THE INFLUENCE OF CAREER DEVELOPMENT, ORGANIZATIONAL CULTURE, AND LEADERSHIP ON TURNOVER INTENTION AT PT. CAFOM SOURCING

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Abstract:

The research was done at PT Cafom Sourcing which engaged in Furniture Company that based in France and have several office in Southern Asia, especially for this research we used Indonesian office as the main object. With adequate human resources, a company can provide the best quality, survive and excel in competitions. Companies need to maintain the existing human resources by reducing employee turnover rate. In examining the level of Turnover Intention, some factor should be considered which is Career Development, Organization Culture and Leadership. The purpose of this study is to see the impact of the Career Development, Organization Culture, and Leadership on Turnover Intention at PT. Cafom Sourcing partially and simultaneously. The research data was obtained through interviews and questionnaires to 42 employees as an saturation sampling from the whole population of PT. Cafom Sourcing as a respondent by using simple and multiple regression analysist. This research used SPSS23 as a tool to measure all of the data. As the result, Turnover Intention of PT. Cafom Sourcing are being impacted by all of the variables (Career Development, Organizational Culture, and Leadership).

Keywords: Turnover Intention, Career Development, Organizational Culture, Leadership

Introduction

Human resources (HR) is one of the most important assets in a company. The role of human resources determines the course of the company both in terms of profit and in terms of the development of the company itself. Human resources themselves are assets that can even exceed systems, machines and other tools in a company. The important role of Human Resources can be seen from the effectiveness of a company in running its business. Companies that can manage and process their human resources correctly will certainly have a variety of positive effects in carrying out their activities. Good and bad achievements of a company can reflect how the performance of human resources. A company that understands the importance of its human resources will be competing to find ways to make its human resources in this case employees have strong ties to the company. The bond between employees and the company is very important because the bond that is established can later determine the loyalty of employees to the company.

This loyalty can be in the form of totality of employees in carrying out their work and there is no desire of employees to leave the company so that the turnover rate of the company is minimal and the company will lose money because it is abandoned by competent and dedicated employees. The problem that occurs is that employees feel unhappy with their work so that the turnover rate becomes very high and employee turnover will occur more often so as to create an imbalance in the company between the works that must be done with employees who frequently change. The higher turnover will become a big problem for the company, especially if the company has provided training to its employees with a lot of capital. Companies that conduct training and development to their employees have high hopes that these employees will be able to carry out their work better so that it can benefit the company both in terms of increasing profit and developing the company towards a better direction.

In multinational companies, intense competition often occurs especially if there are not too many competitors in the competition. Things like employee hijacking are also often a major problem. Turnover often occurs due to a lack of emotional ties between employees and companies; the emotional bond in question is the desire of employees to survive in the company because of the comfort felt by employees in the company environment, or the company has a high concern for employees so that employees feel cared for and feel at home in the company. Employees who have high loyalty are valuable assets. As the object of research, the author took a Furniture company, namely PT. Cafom Sourcing. PT. Cafom Sourcing is a group of multinational companies engaged in retail furniture (B2B and B2C). PT. Cafom sourcing itself has headquarters in France and Shenzhen. Whereas offices in Indonesia are currently representative office, which functions as a mediator between South East Asia suppliers and France and China headquarters, both in terms of orders / goods orders, quality control, and for shipment processes. PT. Cafom Sourcing in Indonesia itself is a company that has just separated from its merger partner in 2013. Previously PT. Cafom Sourcing has a partner to merge with BUT Sourcing where the two companies form B Sourcing. But since the separation of the two companies PT. Cafes Sourcing has problems with their turnover numbers. Within a period of only a few years, the company has experienced frequent and numerous staff changes every year.

As for the pre-surrender data that was done, the authors conducted the problem identifiers and found that around 95% of employees planned to go out and find another job; As for 3 big reasons, it is found that deficiencies in Career Development, Organizational Culture, and Leadership are what make employees feel depressed and want to get out of their jobs. Referring to Simamora's theory (2006: 413) of career planning, it was found that there were problems that occurred. Companies prefer to do new recruits rather than develop old, experienced employees. Employees also experience limitations in developing their careers because work is monotonous and the possibility to move to a higher level is very low. The next indicator that becomes a problem is about Organizational Culture that is felt by employees in the company. From the results of the research also found that pressure from the leadership, assertiveness in giving sanctions and rewards, and openness are the main causes that make employees feel uncomfortable.

