

Effect of Competence and Career Development on Turnover and It's Impact on Productivity

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Abstrak: Tujuan penelitian ini adalah untuk mengetahui pengaruh kompetensi terhadap *turnover*, untuk mengetahui pengaruh pengembangan karir terhadap *turnover*, untuk mengetahui pengaruh kompetensi dan pengembangan karir secara simultan terhadap *turnover*, untuk mengetahui pengaruh kompetensi terhadap produktivitas, untuk mengetahui pengaruh pengembangan karir terhadap produktivitas, untuk mengetahui pengaruh *turnover* terhadap produktivitas pada PT. Reckitt Benckiser Indonesia - Jakarta. Metode yang digunakan dalam penelitian ini adalah kuantitatif yang bersifat analisis deskriptif. Maka dalam pengujian statistik untuk mengetahui apakah terdapat pengaruh diantara variabel-variabel yang diteliti dan proses perhitungan statistik lainnya dengan menggunakan program STATA *version* 14.2. Populasi dalam penelitian ini adalah karyawan pada PT Reckitt Benckiser Indonesia – Jakarta yang berjumlah 319 orang dan dengan menggunakan rumus slovin maka 177 orang dijadikan sampel untuk penentuan responden. Hasil penelitian ini adalah kompetensi berpengaruh terhadap turnover, pengembangan karir berpengaruh terhadap turnover, kompetensi dan pengembangan karir berpengaruh terhadap turnover, kompetensi berpengaruh terhadap produktivitas, pengembangan karir berpengaruh terhadap produktivitas, kompetensi dan pengembangan karir berpengaruh pada produktivitas, turnover berpengaruh pada produktivitas.

Kata Kunci: Kompetensi, Pengembangan Karir, *Turnover*, Produktivitas.

Abstract: The purpose of this study was to determine the effect of competency on turnover, to determine the effect of career development on turnover, to determine the effect of competency and career developments simultaneously on turnover, to determine the effect of competence on productivity, to determine the effect of career development on productivity, to determine the effect of competency and career developments simultaneously on productivity, to find the effect of turnover on productivity at PT. Reckitt Benckiser Indonesia. The method used in this study was the STATA *version* 14.2 program. The population was 319 employees and 177 respondents. The result of this study is competence has an effect on turnover, career development has an effect on turnover, competence and career development has an effect on turnover, competence has an effect on productivity, career development has an effect on productivity, competence and career development has an effect on productivity, turnover has an effect on productivity.

Keywords: Competence and Career Development, Turnover, Productivity.

INTRODUCTION

The manufacturing industry is an industry that dominates international companies. The number of companies in the industry and economic conditions in the current era of globalization creates competition between companies. PT. Reckitt Benckiser is a global leader company for companies that produce consumer goods products in health, hygiene, and home care. In order to be able to compete with other companies and also maintain their existence, PT. Reckitt Benckiser requires all employees to have good competence. "Competence is mastery of a set of knowledge, skills, values, and attitudes that lead to performance and reflected in the habit of thinking and acting in accordance with their duties".

(Sedarmayanti, 2015) There are still employees who are still comfortable in their position or safety zone, do not take advantage of the opportunities provided by the company. Employees also do not look enthusiastic when there are promotions, transfers or other career enhancement opportunities, there are still employees who do not have a long-term career plan, and there are also employees who are still comfortable in their safety zones so they do not increase their potential. According to (Harnoto, 2015) "Turnover is the level of exit or transfer of employees from the company to other companies either voluntarily or forcibly with no accompanying or accompanied by provision". The level of turnover of data in PT. Reckitt Benckiser Indonesia can be seen in the following:

Table 1. Data Turnover PT. Reckitt Benckiser Indonesia

Year	Number of Employees Early in the Year	Number of Year-End Employees	Average	Employees Left	Employees Left in percentages
2011	300	295	297,5	5	1,68
2012	330	319	324,5	11	3,38
2013	319	311	315	8	2,53
2014	323	314	318,5	9	2,82
2015	329	319	324	10	3,08
2016	319	314	316,5	5	1,57
2017	339	319	329	20	6,07

