

The Influences of Compensation, Career Advancement and Work Stress against the Employees Turnover Intention on Y Generations at PT XYZ

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Abstract:- This research has purposed to determine the influences of compensation on employee turnover intention at PT XYZ, to find out the effect of career advancement on employee turnover intention at PT XYZ, also to determine the impacted of work Stress on employee turnover intention at PT XYZ., And to look out if Compensation, career and work Stress has simultaneously influences to the employees leaves intentions at PT XYZ. The number of respondents in this research were 90. The Independent variables in this research were compensation, career advancement and work stress while the dependent variable in this research was turnover intention. Data analysis that have been used was validity, reliability, classic assumptions, and multiple linear regression analysis. The results showed compensation, career advancement and work stress has effected to the intention to leave with a total effect of number was 45.3%. The compensation and career advancement variables have a negative influence on the turnover intention while the work stress variable has a positive effect on the turnover intention.

Keywords:- Compensation, Career Advancement, Work Stress, Turnover Intention, Y Generation.

I. INTRODUCTION

The company cannot be separated from the name of Human Resources. Employees who work in it are the motor who drives where the company will go especially when the industry is a labor-intensive industry which still relies on human resources to achieve the goals of the company. Maintaining the Human Resources is not the same as maintaining the machines. Many things need to be considered so that the employee's retention could be improve and survive in the company. Discharge of employees is a complex problem in every area of the business. Termination of an employee will have a negative impact on the company both in terms of profits, decreased productivity and even sustainability of the company. Another point of concern is the loss of workers who are already trained and the costs that must be re-incurred to recruit and train new employees. The inability of a company to retain talented workers is the biggest consequence for the company.

PT XYZ is a company whose engaged in shoe manufacturing industry which has been established for more than 25 years and still relies on Human Resources as its driving force. In the last 3 years, PT XYZ has experienced the fluctuations in the number of turnover employees. It just that the last two quarters has increased again. In 2016, there were 76 employees stopped. But in 2017 this number increased to more than 20%. In 2018, the number of employees stopped will be the same as in 2017 which namely 96 people.

BULAN	2016					2017					2018				
	STAFF AWAL	IN	Out	STAFF AKHIR	TURNOVER RATE	STAFF AWAL	IN	Out	STAFF AKHIR	TURNOVER RATE	STAFF AWAL	IN	Out	STAFF AKHIR	TURNOVER RATE
JANUARI	965	6	14	957	1.46%	974	3	11	966	1.14%	971	5	11	965	1.14%
FEBRUARI	957	6	8	955	0.84%	966	8	2	972	0.21%	965	3	10	958	1.04%
MARET	955	10	11	954	1.15%	972	38	11	999	1.10%	958	2	8	952	0.84%
APRIL	954	14	8	960	0.83%	999	4	9	994	0.91%	952	3	9	946	0.95%
MEI	960	7	0	967	0.00%	994	4	6	992	0.60%	946	4	5	945	0.53%
JUNI	967	1	4	964	0.41%	992	5	9	988	0.91%	945	5	8	942	0.85%
JULI	964	5	6	963	0.62%	988	6	3	991	0.30%	942	2	8	936	0.85%
AGUSTUS	963	6	8	961	0.83%	991	3	6	988	0.61%	936	9	10	935	1.07%
SEPTEMBER	961	4	4	961	0.42%	988	3	8	983	0.81%	935	6	7	934	0.75%
OKTOBER	961	5	4	962	0.42%	983	4	8	979	0.82%	934	2	8	928	0.86%
NOVEMBER	962	13	4	971	0.41%	979	5	10	974	1.03%	928	1	7	922	0.76%
DESEMBER	971	8	5	974	0.51%	974	4	7	971	0.72%	922	2	5	919	0.54%
JUMLAH		85	76		0.66%		87	90		0.76%		44	96		0.85%

Table 1:- Employee Turnover at PT XYZ
Source: PT XYZ Internal Data (2019)

The reasons why the employees resigning from PT XYZ are varied as stated in the exit interview data which is always done by the employees who wants resign. Based on the exit interview data that the researchers found it was mentioned that in the last 2 years the reason was moving the work as the main reason why someone quit their current job. As many as 58.49% of employees quit because of moving jobs, 18.87% of employees want to focus more on their families and 9.43% of employees want to take a break from work. Most employees who leave the company are employees in the Staff Up class of 3-5 grades.

