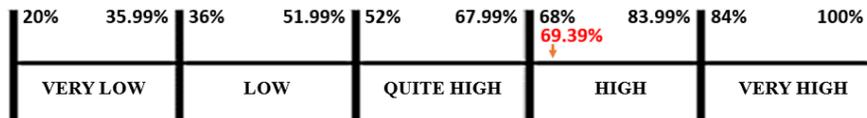


Figure 5 Continuum Line of Turnover Intention

Overall, the condition of *Turnover Intention* in the Final Assembly Department of PT XYZ is rated "High", with an average final percentage of 69.39%. This shows that companies need to take the right steps to address dissatisfaction and retain employees from leaving the company.

Validity & Reliability Test

According to Soegiyono (2019), the data is declared valid if the significance < 0.05 or has an $R\text{-value} > R\text{ table}$. The R table for 87 respondents in this study is 0.213. (Sekaran & Bougie, 2017), The value is said to be reliable if (Cronbach's Alpha > 0.60).

Tabel 6 Validity & Reliability Test Results

Variable	Item	R-value	R table	Description	Variable	Item	R-value	R table	Description
Compensation (X1)	X1.1	0.59	0.213	Valid	Work Environment (x2)	X2.1	0.65	0.213	Valid
	X1.2	0.433	0.213	Valid		X2.2	0.562	0.213	Valid
	X1.3	0.753	0.213	Valid		X2.3	0.425	0.213	Valid
	X1.4	0.752	0.213	Valid		X2.4	0.465	0.213	Valid
	X1.5	0.704	0.213	Valid		X2.5	0.291	0.213	Valid
	X1.6	0.734	0.213	Valid		X2.6	0.589	0.213	Valid
	X1.7	0.353	0.213	Valid		X2.7	0.684	0.213	Valid
	X1.8	0.718	0.213	Valid		X2.8	0.59	0.213	Valid
	X1.9	0.449	0.213	Valid		X2.9	0.708	0.213	Valid
Career Development (X3)	X1.10	0.604	0.213	Valid	X2.10	0.775	0.213	Valid	
	X3.1	0.85	0.213	Valid	X2.11	0.637	0.213	Valid	
	X3.2	0.857	0.213	Valid	X2.12	0.593	0.213	Valid	
	X3.3	0.77	0.213	Valid	X2.13	0.597	0.213	Valid	
	X3.4	0.824	0.213	Valid	X2.14	0.725	0.213	Valid	
	X3.5	0.771	0.213	Valid	X2.15	0.551	0.213	Valid	
	X3.6	0.874	0.213	Valid	X2.16	0.506	0.213	Valid	
	X3.7	0.541	0.213	Valid	X2.17	0.688	0.213	Valid	
	X3.8	0.764	0.213	Valid	X2.18	0.514	0.213	Valid	
X3.9	0.675	0.213	Valid	X2.19	0.584	0.213	Valid		

X3.1 0	0.827	0.21 3	Valid	X2.2 0	0.608	0.21 3	Valid
X3.1 1	0.861	0.21 3	Valid	X2.2 1	0.267	0.21 3	Valid
X3.1 2	0.792	0.21 3	Valid	X2.2 2	0.568	0.21 3	Valid
X3.1 3	0.74	0.21 3	Valid	X2.2 3	0.596	0.21 3	Valid
X3.1 4	0.783	0.21 3	Valid	X2.2 4	0.411	0.21 3	Valid
Variable		Item	R value	R table		Deskripsi	
Turnover Intention (Y)		Y1	0.604	0.213		Valid	
		Y2	0.838	0.213		Valid	
		Y3	0.921	0.213		Valid	
		Y4	0.899	0.213		Valid	
		Y5	0.881	0.213		Valid	
		Y6	0.882	0.213		Valid	
Variable	N of items	Cronbach's Alpha	Criteria	Information			
X1 Compensation	10	0.816	0.60	Reliable			
X2 Work Environment	24	0.909	0.60	Reliable			
X3 Career Development	14	0.951	0.60	Reliable			
Y Turnover Intention	6	0.915	0.60	Reliable			

Source: Prepared by the Author

Based on table 6, all statement items of each variable of compensation, work environment, career development, and turnover intention show valid values (R calculation > R table), and all variables show reliable values (Cronbach's Alpha > 0.60).