Source: (HRD *Operation* PT. Reckitt Benckiser Indonesia – Jakarta, 2017)

Based on the data in table 1 above, it can be seen that the Turnover experienced by PT. Reckitt Benckiser Indonesia from 2011 to 2017. In 2011 the number of employees exited was 1.68% and in 2012 the percentage of employees exited was 3.38%. In 2013 the total percentage of employees exited was 2.53% and in 2014 there was an increase in the number of employees out of 2.82%. After that, in 2015 there was an increase in the percentage of employees out of 3.08%. But in 2016 the number of employees dropped out by 1.57%. But in 2017, PT. Reckitt Benckiser Indonesia experienced an increase in the percentage of returning employees by 6.07%. According to (Edy, 2012) Productivity is the work achieved by employees with a predetermined goal target. The productivity of PT Reckitt Benckiser Indonesia's employees is not optimal. Moreover the productivity of

employees at PT. Reckitt Benckiser Indonesia in 2007-2017 can be seen in table 2 as follows:

Table 2. Data Productivity of PT. Reckitt Benckiser Indonesia

Year	Target	Realization	Achievement in Percentages
2007	536,706,278,326	511,118,572,225	92,4
2008	656,742,021,224	629,631,461,346	92,3
2009	709,607,564,788	778,478,365,261	92,2
2010	831,000.431,145	890,647,285,442	92,0
2011	922,463,671,121	967,559,197,343	92,4
2012	1.180,451,244,655	1.070,615,339,178	90,6
2013	1,132,992,422,890	1,234,875,921,870	109,2
2014	1,416,974.322.565	1,339,974,735,335	94,5
2015	1,775,586,578,340	1,718,039,728,279	96,7
2016	2,102,109,897,688	2,002,491,535,950	95,2
2017	2,525,915,657,120	2,242,724,560,662	88,7

Source: (HRD *Operation* PT. Reckitt Benckiser Indonesia – Jakarta, 2017)

Based on the data in table 2 above, PT. Reckitt Benckiser achieved the highest percentage in 2012 of 109.2%. However, the percentage decline in 2013 was 94.5%. PT. Reckitt Benckiser experienced a percentage increase in return in 2014 of 96.7%. However, there was a decline in percentage achievement back in 2015 of 95.2% and so was the decline in the percentage of achievement in 2016 which decreased by 88.7%.

Research Objectives: (1) To find out the effect of competency on Turnover. (2) To find out the effect of career development on Turnover. (3) To find out the effect of competency and career development simultaneously. (4) To determine the effect of competencies on Productivity. (5) To find out the effect of career development on Productivity. (6) To find out the effect of Turnover on Productivity. (7) To find out the effect of competency and career development simultaneously on Productivity.

THEORETICAL REVIEW

(Zaim Halil, 2013) defines “The concept of “competency” is a confusing term and particularly mixed up with “skill”. It is mainly because different terms have often been used interchangeably. From the management perspective, competencies are defined by two main streams: organizational or personal. Human Resource Management (HRM) literature focuses on the individual competencies”.

According to (Sedarmayanti, 2015) "Competence is mastery of a set of knowledge, skills, values, and attitudes that lead to performance and reflected in the habit of thinking and acting in accordance with their duties". The dimensions contained in competencies include ability, achievements and actions, influence, managerial, and personal effectiveness.

(Agustina Rantesalu, 2016) state that “Competence is the basic characteristics of a person that affect thinking and action to generalize to all situations faced and survived

long enough in humans, competence regarding the authority of each individual to perform a task or making decisions appropriate to their role in the organization that are relevant to the expertise, knowledge, and capabilities". The competency of individual employees should be able to support the implementation of the strategy of the organization and be able to support any changes made to management. In other words, the competence of the individual can support team-based work systems. (AlamsyahLotunani, 2014) state that "Competence is increasingly being highlighted in working life, crucial resources for individual, organization, community and capability to perform the tasks that have been assigned.