Reason	2016	2017	2018
Break	20%	11.32%	9.43%
Family Interests	40%	24.53%	18.87%
Continuing Studies	80%	16.98%	3.77%
Change Job	0%	37.74%	58.49%
Entrepreneur	20%	9.43%	9.43%

Table 2:- All Reasons for Resigning on PT XYZ's Employees
Source: Data Exit Interview (2019)

From the total of exit employees was all the employees who still in productive ages. The employees who still in productive ages Usually around 23 - 40 years old and include in catagories Y generations.

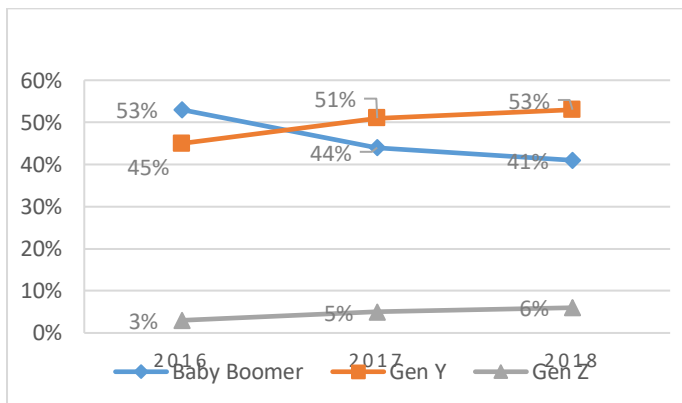


Fig 1:- The percentage of Employee Turnover at PT XYZ
Source: PT XYZ Internal Data (2019)

The Employees who are still in their productive ages needs more exploration space to improve their talents. Those Employees in this generation cannot be forced to survive in a company. What can be done was to attracted the attention through several things which ultimately make it survive. Those Employees in this ages are also prepared to be the successors of the employees who have reached the peak of structural. The Employees in productive times need to be considered all things that can reduce their desire to quit their current jobs (turnover intention).

The Previous research whom conducted by Zhang, Long, Zhang (2015) shows that the compensation, better career opportunities and also training are factors that influence the desire to leave. The other researchers mentioned 5 indicators that could reduce the number of

turnovers in a company which namely trust in superiors, career opportunities, employee autonomy at work, a supportive work environment and appropriate compensation (Lalitha & Singh 2014). These research was in line with the results of other research which state that the appropriate compensation will increase the productivity, job satisfaction and increase employee retention (Schlechther et al, 2014).

Based on those phenomena occurred, the researchers has conducted the pre-survey research to see what an considerations that could affected a person's desire to quit his job. From these pre-survey data researchers was conducted on 50 people, the consideration of people to move from work or leave the company is a compensation of 26%. Then followed by work stress by 24% and career advancing by 20%.

Reason	Percentage
Compensation	26%
Work Stress	24%
Career Advancement	20%
Training	10%
Boss	8%
Relationship with Colleagues	4%
Work Environment	4%
The Job Itself	2%
Corporate Culture	2%

Table 3:- The Prasurvey Results of Reasons for Employees Quitting
Source: Prasurvey (2019)

Based on those description above it shows that the problem was the number of Y Generation employee turnover which always increases every year. Besides that main reasons the other reasons which influence someone's desire to leave (turnover intention) are compensation, career and work stress. Based on these above phenomenon the researcher raised an research which has title "*The Influences of Compensation, Career Advancement and Work Stress Against The Employees Turnover Intention on Y Generations at PT XYZ*".

II. THEORITICAL REVIEW

A. Compensation

According to Hasibuan (2010:118) stated that the compensation is all income in the form of money, direct or indirect goods who has received by the employees in return for services provided to the company. Whereas Handoko (2012:155) has explains that compensation is everything that employees receive as compensate of their work. According to Andrew E. Sikula in the book (Mangkunegara, 2015: 83) argues that the administrative process of wages or salaries (sometimes called compensation) involves the consideration or balance calculations.