Normality Test

Table 7 Kolmogorov-Smirnov Normality Test Results

	Unstandardized Residual
N	87
Kolmogorov-Smirnov Z	0.755
Asymp.Sig.(2-tailed)	0.619

Source: Prepared by the Author

(Ghozali, 2021) *Asymp. Sig. (2-tailed)* of 0.619 where the value is greater than the significance level of 0.05 (0.619 > 0.05). So, it can be interpreted that the normality test in this study is normally distributed.

Multicollinearity Test

The multicollinearity test was carried out to determine whether a regression model found a correlation between independent variables (Ghozali, 2021). Condition:

- If **the Tolerance** value ≥ 0.10 , it can be said that there is no multicollinearity,

- If the **Variance Inflation Factor (VIF)** value ≤ 10.0 , it can be interpreted that there is no multicollinearity,

Here are the results obtained:

Table 8 Multicollinearity Test Results,

Variable	Tolerance	VIF
COMPENSATION	0.379	2.641
WORK ENVIRONMENT	0.505	1.982
CAREER DEVELOPMENT	0.394	2.541

Source: Prepared by the Author

Based on table 8, it can be concluded that the regression model in this study does not contain multicollinearity because the tolerance value of the three independent variables > 0.10 , and the VIF value < 10.0

Heteroscedasticity Test

This heteroscedasticity test is used to determine whether there is a difference in variance between the regression model and the residual data (Ghozali, 2021). In this test, the "Glejser Test" is used which will then be assessed if the value of Sig. > 0.05 then the regression does not contain heteroscedasticity. Here are the results:

Table 9 Heteroscedasticity Test Results

Model	Coefficients ^a					
	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.662	1.156		.572	.569
	COMPENSATION	.031	.051	.107	.614	.541
	WORK ENVIRONMENT	.034	.021	.253	1.681	.097
	CAREER DEVELOPMENT	-.041	.028	-.254	-1.492	.140

a. Dependent Variable: ABS_RES

Source: Prepared by the Author

Based on Table 9, it is concluded that there was no heteroscedasticity in this study due to the value of sig. The three independent variables > 0.05 .

Multiple Linear Regression Analysis

Table 10 Coefficients

Model	Coefficients ^a					Collinearity Statistics		
	Unstandardised Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF	
	B	Std. Error	Beta					
1	36.300	2.262		16.049	.000			
	COMPENSATION	-.280	.100	-.332	-2.810	.006	.379	2.641
	WORK ENVIRONMENT	-.091	.040	-.231	-2.257	.027	.505	1.982

CAREER DEVELOPMENT	-0.129	.054	-0.275	-2.373	.020	.394	2.541
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a. Dependent Variable: TURNOVER INTENTION

Source: Prepared by the author

Based on table 10 coefficients, the multiple linear regression equation is as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$$

$$Y = 36.300 + (-0.280) X_1 + (-0.091)X_2 + (-0.129)X_3$$

$$Y = 36.300 - 0.280X_1 - 0.091X_2 - 0.129X_3$$

The constant value (a) of 36.300, being positive, indicates that if the dependent variable Turnover Intention (Y) equals 36.300, then the independent variables Compensation (X1), Work Environment (X2), and Career Development (X3) are considered constant or unchanged. Alternatively, if Compensation, Work Environment, and Career Development are all zero (0), then Turnover Intention would be 36.300 in value.

For the Compensation variable (X1), which has a regression coefficient of -0.280, this means that if Compensation (X1) decreases by one unit in value, Turnover Intention (Y) will increase by 0.280 units in value, assuming the other independent variables Work Environment (X2) and Career Development (X3) remain constant or unchanged. This indicates that Compensation negatively affects employees' Turnover Intention in the Final Assembly Department of PT XYZ.

Regarding the Work Environment variable (X2), which has a regression coefficient of -0.091, a decrease of one unit in the value of Work Environment (X2) results in an increase of 0.091 units in the value of Turnover Intention (Y), assuming Compensation (X1) and Career Development (X3) are constant or unchanged. This suggests that the Work Environment negatively affects employees' Turnover Intention in the Final Assembly Department of PT XYZ.

For the Career Development variable (X3), which has a regression coefficient of -0.129, if Career Development (X3) decreases by one unit in value, Turnover Intention (Y) will increase by 0.129 units in value, assuming Compensation (X1) and Work Environment (X2) are constant or unchanged. This indicates that Career Development negatively affects employees' Turnover Intention in the Final Assembly Department of PT XYZ.