(Napitupulu, 2017) state that "career development may be dependent on the extent to which organization is capable of providing perceived organizational support and motivation in promoting affective commitment and performance".

Moreover the concept of competency can also be understood as knowledge, skill and professional identity. (Mangkunegara, 2015) state that career development is a series of employee positions that indicate an increase in status according to its potential in the career path to achieve employee life goals. Dimensions contained in career development including work performance, aim, organizational support, and career improvement efforts.

According to (Jusuf, 2016) "Career development shown through all efforts is being made to improve the technical, theoretical, conceptual and moral education in accordance with the needs of the job or position through education and training". (Harnoto, 2015) state that "Turnover is the level of exit or transfer of employees from companies to other companies either voluntarily or forcibly with not accompanied or accompanied by reward. The dimensions contained in Turnover including change of attitude, work protest, the desire to leave the organization".

(GalihKartika, 2018) state that "which involves thoughts of leaving, beginning to look for another position, and finally resigning". Employees who feel uncomfortable for a job, they leave organization it means organizational climate has played a very important role in turnover. A high turnover rate brings down employee confidence and it is very costly. Furthermore, firms fear to lose exceptionally talented and competent worker, while workers who stay within the organization may essentially be there that they have been not able to protect the work somewhere else.

According to (Shafique, 2018) "Turnover is an employee psychological response where employee has thought about good-bye the company for another. Employee turnover is a significant area of study of human resource management, it is very important for employers to overcome on turnover because companies invest on workers due to retaining training, induction, and developing. Turnover is an important matter for industries in the relationship with holding human capital to keep up the association's intensity for effective talent management".

(EdySutrisno, 2012) points out that the result of productivity of work is achieved by employees with predetermined goals. The dimensions contained in productivity include the following ability, increased results, spirit at work, self-development, quality and efficiency. Productivity can be interpreted as work result work achievement. (JozefKonings) state that "The productivity of a trained worker is substantially higher." According to (Akhtar, 2014) "Productivity is the log of net sales over total employees an economic measure of output per unit of input. Productivity measures may be examined collectively (across the whole economy) or viewed industry by industry".

METHODOLOGY

The research was conducted at PT. Reckitt Benckiser Indonesia, having its address at ArthaGraha Building - 11th Floor, Jl. Jenderal Sudirman Kav. 52-53, RT.5 / RW.3, Senayan, Kebayoran Baru, South Jakarta, DKI Jakarta 12190, Indonesia. The study was conducted in January 2018-March 2018. The method used in this quantitative research is descriptive analysis. The proxy variables in this research are competence and career development, which are variables measured using indicators.

According to (Sudarmanto, 2015) on the competency variable measured by indicators of information, analysis, conceptual based on the dimensions of ability. Indicators of goal orientation, discipline, initiative, commitment, based on the dimensions of achievement. Indicators of consistency, developing, organizing based on the dimensions of influence. Indicators of teamworks, self-control and leadership, based on managerial dimensions. Indicators of confidence and flexibility are based on the dimensions of personal effectiveness.

According to (Mangkunegara, 2015) on career development variables measured by indicators of quality and responsibility on work performance dimensions. Indicators of motivation and work achievement on the dimensions of goals. Communication indicators and opportunities to grow on the dimensions of organizational support. The dimension of increasing potential and achieving the goals of work on the dimension of career improvement efforts.

According to (Harnoto, 2015) on the Turnover variable measured by indicators of employee behavior and priorities, based on the dimensions of attitude change. An indicator of employee thought and convey aspirations based on the dimensions of work protest. An indicator of intention and action, based on the dimension of the desire to leave the organization. According to (Sutrisno, 2012) the productivity variable is measured by indicators of information, analysis, conceptual, based on the ability dimension. This indicator of work goals, based on the dimensions of increasing yield. Indicators of taste and desire, based on the dimensions of work morale. Indicators of potential and effort, based on the dimensions of self-development. Dimensions of work quality and results, based on the dimensions of quality. Cost and time indicators, based on the efficiency dimension.