B. Career Advancement

According to Rivai (2014: 290) The Career advancement is the process of increasing individual work skills in order to achieve the desired career. Then Martoyo (2013: 87-88) conveyed that the forms of career advancing depending on the career path planned by each organization. Rivai (2014: 89) added that a well-designed career advancing will help to determining their own career needs and adjusting the needs of employees with company goals.

C. Work Stress

Stress is a dynamic condition in which an individual has to faces the opportunities, demands or resources related to what the individual desires and whose results are seen as uncertain and important. According to Fahmi (2013: 256) Stress is a condition that presses someone self and soul beyond the limits of his ability so that if its left to continue without any solution then this will have an impact on his health. Meanwhile, according to Rivai (2014: 516) stress as a term that accumulates pressure, burden, conflict, fatigue, panic tension, rumbling feelings and loss of power. Work stress is a condition of tension which creates physical and psychological imbalances, and has affect emotions, thought processes, and the condition of an employee. Too much stress could be threaten to person's ability to deal with the environment.

D. Turnover Intention

Turnover intention could be defines as move staff out the organization. Turnover according to Robbins and Judge (2015:38) is resigned act Permanently which has done by an employees both voluntary or not. Clupper (2011: 518) stated that turnover intention is the best predictor of identifying the turnover behavior that will occur in an organization's employees.

E. Thinking Framework

According to Sofyandi (2013: 162) in determining the amount of compensation, the organization has an influenced by several things such as 1) the demand and supply of labor, 2) the ability and willingness of companies to pay, 3) the level or position of employees, 4) work experience, and 5) government regulations. The indicators that have been used to measure career advancement according to Edi Sutrisno (2009: 182-185) is consisting of 1) the attitude of superiors and coworkers, 2) experience, 3) education, and 4) achievement. The measurement of work stress used in this research based on Kusumadewi (2012: 82) theory which consists of 1) subjective, 2) behavior, 3) cognitive, 4) physiological, and 5) organizational. Mobley (2011: 32) states that turnover intention measurement indicators consist of 1) the thought of leaving the organization, 2) the intention to look for work elsewhere, and 3) the intention to leave the company.

Based on the above theory, there's picture of the mindset which can be seen in these picture below:

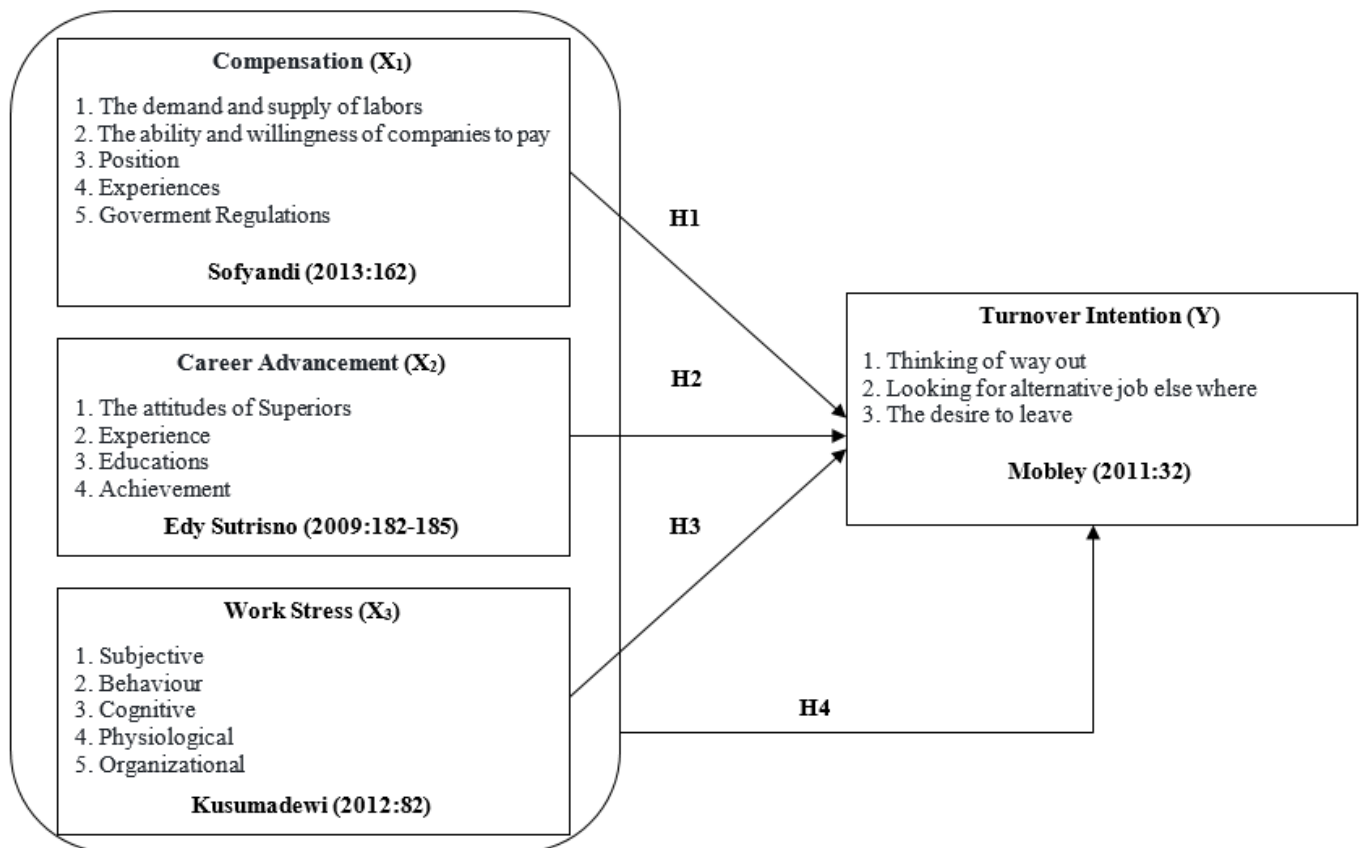


Fig 2:- Thinking Framework

F. Hypothesis

From the theoretical framework which described above, the authors has propose the following hypotheses:

- H1: Compensation has an influence on turnover intention of Y Generation at PT XYZ employees.
- H2: Career advancement has an influences on the turnover intention of Y Generation at PT XYZ employees.
- H3: Work Stress has an influence on the turnover intention of Y Generation at PT XYZ employees
- H4: Compensation, Career Advancement, and work Stress has an influence on the turnover intention of Y Generation at PT XYZ employees.

III. METHODOLOGY

The method used a descriptive and explanatory survey methods. The Descriptive survey research method is a method which studying the objects by taking a portion of the population and a sample that is expected to be able to describe the population. The advantage of this method is the researchers can draw generalizations over populations without take all the data from the entire population. The Explanatory survey is a research method whose data is taken from the population to reveal the clarity of the

relationship between variables (Malhotra & David, 2012: 181-182).

The independent variables in this research are compensation, career advancement and work stress while the dependent variable in this research is turnover intention. The Data analysis uses validity, reliability, classic assumptions, and multiple linear regression analysis. The population in this research were 264 employees which came from the Y Generation at PT XYZ, while the sample used was 159 people (Slovin 5% error tolerance). Furthermore, the sampling was done by using proportional sampling method, which the sampling that takes into consideration elements or categories in these research population (Umar, 2013).

IV. RESULTS AND DISCUSSION

A. Validity and Reliability Test

The results of the validity test in this research was indicates that all statement items on the variable compensation, career advancement, work stress and turnover intention have a value of r count > r table (0.300). Thus it can be concluded that all statement items are declared valid.