T Test

In this test, a one-tailed (left-sided) test was used to prove the hypothesis that the three independent variables partially negatively affect the dependent variable. Therefore, it can be concluded that the t-table value obtained for K = 3 and df = [n - k - 1] = 83 with α = 5% is **(-1.6634)**.

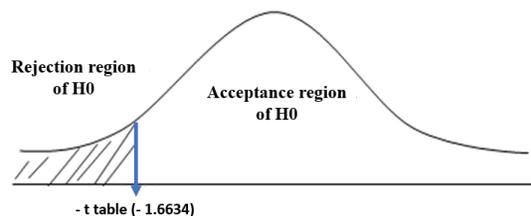


Figure 6 One-tailed (left-sided) t-test

According to Sugiyono (2021), in one-tailed left-sided testing :

- H0 is rejected, and H1 is accepted if the computed t-value is less than the negative t-table; or significance level < 0.05
- H0 is accepted, and H1 is rejected if the computed t-value is greater than the negative t-table; or significance level > 0.05

Here is the output of the t-test:

- 1) The compensation variable has a computed t-value of (-2.810) which is less than the critical t-table (-1.6634), and the significance value is less than 0.05 (0.006 < 0.05). Therefore, H0₁ is rejected, and H1₁ is accepted. "Compensation partially has a significant negative effect on employee turnover intention of PT XYZ Final Assembly Department".
- 2) The work environment variable has a computed t-value of (-2.257) which is less than the critical t-table (-1.6634), and the significance value is less than 0.05 (0.027 < 0.05). Therefore, H0₂ is rejected, and H1₂ is accepted. "Work environment partially has a significant negative influence on employee turnover intention of PT XYZ Final Assembly Department".
- 3) The career development variable has a computed t-value of (-2.373) which is less than the critical t-table (-1.6634), and the significance value is less than 0.05 (0.020 < 0.05). Therefore, H0₃ is rejected, and H1₃ is accepted. "Career development partially has a significant negative influence on employee turnover intention of PT XYZ Final Assembly Department".

F Test

The F-test proves the hypothesis that all independent variables significantly affect the dependent variable simultaneously. Therefore, it can be concluded that the F-table value obtained for df denomin = 3 and df number = $[n - k - 1] = 83$ with $\alpha = 5\%$ (**2.715**).

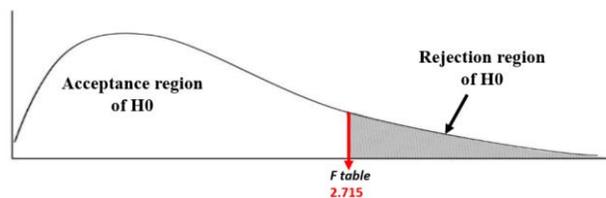


Figure 7 F test

According to Sugiyono (2021):

- H0 is rejected, and H1 is accepted if the computed F-value is greater than the F-table; or significance level < 0.05
- H0 is accepted, and H1 is rejected if the computed F-value is less than the F-table; or significance level > 0.05

Table 11 Anova

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1085.880	3	361.960	35.418	.000 ^b
	Residual	848.224	83	10.220		

Total	1934.104	86
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a. Dependent Variable: TURNOVER INTENTION

b. Predictors: (Constant), CAREER DEVELOPMENT, WORK ENVIRONMENT, COMPENSATION

Source: Prepared by the Author

From the output of Table 11, F calculates = 35.418 and sig. = 0.000. Because computed F value > F table (35,418 > 2,715) and sig. < 0.05, then H_{0_4} is rejected and H_{1_4} accepted. In conclusion, **"Compensation, work environment, and career development simultaneously significantly affect employee turnover intention of PT XYZ Final Assembly Department"**.

Coefficient of Determination

The determination coefficient aims to determine the percentage of effect of independent variables (compensation, work environment, and career development) on dependent variables (turnover intention).

Table 12 Determination Coefficient Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.749 ^a	.561	.546	3.196805	1.989

A. Predictors: (Constant), Career Development, Work Environment, Compensation

B. Dependent Variable: Turnover Intention

Source: Prepared by the Author

Based on Table 12, the R Square (R^2) value is 0.561, which shows that the independent variable affects turnover intention by 56.1%. The rest, 43.9%, was affected by other factors that were not observed in this study.