In statistical tests are to find out whether there is an influence among the variables studied and other statistical calculation processes using the STATA version 14.2 program using Structural Equation Modelling. (Latan, 2018) defines "stata is a complete statistical data developed by Stata Corp to analyze quantitative data". (Proctor, 2010) state that "the first stage in sample selection is to identify the target population that is relevant to the objectives and research problem according to the element, unit and time". The population in this study was 319 employees at PT Reckitt Benckiser Indonesia - Jakarta and using the Slovin formula. 177 people and used as samples for determining respondents. The hypothesis of the test between research variables consists of two independent variables namely Competencies and Career Developments, one intervening variable namely Turnover, and one dependent variable is Productivity.

THE RESULTS OF STATISTICAL TESTS

Table 3. Validity Test

item	1 x1	2 x1	3 x1	4 x1	5 x1	6 x1	7 x1	8 x1	9 x1	10 x1	11 x1	12 x1	13 x1	14 x1	15 x1
competence	0.709	0.703	0.730	0.646	0.714	0.689	0.622	0.627	0.715	0.689	0.723	0.675	0.722	0.708	0.6983
average	0.722														
item	1 x2	2 x2	3 x2	4 x2	5 x2	6 x2	7 x2	8 x2	9 x2	10 x2	11 x2	12 x2	13 x2	14 x2	15 x2
career dev.	0.677	0.592	0.513	0.618	0.520	0.567	0.573	0.502	0.500	0.488	0.639	0.554	0.637	0.643	0.330
average	0.657														
item	1 y	2 y	3 y	4 y	5 y	6 y	7 y	8 y	9 y	10 y	11 y	12 y	13 y	14 y	15 y
turnover	0.717	0.612	0.647	0.635	0.704	0.618	0.661	0.673	0.652	0.609	0.694	0.659	0.695	0.674	0.5687
average	0.654														
item	1 z	2 z	3 z	4 z	5 z	6 z	7 z	8 z	9 z	10 z	11 z	12 z	13 z	14 z	15 z
productivity	0.681	0.642	0.692	0.495	0.630	0.634	0.581	0.370	0.659	0.640	0.725	0.527	0.645	0.640	0.610
average	0.670														

Source: (Output data from STATA 14.2 Program using Structural Equation Modelling)

According (Hamilton, 2013) STATA provides a feature to test validity and reliability using factor analysis, Cronbach alpha, correlation. Based on table 3 above showed that the overall value for the validity test (r-count) has a value greater than the value (r-table). Based on the calculation from 15 items it is calibrating after their validity using STATA 14.2 produces valid data. With an average value of 0.7227 where according to Guilford the average value is at 0.60 < rxy 0.79 means the Competency has strong or high validity. With an average value of 0.6574 where according to Guilford the average value is at 0.60 < rxy 0.79 means the Career Developments has strong or high validity. With an average value of 0.6540 where according to Guilford the average value is at 0.60 < rxy 0.79 means that the Turnover has strong or high validity. With an average value of 0.6706 where according to Guilford the average value is at 0.60 < rxy 0.79 means that the Productivity has strong or high validity.

Reliability Test

Table 4. Reliability Test

No	Variables	The Result of Reliability Test	Note
1	Competence	0.9344	Very Strong
2	Career Development	0.9059	Very Strong
3	Turnover	0.9041	Very Strong
4	Productivity	0.9125	Very Strong

Source: (Output data from STATA 14.2 Program using Structural Equation Modelling)

Based on table 4 Competency reliability test (X1), it can be concluded that the instrument of competency variables can be stated to be reliable because the value of

Cronbach's Alpha of Competence is greater at 0.9344 > 0.60. In Career Developments Reliability Test (X2), it can be concluded that the Career Developments variable instrument can be stated to be reliable because the value of Cronbach's Alpha Career Developments is greater at 0.9059 > 0.60. Turnover (Y) reliability test can be concluded that Turnover variable instruments can be stated to be reliable because the value of Cronbach's Alpha from Turnover is greater, it is 0.9041 > 0.60. Productivity (Z) reliability test can be concluded that the Productivity variable instrument can be stated to be reliable because the value of Cronbach's Alpha of Productivity is greater at 0.9125 > 0.60.