Num.	r _{count} X ₁	r _{table}	Info	r _{count} X ₂	r _{table}	Info	r _{count} X ₃	r _{table}	Info	r _{count} Y	r _{table}	Info
1	0.598	0.300	Valid	0.732	0.300	Valid	0.390	0.300	Valid	0.521	0.300	Valid
2	0.606	0.300	Valid	0.821	0.300	Valid	0.396	0.300	Valid	0.148	0.300	Valid
3	0.654	0.300	Valid	0.522	0.300	Valid	0.511	0.300	Valid	0.859	0.300	Valid
4	0.727	0.300	Valid	0.587	0.300	Valid	0.469	0.300	Valid	0.932	0.300	Valid
5	0.687	0.300	Valid	0.647	0.300	Valid	0.236	0.300	Valid	0.810	0.300	Valid
6	0.679	0.300	Valid	0.645	0.300	Valid	0.672	0.300	Valid	0.917	0.300	Valid
7	0.471	0.300	Valid	0.677	0.300	Valid	0.543	0.300	Valid	0.924	0.300	Valid
8	0.705	0.300	Valid	0.659	0.300	Valid	0.540	0.300	Valid	0.917	0.300	Valid
9	0.603	0.300	Valid	0.556	0.300	Valid	0.619	0.300	Valid	0.769	0.300	Valid
10	0.553	0.300	Valid	0.546	0.300	Valid	0.677	0.300	Valid	0.907	0.300	Valid
11	0.579	0.300	Valid	0.817	0.300	Valid	0.632	0.300	Valid	0.754	0.300	Valid
12	0.650	0.300	Valid	0.812	0.300	Valid	0.576	0.300	Valid	0.857	0.300	Valid
13	0.662	0.300	Valid				0.644	0.300	Valid			
14	0.745	0.300	Valid				0.446	0.300	Valid			
15	0.701	0.300	Valid				0.401	0.300	Valid			
16							0.400	0.300	Valid			
17							0.329	0.300	Valid			

Table 4:- Results of Validity Test
Source: Analysis Using SPSS (2019)

The reliability test results showed that the Cronbach's Alpha value has obtained by the Compensation variable is 0.891, the Career Advancement variable is 0.885, Work Stress variable is 0.759 and the Turnover Intention

variable is 0.945 so it can be concluded that the cronbach's alpha of each variable is greater than 0.7 and this was indicates that all variables are reliable.

No	Variable	Alpha Cronbach	Standard	Information
1	Compensation	0.891	0.700	Reliable
2	Career Advancement	0.885	0.700	Reliable
3	Work Stress	0.759	0.700	Reliable
4	Turnover Intention	0.945	0.700	Reliable

Table 5:- Reliability Test Results
Source: Analysis Using SPSS (2019)

B. Classic Assumption Test

The results of the normality test using the Kolmogorof-Smirnov test and it showed that the Asymp Sig. (2-tailed) of

the variable of 0.137. The Asymp Sig value is greater than 0.05, so it can be concluded that the data is normally distributed.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		160
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	7.43342174
Most Extreme Differences	Absolute	.092
	Positive	.060
	Negative	-.092
Kolmogorov-Smirnov Z		1.158
Asymp. Sig. (2-tailed)		.137

a. Test distribution is Normal.

Table 6:- Normality Test Results
Source: Analysis Using SPSS (2019)

The multicollinearity test results showed that the Tolerance value of the Compensation variable was 0.513, the Tolerance value of the Career advancement variable was 0.513, and the Tolerance value of the Work Stress variable was 0.997. While the VIF value of the Compensation variable is 1,951, the VIF value of the Career advancement variable is 1,949 and the VIF value of the Work Stress variable is 1,003. Tolerance value of the three variables is more than 0.10 and the VIF value of the three variables is less than 10. Thus it can be concluded that the data in this research has no multicollinearity between each variables in these regression model.

Variabel	Collinearity Statistics	
	Tolerance	VIF
Compensation	0.513	1.951
Career Advancement	0.513	1.949
Work Stress	0.997	1.003

Table 7:- Multicollinearity Test Results
Source: Analysis Using SPSS (2019)

The results of heteroscedasticity test with Scatterlot in Figure 3, it could be seen that there is no specific pattern. All points spread above and below the number 0 on the Y axis. Thus, it could be concludes that heteroscedasticity does not occur.

Scatterplot

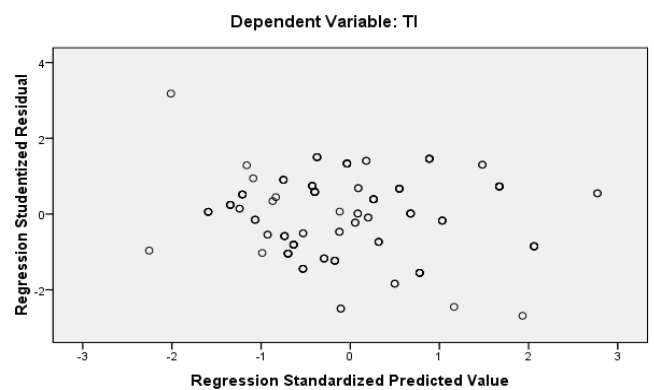


Fig 3:- Heteroscedasticity Test Results
Source: Analysis Using SPSS (2019)

The autocorrelation test results showed that the Durbin Watson value was 2.166 the comparison used a significance value of 5% with a sample size of 160 (n) and the number of independent variables 3 (k = 3) so then in the DurbinWatson table du value was obtained of 1.78. Because the DW value of 2.166 is greater than the upper limit (du) 1.70 and less than 4 - 1.78 (2.22), so it can be concluded that there is no autocorrelation.