Literature Review

According to Novliadi (2007: 2) Turnover is the cessation of an employee from his workplace voluntarily. In addition, Robbins (2007: 387) also explained that a person's withdrawal from an organization (turnover) can be decided voluntarily (voluntary turnover) or involuntary (involuntary turnover). Voluntary turnover or quit is the employee's decision to leave the organization voluntarily due to the factor of how attractive the current job is and the availability of other job alternatives. Conversely, involuntary turnover describes the decision of the employer (employer) to stop working relationships and uncontrollable benefits for employees who experience it. Armstrong's theory (2012: 198) states that Employees turnover as the rate of people leaving an organization he asserts that turnover can be disruptive and costly to the organization. According to L. Mathis (2006: 125) such as absenteeism, turnover is related to job satisfaction and organizational commitment. The types of Turnover according to Mathias and Jackson (2000: 125-126) are divided into 3 (three) namely Voluntary and Non-Voluntary Turnover, Functional and Dysfunctional Turnover, Turnover That Can Be Controlled and Which Can Not Be Controlled.

The theory of Mondy (2010: 228) that career development is a formal approach used by companies to ensure that people with the right qualifications and experience are available when needed. Also according to Mondy, an important role in human resource management is a career development system that aims to attract, retain, and at the same time motivate employees to have a better work spirit. With the motivation of a good career development in a company, it will be directly proportional to the quality and quantity that is good for human resources in a company. Handoko (in Hafiz: 2016: 104) suggests that career development is an effort made by an employee to achieve a career plan. Companies that cannot provide career development to their employees will have a greater risk of losing their employees if compared with companies that can provide a more open career path to their employees. According to Handoko (in Hafiz: 2016: 104) there are several indicators of career development, namely (1) work performance, (2) exposure, (3) loyalty, (4) mentors and sponsors, (5) opportunities to grow, (6) Management support. The theory underlying the relationship between career development and turnover intention is the theory expressed by Sari (quoted in Hafiz: 2016: 105) that one of the factors that need to be a concern of the company to reduce employee turnover is how companies provide career development opportunities for these employees and there is an effort to manage human resources well on an ongoing basis.

According to Robbins (2003: 721) organizational culture is a system of shared meanings held by members in an organization that determines at a high level how employees act and differentiate the organization from other organizations. The meaning system is a set of main characteristics that are valued by the organization. Every organization has a pattern of beliefs, rituals, myths, and practices that have long been developing. Whereas if narrowed down according to Adewale & Anthonia (2013: 117) is a combination of assumptions, values and beliefs, which become guidelines in dealing with problems and to take opportunities in the company. Another theory put forward by Denison (quoted from Sudirjo: 2013: 2) organizational culture is the values, beliefs, and principles that serve as the basis of the organization's management system, management practices and behaviors that help strengthen these basic principles. . Based on the explanation of the above theory, it can be concluded that Organizational Culture is an important role that

characterizes a company, whether in terms of norms, values, or systems that can later become an identity of the company in running its business. Organizational culture can also be a differentiator between a company and another company, this makes organizational culture a very important thing for the company.

According to Moeljono (2012: 40) the leader is a human individual, while leadership is a trait attached to him as a leader. According to Moeljono also leadership is an art rather than a science. Leadership is a style or style rather than a paradigm, because leadership is something that is meaningful when practiced rather than just theory. Fiedler developed a unique technique for measuring leadership style. This measurement was created by giving a score that can show the allegations of similarity between resistance (Assumed Similarity between Opposites, ASO) and the least preferred work friend (Least Preferred Coworker, LPC). ASO takes into account the degree of similarity between leader's perceptions of the most and the least amount of pleasure about his colleagues.

These two measurements have to do with leadership style, as follows: (1) Humanitarian relationships are linked to leaders who do not see large differences between the most numerous and least preferred coworkers (ASO) or provide a relatively pleasant picture to the least favored coworkers (LPC). (2) The task-oriented style is associated with leaders who see a large difference between the most numerous and least favored coworkers (ASO) and provide the least amount of discussion (LPC).