**Classical Assumptions Test
Saphiro Wilk Test**

Table 5. Saphiro Wilk Test

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. swilk residuals
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Shapiro-Wilk W test for normal data

Variable	Obs	W	V	z	Prob>z
residuals	177	0.40100	80.373	10.030	0.00000

Source: (Output data from STATA 14.2 Program using Structural Equation Modelling)

Based on table 5 above, it can be seen the probability value of 0.0000 < 0.05 or p-value < 5%, then Ho is rejected; Ha accepted. So SaphiroWilk fulfilled the assumption of normality.

Analysis of the Correlation Coefficient

Table 6. Test of Correlation Coefficient

	employ~y	turnov~n	career~t	compet~e
employee_p~y	1.0000			
turnover_i~n	0.9296	1.0000		
career_dev~t	0.9344	0.8629	1.0000	
competence	0.7030	0.6343	0.6276	1.0000

Source: (Output data from STATA 14.2 Program using Structural Equation Modelling)

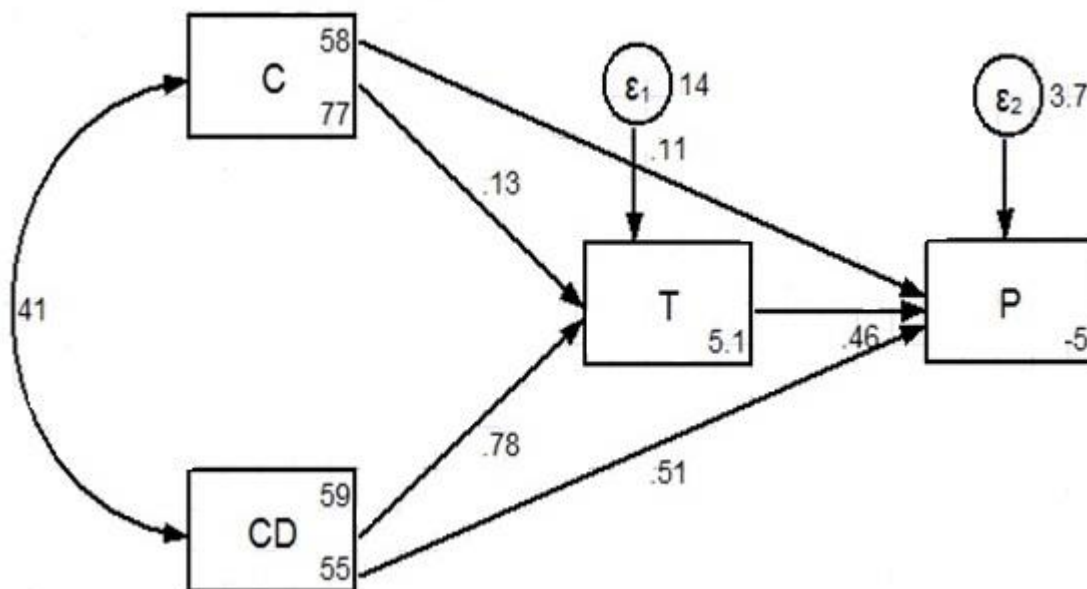
Based on table 6 the result is obtained using the STATA 14.2 program can be explained that: (1) The magnitude of the correlation value between the variables X1 (Competence) and the variable Y (Turnover) is 0.6343, the value of r-count > r-table

(0.6343 > 0.148) has a strong relationship. (2) The magnitude of the correlation value between the variables X2 (Career Development) and the Y variable (Turnover) is 0.8629, then the value of $r\text{-count} > r\text{-table}$ (0.8629 > 0.148) has a very strong relationship. (3) The magnitude of the correlation value between the variables X1 (Competence) and the variable Z (Productivity) is 0.7030, the value of $r\text{-count} > r\text{-table}$ (0.7030 > 0.148) has a strong relationship. (4) The magnitude of the correlation value between the variables X2 (Career Development) with the variable Z (Productivity) is 0.9344, then the value of $r\text{-count} > r\text{-table}$ (0.9344 > 0.148) has a very strong relationship. (5) The magnitude of the correlation between the variable Y (Turnover) and the variable Z (Productivity) is 0.9296, then the value of $r\text{-count} > r\text{-table}$ (0.9296 > 0.148) has a very strong relationship.