Overview of Compensation, Work Environment, Career Development, and *Employee Turnover Intention* of PT XYZ Final Assembly Department

The compensation received by employees is categorized as "Not Good" with an average of 57.86%, especially in terms of wages, salaries, and incentives. While there is progress in benefits and facilities, fairness in the provision of benefits and the quality of incentives need to be improved. The work environment was rated "Not Good" with an average of 67.30%, there were lighting and noise problems, as well as lack of equipment and personal protection facilities. Then the relationship between the boss and the employee, as well as between co-workers, needs to be improved. Career development was also rated "Not Good" with an average of 56.03%, with problems in training, awards, career plans, and promotion opportunities. *Turnover intention* was rated "High" with an average of 69.39%, indicating the need for measures to address employee dissatisfaction.

The Effect of Compensation on Turnover Intention

The compensation variable has a computed t-value of (-2.810) which is less than the critical t-table (-1.6634), and the significance value is less than 0.05 (0.006 < 0.05). Therefore, H_{0_1} is rejected, and H_{1_1} is accepted. The results of the t-test showed that compensation partially has a significant negative effect on turnover intention. The negative effect of compensation on turnover intention

suggests that employees may perceive inadequate compensation as a factor contributing to their intention to leave an organisation. Organisations should consider revisiting their compensation structures to align them with employee expectations and industry standards to potentially reduce turnover rates. These results support the research conducted by (Saputra et al., 2022), (Putri & Islamuddin, 2022), (Madison & Hawari, 2023).

The Effect of the Work Environment on Turnover Intention

The work environment variable has a computed t-value of (-2.257) which is less than the critical t-table (-1.6634), and the significance value is less than 0.05 ($0.027 < 0.05$). Therefore, $H0_2$ is rejected, and $H1_2$ is accepted. The t-test results showed that the work environment partially has a significant negative effect on turnover intention. A negative impact of the work environment on turnover intention suggests that factors such as workplace culture, safety, and interpersonal relationships may influence employees' decisions to stay or leave. Organizations should improve workplace conditions and foster a positive work environment to mitigate turnover risks. These results support the research conducted by (Putra & Utama, 2017), (Misbakhudin, 2023).

The Effect of Career Development on Turnover Intention

The career development variable has a computed t-value of (-2.373) which is less than the critical t-table (-1.6634), and the significance value is less than 0.05 ($0.020 < 0.05$). Therefore, $H0_3$ is rejected, and $H1_3$ is accepted. The results of the t-test showed that career development has a significant negative effect on turnover intention. The significant negative effect of career development on turnover intention suggests that career growth and advancement opportunities are critical factors influencing employee retention. Organizations should invest in structured career development programs to enhance employee engagement and reduce turnover rates. These results support the research conducted by (Soedira et al., 2021), (Dewi & Herianti, 2023).

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

All independent variables have F calculated = 35.418 and sig. = 0.000. Because computed F value $>$ F table ($35,418 > 2,715$) and sig. $<$ 0.05, then $H0_4$ is rejected and $H1_4$ accepted. The results of the F test showed that compensation, work environment, and career development simultaneously significantly affect turnover intention. The simultaneous significant effect of compensation, work environment, and career development on turnover intention underscores the complex interplay of these factors in shaping employees' decisions to stay or leave an organization. Organizations should adopt holistic strategies addressing all three aspects to manage and reduce turnover rates effectively. These results support the research conducted by (Putri & Islamuddin, 2022) and (Nursanti & Marpaung, 2024).

4. Conclusion

Based on the results of the research, the following conclusions were obtained: 1) The description of compensation conditions, work environment, career development, and turnover intention in the Final Assembly Department of PT XYZ is that compensation has a poor value

(57.06%), the work environment has a bad value (67.74%), then career development also has a bad value (55.58%), and turnover intention has a high value (68.05%). 2) Compensation significantly negatively affects employees' turnover intention of the Final Assembly Department of PT XYZ. 3) The work environment significantly negatively affects employees' turnover intention of the Final Assembly Department of PT XYZ. 4) Career development significantly negatively affects employees' turnover intention of the Final Assembly Department of PT XYZ. 5) Compensation, work environment, and career development significantly affect the turnover intention of PT XYZ's Final Assembly Department employees.

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