Model Summary^b

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.673 ^a	.453	.442	7.50456	2.366

a. Predictors: (Constant), SK, PK, KM

b. Dependent Variable: TI

Table 8:- Autocorrelation Test Results
Source: Analysis Using SPSS (2019)

C. Multiple Linear Regression Analysis

From the previous analysis it has been proven that the equation model proposed in this research has fulfilled the classical assumption requirements so that the equation model in this research has considered good. The Regression analysis used to Examine the hypothesis about the effect of partially independent variables on the dependent variable. Based on these results of the multiple linear regression analysis test, it can be seen that the regression equation formed is:

$$Y = 28,527 - 0,300 X1 + 0,300 X2 + 0,793 X3$$

Then as for the partial effect between compensation variable, career advancement variable and work stress variable on turnover intention variable, it can be interpreted as follows:

- 1) The calculated value for the Compensation variable (X1) is -2.911 while the table is -1.975 with $\alpha =$

0.05. Because t count (-2.911) < t table (-1.975), So H0 was accepted and H1 was rejected, meaning the Compensation (X1) has a negative and significant influence on the Turnover Intention (Y) at PT XYZ employees.

- 2) The calculated value for the Career advancement variable (X2) is -2.604 while the table is -1.975 with $\alpha =$ 0.05. Because t count (-2.604) < t table (-1.975) then H0 was rejected and H1 was accepted, meaning that Career advancement (X2) has a negative and significant influence on Turnover Intention (Y) at PT XYZ employees.

- 3) The tcount for the Work Stress variable (X3) is 9,207 while the table is 1,975 with $\alpha =$ 0.05. Because t count (9,207) > t table (1.975), so H0 was rejected and H1 was accepted, meaning that Work Stress (X3) has a positive and significant influence on the Turnover Intention (Y) at PT XYZ employees.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.527	5.465		5.220	.000
	KM	-.300	.103	-.241	-2.911	.004
	PK	-.300	.115	-.215	-2.604	.010
	SK	.793	.086	.546	9.207	.000

a. Dependent Variable: TI

Table 9:- Test Results of Multiple Linear Regression Analysis
Source: Analysis Using SPSS (2019)

The calculated F value from the data processing in this research was 43.002 and the F table value is 2.661 with $\alpha =$ 0.05. Because Fcount (43.002) > Ftable (2.661), it was decided to reject H0 and accept H1, meaning Compensation

(X1), Career Advancement (X2) and work Stress (X3) significantly influence the Turnover Intention (Y) at PT XYZ employees.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7265.434	3	2421.811	43.002	.000 ^a
	Residual	8785.666	156	56.318		
	Total	16051.100	159			

a. Predictors: (Constant), SK, PK, KM

b. Dependent Variable: TI

Table 10:- Simultaneous Test Results (Test F)
Source: Analysis Using SPSS (2019)

The coefficient of determination is 45.3%. This is shows that the total influences of the Compensation variable (X1), Career Advancement (X2), and Job Stress (X3) on the Turnover Intention variable (Y) is 45.3% while

the rest was influenced by other variables which not be included in this research such as leadership, organizational culture, work environment, family environment, and other variables.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.673 ^a	.453	.442	7.50456	2.366

a. Predictors: (Constant), SK, PK, KM

b. Dependent Variable: TI

Table 11: - Determination Coefficient Test Results (R2)

Source: Analysis Using SPSS (2019)

D. Correlation Analysis between Dimensions

Correlation analysis between dimensions used to find out the strength of the relationship between the independent dimensions variable to the dependent variable. Based on the results of correlation analysis between dimensions, it can be interpreted as follows:

1) For the compensation variable, the strongest relationship dimension is the demand and supply dimensions of the looking for alternative dimension / Y2 in Turnover Intention (Y), because it has a coefficient value of -0.519 (has a "strong" relationship). This shows that the relationship or correlation between the dimensions of demand and supply by finding alternatives is negative and strong.