The coefficient of Determination Analysis (R^2): (1) The coefficient of determination (R^2) of 0.4023, it can be concluded that Competence (X1) has an effect on Turnover (Y) of 40.23% while the rest is influenced by other factors not examined in this study. (2) The coefficient of determination (R^2) is 0.7446 so it can be concluded that Career Developments (X2) has an effect on Turnover (Y) of 74.46% while the rest is influenced by other factors not examined in this study. (3) The coefficient of determination (R^2) of 0.7588, it can be concluded that Turnover (Y) is influenced by Competence (X1) and Career Developments (X2) of 75.88% while the rest is influenced by other factors not examined in this research. (4) The coefficient of determination (R^2) of 0.4942, it can be concluded that Competence (X1) has an effect on Productivity (X2) of 49.42% while the rest is influenced by other factors not examined in this study. (5) The coefficient of determination (R^2) of 0.8732, it can be concluded that Career Developments has an effect on Productivity (Z) of 87.32% while the rest is influenced by other factors not examined in this study. (6) The coefficient of determination (R^2) of 0.8642, it can be concluded that Turnover (Y) affects Productivity (Z) of 86.42% while the rest is influenced by other factors not examined in this study. (7) The value of the coefficient of determination (R^2) is 0.8956 so it can be concluded that Productivity (Z) is influenced by Competence (X1) and Career Developments (X2) of 89.56% while the rest is influenced by other factors not examined in this study.

Structural Equation Model

Figure 1. Effect of Competence And Career Development On Turnover and It's Impact on Productivity using SEM Builder STATA



The path coefficient $\beta_{TC} = 0.13$. The constant value is 5.1, which means that Turnover will be equal to 5.1 if it is not influenced by regression coefficients of Competence and Career Developments. With a significance value ($0.002 > 0.05$) then H_0 is rejected and H_a is accepted, meaning the path analysis coefficient is significant.

The path coefficient $\beta_{TCD} = 0.78$. The constant value is 5.1, which means that Turnover will be equal to 5.1 if it is not influenced by regression coefficients of Competence and Career Developments. With a significance value ($0.000 > 0.05$) then H_0 is rejected and H_a is accepted, meaning the path analysis coefficient is significant.

The path coefficient $\beta_{PC} = 0.11$. The constant value is -5, which means that the value of Productivity will be -5 if it is not influenced by the regression coefficient of Competence, Career Developments, and Turnover. With a significance value ($0.000 < 0.05$) then H_0 is accepted and H_a is rejected. Competence partially has a significant effect ($0.000 > 0.05$), then H_0 is rejected and H_a is accepted, meaning the path analysis coefficient is significant.

The path coefficient $\beta_{PD} = 0.51$. The constant value is -5 which means that the value of Productivity will be 17,029 if it is not influenced by the regression coefficient of Competence, Career Developments, and Turnover. With a significance value ($0.000 < 0.05$) then H_0 is rejected and H_a is accepted, meaning the path analysis coefficient is significant.

The β_{PT} path coefficient results = 0.46. The constant value is -5, which means that the value of Productivity will be -5 if it is not influenced by the regression coefficient of Competence, Career Developments, and Turnover.