Research Methods

The research method conducted by researchers in conducting this research is quantitative method using primary data in the form of surveys. Variables in a study are interpreted as variables which are objects in the form of anything that is determined by the researcher with the aim of obtaining information so that conclusions can be drawn. As for the object of this study include:

1) Independent Variable. The independent variables of this study are Career Development (X1), Organizational Culture (X2), and Leadership (X3) from employees of PT. Cafom Sourcing.
2) Dependent Variable. For the dependent variable itself is Turnover Intention (Y) from PT. Cafom Sourcing.

For Population and Sample, the population used is 42 employees of PT. Cafom Sourcing. The sample used is saturated sampling where the sample is the total population of 42 employees of PT. Cafom Sourcing.

Data collection methods are primary data and secondary data. According to Uma Sekaran, Primary data is data obtained from first hand for the next analysis to find the solution or problem under study (2011: 242). Secondary data are data that has been collected by researchers, data published in statistical journals and others, as well as information available from publications or non-publications, whether inside or outside the organization, all of which can be useful for researchers.

Taking into account the limitations in the number of populations to be sampled, the authors use saturated sampling methods, where all members of the population are sampled. According to Sugiyono (2011: 68), Saturated Sampling is a sample determination technique when all members

of the population are used as samples. Another term saturated sample is a census. The research was conducted at PT. Cafom Sourcing to get data, information or other information needed in the research. Data collection techniques in this study were carried out in the following ways:

1) Questionnaire. Questionnaires were distributed to 42 respondents who were employees at PT. Cafes Sourccing Southern Asia Rep. Jakarta Office. For the effectiveness of filling out questionnaires, it is done during the afternoon break and just before the employee returns home. Whereas for quality control in the field, the questionnaire filling technique is used with the help of the internet or google form. The selection of the questionnaire model is based on the reason that the respondent has sufficient time to answer the questions posed in the questionnaire.

2) Documentation study. Documentation studies are carried out by collecting and analyzing reliable theories, journals, articles, company documents and sources on the internet. The documentation obtained is then analyzed, compared and combined to form a systematic and comprehensive study result.

For data analysis techniques or methods using several analytical tools namely descriptive analysis, data validity test, data reliability test, classic assumption test, the most important hypothesis testing is the analysis of multiple linear regression, R test, F test, and T test, and correlation between dimensions analysis.

Results and Discussion
Validity test
Based on the results of the data validity test of 39 (thirty nine) indicators, there are several invalid indicators (item statements), namely: X1.1, X1.6 of career development variables. X2.3, X2.7, X2.13, X2.15 and X2.16 from the organizational culture variables, where having r-pearson is smaller than the r-table which is 0.263. Therefore, the validity of the data is tested again by excluding these indicators. After testing the validity of the data on 32 (thirty two) indicators, all statement items are declared valid because they have a r-Pearson value greater than r-table which is 0.263. So that the assumption of data validity has been fulfilled.

Reliability Test
Based on the results of reliability testing, it can be seen that all the instruments formed in this study have a Cronbach Alpha value greater than or equal to ≥ 0.6. so that it can be concluded that the entire research variable is reliable or feasible to be used as a research instrument.

Classic assumption test
The results of the Normality Test are known the significance value is $0.07 > 0.05$, so it can be concluded that the residual value is Normal distribution. In the Multicollinearity Test results, it can be seen that all tolerance values of X1, X2, and X3 are greater than 0.10 and all VIF values are smaller than 10.0. So it can be concluded that there is no multicollinearity in the regression equation. Based on the results of the Glejser test obtained from the regression analysis of Career Development coefficients (X1), Organizational Culture (X2) and Leadership (X3) against absolute residuals (AbsUi). Thus it can be said that in general the variables are not significant at

the level of significance of 5% or more than (>) 0.05 so that it can be concluded that the regression model meets the assumption of homokedasticity or does not have heteroscedasticity problems in residual data.

Based on the results of the regression equation above, the constant value is 9,801, where Career Development (X1), Organizational Culture (X2) and Leadership (X3) variables are zero then Turnover Intention (Y) is 9,801.

