

**Pengaruh Pelatihan dan Pengembangan, Pengembangan Karir,
Kompensasi, dan Penilaian Kinerja terhadap Turnover Intention dengan
Work Engagement sebagai Variabel Intervening**

Tasya Aulia Dewi – 1420204106

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh Pelatihan dan Pengembangan, Pengembangan Karir, Kompensasi, dan Penilaian Kinerja terhadap *Turnover Intention* melalui *Work Engagement*. Dengan menggunakan *simple random sampling*, kuesioner didistribusikan terhadap karyawan PT Transportasi Indonesia. Metode penelitian yang digunakan adalah metode deskriptif verifikatif. Pengolahan data dilakukan dengan menggunakan *software Smart-PLS versi 3.3 for windows*. Hasil penelitian dari analisis deskriptif dari 382 responden menunjukkan bahwa Pelatihan dan Pengembangan, Pengembangan Karir, Penilaian Kinerja, dan *Work Engagement* masuk dalam kategori Cukup Tinggi. Sedangkan Kompensasi dan *Turnover Intention* masuk dalam kategori Rendah. Hasil pengujian hipotesis menunjukkan bahwa hanya Pelatihan dan Pengembangan terhadap *Work Engagement* dan *Work Engagement* terhadap *Turnover Intention* yang memiliki pengaruh positif. Pada pengujian variabel intervening hanya Pengembangan Karir terhadap *Turnover Intention* melalui *Work Engagement* yang memiliki hasil positif. Pelatihan dan Pengembangan, Pengembangan Karir, Kompensasi, dan Penilaian Kinerja memberikan pengaruh terhadap *Work Engagement* sebesar 26,7% dan 63,7%. *Work Engagement* memberikan pengaruh terhadap *Turnover Intention* sebesar 14,6% dan 85,4% sisanya dipengaruhi oleh variabel lain yang tidak diteliti dalam penelitian ini. Implikasi manajerial yang bisa dilakukan adalah Manajemen PT Transportasi Indonesia perlu memastikan bahwa manajemen memiliki pemahaman yang komprehensif mengenai konsep *work engagement*. *Work engagement* memupuk rasa keterikatan emosional yang kuat antara karyawan dan atasan, maka dari itu manajemen tidak boleh hanya mengandalkan imbalan uang untuk menarik dan mempertahankan talenta terbaik.

Kata kunci: Pelatihan dan Pengembangan, Pengembangan Karir, Kompensasi, Penilaian Kinerja, *Work Engagement*, dan *Turnover Intention*.

***The Influence of Training and Development, Career Development,
Compensation, And Performance appraisal on Turnover Intention With Work
Engagement As Intervening Variable***

Tasya Aulia Dewi – 1420204106

ABSTRACT

This research is aimed at identifying the influence of training and development, career development, compensation, and performance appraisal on turnover intention through work engagement. By using simple random sampling, the questionnaire was distributed to the employees of PT Transportasi Indonesia. The research method used was descriptive verificative. The data processing was performed by using the software Smart-PLS version 3.3. for Windows. The result from the descriptive analysis, of 382 respondents, showed that training and development, career development, performance appraisal, and work engagement were considered to be a med-high category. While the compensation and turnover intention belonged to the low category. The hypothesis testing showed that only training and development on the work engagement on turnover intention had a positive impact. In the intervening variable testing, only career development on turnover intention through work engagement had positive results. Training and development, career development, and performance appraisal impacted the work engagement for 26,7% and 63,7%. Work engagement impacted turnover intention for 14,6% and 85,4%, and the rest were influenced by other variables that were not analyzed in this research. The managerial implication that could be done by the management of PT Transportasi Indonesia was to ensure that the management has a comprehensive understanding of the concept of work engagement. Work engagement nourished the emotional bond between the employees and their superiors. Therefore, the management could not only rely on the reward to attract and maintain the best talents.

Keywords: *Training and development, career development, compensation, performance appraisal, work engagement, and turnover intention.*