2) For career advancement variables, the strongest relationship dimension is the achievement dimension to the looking for alternative dimension / Y2 on Turnover Intention (Y), because it has a coefficient value of -0.469 (has a "strong" relationship). This shows that the relationship or correlation between the dimensions of achievement by looking for alternatives is negative and strong.

3) For work stress variables, the strongest relationship dimension is in physiological dimension to the looking for alternative dimension / Y2 on Turnover Intention (Y), because it has a coefficient value = 0.642 (has a "strong" relationship). This shows that the relationship or correlation between physiological dimensions by finding alternatives is positive and strong.

Variable	Dimension	Turnover Intention (Y)		
		Thinking of way out	Look for alternatives	Desire to Leave
Compensation (X₁)	The demand and supply	-0.364	-0.519	-0.376
	The ability and willingness	-0.244	-0.401	-0.287
	Position	-0.270	-0.352	-0.326
	Experiences	-0.260	-0.266	-0.085
	Government regulations	-0.178	-0.165	0.012
Career Advancement (X₂)	The attitudes of Superiors	-0.310	-0.341	-0.119
	Experience	-0.356	-0.252	-0.125
	Educations	0.244	0.310	0.178
	Achievement	-0.386	-0.469	-0.331
Work Stress (X₃)	Subjective	0.050	-0.080	-0.003
	Behaviour	0.495	0.463	0.349
	Cognitive	0.277	0.426	0.515
	Physiological	0.606	0.582	0.642
	Organizational	0.141	0.264	0.219

Table 12:- Results of Correlation Analysis Between Dimensions

Source: Analysis Using SPSS (2019)

E. Discussion

The results showed that compensation has a negative influence on employee turnover intentions. This means that if the compensation received by the employee is getting better, the Employee Turnover Intention will be lower and vice versa. Employee turnover has a very close relationship with compensation and vice versa. If compensation is paid fairly and correctly, the employee intentions to leave the company can be minimized. Employees will continue to survive and not think to leave the company. It also happen in other way around if the compensation is not paid properly and naturally, then the employee will certainly try to go out and choose other company that pays compensation as he wants

(Kasmir, 2016: 255). From the results of Setiawan's research (2016) it was proven that partial compensation had a negative and significant influence on turnover intention. Thus it can be concluded that compensation affects turnover intention.

The results showed that career advancement had a negative influence on Employee Turnover Intention. This means that if the career advancement received by employees is getting better, the Turnover Intention of Employees will be lower and vice versa. In the research of Fu Yang, et al (2018) the results show that career advancement has a negative effect on turnover intention. This indicates that someone will tend to be more satisfied

with the results that they receive fairly than they receive unfairly. If employees feel dissatisfied with what they receive compared to other references, they will tend to leave the company.

The results showed that work stress has a positive effect on employee turnover intentions. This means that if the work stress of the employee is higher then the Turnover Intention of the Employee is higher and vice versa. In Hasan's research (2014) it is proven that employees with high levels of work stress and tend to be more will have a direct impact on the condition of turnover intention which is also high. In this case, work stress has a positive effect on turnover intention. Hasan (2014) states, companies need to reduce the level of work stress by providing flexible work time arrangements which encourage the relationship between employees and superiors and this can bring health impacts for employees as well. Beside that, the companies can also organize the work stress through training management, time and priorities that proven the program is able to drive the highest satisfaction and performance, and can reduce turnover rates.

The results showed that the compensation, career advancement and work stress has influences to the employee turnover intentions. From those three variables, compensation and career advancement variables has negatively affect on PT XYZ Employee Turnover Intention, while work stress has positively influence on PT XYZ Employee Turnover Intention. From those three variables, work stress has higher effect than the compensation and employee career advancement. In managing or suppressing the employee turnover intentions, the management should pay attention to employee work stress levels. This high stress resulted in many employees resigning or moving to other companies which later this will harm the company because the HR department requires time to recruit employees and following work orientation period for a position so that existing employees will do the work left by employees who quit. As a result, employees need overtime every day. This high amount of overtime has resulted in fewer employees' time to socialize with families, interacted with environment or other employees and it cause the stress has increased. With better career advancement and compensation it is to be expected that Employee Turnover Intention can be reduced so that in the long run it could give benefit to the company PT XYZ.