- Career Development (X1) has a coefficient of 1,194. This means that if other independent variables are fixed and the X1 variable increases or increases, then Y will experience a decrease of 1,194.
- Organizational Culture (X2) has a coefficient of -0.022. This means that if other independent variables have a fixed value and the variable X2 has increased or increased, then Y will experience a decrease of 0.022.
- Leadership (X3) has a coefficient of -0.174. This means that if other independent variables are fixed and the X3 variable increases or increases, then Y will experience a decrease of 0.174.

Based on the data of ANOVA Test results, it can be seen that the F-count value is 6.409 with a significance value of 0.001. Because the significance value is smaller than the alpha value of 5%, according to the basis of decision-making in the F-test it can be concluded that career development variables, organizational culture and leadership simultaneously have a significant effect on turnover intention.

Hypothesis testing is partially known as the t-test. This test is conducted to see the effect of each independent variable partially on the dependent variable. In addition, this test is intended to predict the extent of the contribution changes that occur in each variable to the magnitude of the dependent variable.

Decision-making criteria are set as follows:

- Ho is accepted, if the value of t count <f table or Ho is accepted (Ha is rejected), if the value of sig. > 0.05.
- Ha is accepted, if the value t count> f table or Ha is accepted (Ho is rejected), if the value is sig. <0.05.

The value of t-table for the number of samples as many as 42 respondents with a level of α of 5% is equal to 1.685. The results of the research hypothesis testing are described as follows:

H1 Based on the value of regression analysis obtained t-count value of 4.288> 1.685 and significance value (sig.) 0.00 <0.05, it can be concluded that Ho is rejected and H1 is accepted. Thus, this hypothesis proves "Career Development (X1) has a negative and significant effect on Turnover Intention (Y)".

H2 Based on the value of regency analysis obtained t-count value of -0.101 <1.685 and significance value (sig.) 0.92> 0.05, it can be concluded that H0 is accepted and H2 is rejected. Thus, this hypothesis proves "Organizational Culture (X2) has a positive but not significant effect on Turnover Intention (Y)".

H3 Based on the value of regression analysis obtained t-count value of -1.277 <1.685 and significance value (sig.) 0.209> 0.05, it can be concluded that H0 is accepted and H3 is rejected.

Thus, this hypothesis proves "Leadership (X3) has a positive but not significant effect on Turnover Intention (Y)".

For the R Test, the correlation coefficient (R) is 0.580 which shows that the multiple correlation between the independent variables and the dependent variable shows a strong influence (more than 0.5). This study uses R2 Adjuster Value which means 0.284 or 28.4% variables of turnover intention can be explained by variations in Career Development, Organizational Culture and Leadership variables, while the remaining 46.3% is explained by other variables outside the model formed or other variables not included in the research this. Standard error of the Estimate = 3,066 is a double standard estimation, this value means that the regression model is better at predicting Turnover Intention because it has a value less than the standard deviation (Y) that is 4,566.

Inter-dimensional correlation test results shows that for Career Development variables (X1), the large dimension of the relationship is Career Management (X1.1) with a coefficient of 0.4899. Furthermore, for the Organizational Culture (X2) variable, the large dimension of the relationship is Inovai and Brave Risk (X2.1) with the Turrnover Intention (Y) variable on the Achievement-Oriented Leadership dimension (Y1) with a coefficient of 0.4211. As for the Leadership variable (X3), the large dimension of the relationship is Supportive Leadership (X3.2) with Turnover Intention (Y) variable on the Achievement-Oriented Leadership dimension (Y1) with a coefficient of 0.034.

Discussion

Based on the results of research and processing of primary data derived from the distribution of questionnaires to respondents, it can be made a discussion about the effect of career development, organizational culture, and leadership on turnover intention partially or simultaneously. This discussion is the answer to the problem found in the research object so that it will explain whether the hypothesis previously proposed can be accepted or not, in accordance with literature review and research that has been done before.

Effect of Career Development on Employee Turnover Intention

The results showed that work motivation had a positive and significant effect on employee performance. Then the results of this study support the hypothesis that has been previously stated, namely, career development influences turnover intention (H1) and is significant. Employee career development is very important in a company, especially for young employees who work with career-oriented improvement.