Partial Significance Test (t-Test)

Table 8.Partial Significance Test (t-Test)

turnover_intention	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
career_development	.7807819	.0486934	16.03	0.000	.6846761	.8768877
competence	.1317772	.0411971	3.20	0.002	.0504668	.2130877
_cons	5.08171	2.334273	2.18	0.031	.4745758	9.688844
employee_product~y	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
turnover_intention	.4576108	.0391249	11.70	0.000	.3803872	.5348345
career_development	.5098682	.0395565	12.89	0.000	.4317927	.5879436
competence	.113023	.0218777	5.17	0.000	.0698414	.1562047
_cons	-4.980333	1.220998	-4.08	0.000	-7.390304	-2.570362

Source: (Output data from STATA 14.2 Program using Structural Equation Modelling)

Based on table 8 above, with a value (t-count> t-table) that is (3.20> 1.97) and with a significance value (0.002 <0.05) then Competence partially has a significant effect on Turnover. With a value (t-count> t table) that is (16.03> 1.97) and with a significance value (0.000 <0.05), Career Developments partially has a significant effect on Turnover. With a value (t-count> t table) that is (5.17> 1.97) and with a significance value (0.000 <0.05) then Competence partially has a significant effect on Productivity. With a value (t-count> t-table) that is (12.89> 1.97) and with a significance value (0.000 <0.05), Career Developments partially has a significant effect on Productivity. With a value (t-count> t-table) that is (11.70> 1.97) and with a significance value (0.000 <0.05) then Turnover partially has a significant effect on Productivity.

Simultaneous Test (F-Test)

Table 9. Simultaneous Test (F-Test)

Career Competence and Development on Turnover

Source	SS	df	MS	Number of obs =	177
				F(2, 174) =	273.66
Model	7675.77928	2	3837.88964	Prob > F =	0.0000
Residual	2440.19812	174	14.0241271	R-squared =	0.7588
				Adj R-squared =	0.7560
Total	10115.9774	176	57.4771443	Root MSE =	3.7449

Source: (Output data from STATA 14.2 Program using Structural Equation Modelling)

Based on table 9 can be seen the result of the F-test with a value (t-count > t-table) that is (273.66 < 2.66) and with a significance value (0.000 < 0.05) then Career Developments and Career Developments have a significant effect on Turnover.

Table 10. Simultaneous Test (F- Test)

Competence and Career Developments on Productivity

Source	SS	df	MS	Number of obs =	177
				F(2, 174) =	746.11
Model	9924.29034	2	4962.14517	Prob > F =	0.0000
Residual	1157.21249	174	6.65064648	R-squared =	0.8956
				Adj R-squared =	0.8944
Total	11081.5028	176	62.9630842	Root MSE =	2.5789

Source: (Output data from STATA 14.2 Program using Structural Equation Modelling)

Based on table 10 it can be seen the result of the F-test with the value (t-count > t-table) that is (746.11 > 1.97) and with a significance value (0.0000 < 0.05) then Competence and Career Developments simultaneously have a significant effect on Productivity.

CONCLUSION

Based on the result of this research at PT Reckitt Benckiser Indonesia, competences has an effect on turnovercompetences has an effect on turnover which is developing employee competencies in terms of attitude and communication actively building teamwork with trust in the team. There is a positive and significant partial effect between career development and turnover which is analyzing the training needs of employees.

There is a simultaneous and significant positive influence between competences and career developments on which is the company faces new challenges due to changes in the business environment so that it requires learning new competencies to increase the potential of employees so that it is useful in efforts to improve employee careers. There is a positive and significant partial effect between competences on productivity which is employees can utilize the company's assets and facilities as well as possible for operational activities in achieving quality work. There is a positive and significant partial effect between career developments on productivity which is employees face obstacles in contributing to the achievement of the company's vision, mission, goals, and strategies due to lack of knowledge and skills. There is a partial positive and significant influence between turnover on productivity which is recognize the potential of each employee, employees who feel comfortable working in a company are employees who get various opportunities to develop their talents and abilities and are given appreciation for employee achievements.

There is a simultaneous and significant positive influence between competences and career developments on productivity which is good teamwork will be created with the habit of sharing expressing opinions and ideas to colleagues and superiors, learning new competencies to increase the potential of employees so that it is useful in efforts to improve employee careers and optimize the use of company assets and facilities by way of employees having more responsibility for managing company assets and facilities, securing company assets and facilities from damage and loss and avoiding use outside the company's interests so that Productivity can be realized.

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