V. CONCLUSIONS AND SUGGESTION

A. Conclusion

The conclusions that can be drawn based on the discussion of data analysis through verification of the hypotheses that have been set in this reseaech above:

- 1) There is a negative influence between compensation and PT XYZ Employee Turnover Intention, meaning that if the employee receives better compensation, the Employee Turnover Intention will be lower and vice versa. The compensation received by these employees can be in the form of financial compensation and non-

financial compensation whose value and form was determined by the company's management.

- 2) There's a negative influence between career advancing and PT XYZ's Employee Turnover Intention, meaning that if the career advancing program is getting better, the Employee Turnover Intention will be lower and vice versa. This career advancing program aims to place employees with good achievements and get experience to be able to further develop through their careers or get promotions in the company. Career promotion or development is one form of appreciation or recognition from the company to the performance shown by employees while working at the company. This needs to be managed properly regarding assessment factors, required HR specifications, and fairness factors so that all employees would understand and feel the career advancing program has been well designed and implemented.
- 3) There's a positive influence between work stress and Employee Turnover Intention of PT XYZ, which means that if employee work stress is higher the Employee Turnover Intention also would be higher and vice versa. Employee work stress causes loss of ability to make decisions and behavior becomes irregular and it could be triggered the desire to leave. The Companies need to pay attention and manage the stress levels of employees while their are working in the company. The high work stress causes decreases in employee performance so that it will harm the company in the future.
- 4) There's an influence of Compensation, Career Advancing, and work stress on the Employee Turnover Intention at PT XYZ. Two of the three variables namely compensation and career advancing variables has negative affect towards PT XYZ Employee Turnover Intention, while work stress positively affects PT XYZ Employee Turnover Intention. And the rest one which namely work stress has a higher positive effect than the compensation and career advancing variables.

B. Suggestion

Suggestions that can be utterly based on these analysis that has been done in accordance with the results of the research are:

- 1) Because compensation has effection the Employee Turnover Intention at PT XYZ, the company needs to provide information to employees regarding the procedures for calculating the amount of compensation which received by employees while working. These assessment factors can be reduce friction between employees regarding the amount of salary received by employees who have been long worked with new employees. As well as making employee performance as one of the factors for increasing employee compensation in the form of bonuses every month to form a positive competitive climate.
- 2) Due to career advancing has an effect on the Employee Turnover Intention at PT XYZ, the companies need to provide the opportunities for promotion or better career advancing for employees who have better experience

- and better achievements and also provide the direct appreciation when employees has reached the target or even work in accordance with target. Beside that, the companies should increases the promotion of career advancing programs to all employees so that the employees would understand the reasons or factors that cause other employees have better careers than others.
- 3) Due to work stress has affections towards the Employee Turnover Intention at PT XYZ, the company needs to provide a stress relief place for employees which could be form of sports facilities such as table tennis, badminton, gym and other sports equipment. Beside that, the company should also provide a special room to relax which contains with lounge chair, board game or playstation. Additionally it provides counseling for employees who have work and family related problems and their confidentiality is protected.
 - 4) To reduce The Employee Turnover Intentions which occur at PT XYZ, view through Compensation, Career Development, and work stress, that the management should pay attention to the level work stress of employees because this variable has a higher influence on Employee Turnover Intention compared to other variables. Besides doing regular evaluations of employee performance results every month, semester and yearly as well as controlling the attendance of employees and improvements to the factors which has affect the achievement of employee performance results. The company should also improve the comfort of the work environment especially to build a shared commitment between all employees. The spirit to build a joint commitment of all employees to provide the best performance they need to continue to be cultivated and continue to be built, so that it is expected that work situation will increasingly support the performance of all employees.
 - 5) Related to further research, it is expected to conduct more extensive and in-depth research on improving employee performance results from other variables which have not been researched by the author such as transformational capabilities, organizational culture and leadership and its development.

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