Effect of Organizational Culture on Employee Turnover Intention

The results of subsequent studies are to show that organizational culture has a positive and significant effect on employee turnover intention. This proves that a good organizational culture can affect the level of employee performance. The results of this study support the hypothesis that has been previously stated, namely, organizational culture influences employee performance (H2). A good organizational culture in a company can make employees strive to achieve organizational goals based on the organizational culture applied by the company; this can make

the perception of employee performance based on the characteristics of organizational culture that is innovation and risk daring, orientation to results, orientation to people, orientation to the team, and aggressiveness.

Effect of Leadership on Employee Turnover Intention

The results of the study show that leadership variables have a positive and significant effect on employee performance. This shows that the factors of good leadership in the company can affect the level of employee turnover intention. The results of this study support the hypothesis that has been previously stated, namely, leadership influences employee performance (H3). Self-leadership is a factor that makes the employees feel at home or not in a company. Support and support from leaders can make employees more enthusiastic in carrying out their work and feel at home in their days in their duties and responsibilities within the company.

The Influence of Career Development, Organizational Culture, and Leadership Together Against Employee Turnover Intention

Based on the results of the study it can be concluded that career development, organizational culture, and leadership together or simultaneously affect employee turnover intention. These results support the hypotheses previously stated, namely career development, organizational culture, and leadership jointly affect employee performance (H4).

This research is in line and supported by the researches below that the occurrence of Karen's turnover is not good:

1) Agussalim, A. H., Ayu, R. P. M., &Hapzi, A. (2016). The results of his research were that Work Discipline and Work Spirit had an effect on Employee Performance both partially and simultaneously. Primary Case Study in Padang Two Services Office. There are still other factors that affect employee performance, therefore further research is needed.

2) Aima, H., & Ali, H. (2017). The results of his research are that Competence and Motivation affect Employee Performance both partially and simultaneously (Case Study at PT. Bank Bukopin, Tbk Pusat). There are still other factors that affect employee performance, therefore further research is needed.

3) Ansori, A., & Ali, H. (2017). The results of his research are that competence and promotion affect the performance of civil servants at the Bungo District Regional Secretariat, both partially and simultaneously. There are still other factors that affect Employee Performance, therefore further research is needed.

4) Riyanto, S., Sutrisno, A., & Ali, H (2017). The results of his research are bringing Work Motivation and Work Environment to influence Employee Performance on the Indonesia Stock Exchange, both partially and simultaneously. There are still other factors that affect employee performance, therefore further research is needed.

Conclusion and Recommendation

Based on the results of data analysis, research and discussion on the effect of career development, organizational culture and leadership on turnover intention at PT. Cafom Sourcing, the conclusion can be drawn as follows:

1) Career development has a positive and significant effect on turnover intention. This shows that employees feel they don't get the opportunity to develop their career to a higher level. Companies that also incidentally are foreign companies cannot promise career development outside of their employees, especially young employees. In the end this will cause the company will not be able to retain talented young employees who have more capabilities so that turnover will continue to occur.

2) Organizational Culture has a positive and significant effect on Turnover Intention, this is due to a very strong cultural difference in the company that causes organizational culture inequality in the company. This certainly causes discomfort for employees in carrying out their work. Relations and social interaction also eventually become affected.

3) Leadership on Turnover Intention has a negative and significant effect on Turnover Intention, this shows that the leadership factor also influences Turnover Intention but is not too significant as in the two variables both.

4) Based on the results of the study it can be concluded that career, organizational culture and leadership together or simultaneously influence Turnover Intention. So it can be concluded that career, organizational culture and leadership are variables that greatly affect turnover intention at PT. Cafom Sourcing.

Based on the results of the research and the conclusions above, the author gives some suggestions and input for the company leadership and future research improvements are as follows:

1) The researcher is expected to involve other factors which have a strong influence in forming Turnover Intention behavior between Job Satisfaction, Compensation and Workload.

2) The results of this study indicate that leadership has a negative and insignificant effect on Turnover Intention. The dimension expected to get special attention is Directive Leadership, Oriented Leadership because it has a relationship between one dimension and another dimension.

3) The results of this study indicate that Career Development has a positive and significant effect on Turnover Intention. The company should evaluate career development, especially guidance for employees who are young and have the potential to develop themselves.

4) The results of this study indicate that organizational culture has a positive effect on Turnover Intention. Companies should be able to evaluate the work environment if it affects the organizational culture in the workplace.

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