

**THE INFLUENCE OF CAREER DEVELOPMENT AND SUPERVISORY SUPPORT ON
INTERDEPARTMENTAL TURNOVER INTENTION BY
USING CAREER PLATEAU AS MODERATING VARIABLE.**
(Study at Ambarawa Hospital District)

Tristiana Rijanti
tristianar@gmail.com

Bambang Suko Priyono
suko.pri@gmail.com

Arif Purwanto
arifpurwanto1212@gmail.com
Universitas Stikubank Semarang, Indonesia

ABSTRACT

Needs on changes that should be implemented in a hospital environment, reorganization and slow progress of experience which is felt by employees will make career development perception in the hospital. Whether the employees cannot get their hopes about the career opportunities, it will change the expectations and behavior, even the employees have an intention to move interdepartmental. This research is to know and analyze the influence of career development and supervisory support on interdepartmental turnover intention by using career plateau as moderating variable at District Hospital of Ambarawa. Census method is used as sampling method by involving 85 employees of administration department of Ambarawa Hospital District. Research result shows that career development negatively influences interdepartmental turnover intention, supervisory support does not influence interdepartmental turnover intention, career plateau moderates the influence of career development on interdepartmental turnover intention, career plateau moderates the influence of supervisory support on interdepartmental turnover intention.

Keywords: Career Development, Supervisory Support, Career Plateau, Interdepartmental Turnover Intention.

INTRODUCTION

A harder competition requires organization to increase its performance in order to win the competition. The main key of performance is how an organization can develop its Human Resource (HR). A reliable human resource development activities to increase organization function is not easy thing. One of failed system factor in human resource development is the number of employee turnover intention which motivates employees to turnover from organization (Hartono, 2002).

The employee's career development program should be arranged accurately based on skill and competence needed by organization currently or for the future. Career development must be purposed to develop individual technical capability, theoretical capability, conceptual capability and morals capability to make a good work performance and an optimal result (Hasibuan, 2003). Basically, career development is an individual effort of an employee to step over to be in the highest position on his job, furthermore career development is also an organization effort to manage human resource or the employees change the position in the organization (Mangkunegara, 2003).

According to Rivai (2005), career development is a process of individual workability which accomplished to achieve desired career. Frequently phenomena encountered by an organization is employees in a certain department or working unit have chance of career development due to have knowledge, skill and capability but they have career plateau in that department or working unit, therefore those employees have a tend to move to other department or working unit to get a better career development. Novliadi (2007) explained that interdepartmental turnover intention is a measure or an intensity of organization turnover intention by expecting to get a better job.

There are many factors influence someone tends to turn to other department or organization, such as career plateau and supervisory support. Previous research conducted by Najamuddin, etc (2014) shows that career plateau positively influences interdepartmental turnover intention. It is supported by the research conducted by Herlambang and Fajriyanthi (2014) that career plateau positively influences interdepartmental turnover intention.

A different research result which conducted by Wardani, etc (2014) shows that career plateau does not influence employees' turnover intention of CV Putra Makmur Abadi Temanggung Central Java. A different result is also showed by Mulianas's (2013) research that career plateau negatively influences nurse turnover intention at Atmajaya Hospital.

Supervisory support is a support by a supervisor to strengthen the importance of subordinates' idea, willing to listen subordinates' problem, awareness and appreciate subordinates/ employees (Mas'ud, 2004). Research result conducted by Hidayat, etc (2012) shows that supervisory support negatively influences interdepartmental turnover intention. Different result is showed by Rahardjo's (2014) research that supervisory support does not influence interdepartmental turnover intention.

To achieve work performance, sometimes employees career is too small in promoting possibility. Career plateau caused by challenging task cannot be accepted by each employee.

In case, an employee in a certain department or working unit during execute his job does not get a big support from his supervisor, therefore the career plateau is bigger in that department of working unit, then that employee tends to move to other department or working unit.

Previous research by Yaakop, etc (2014) shows that career plateau positively influences interdepartmental turnover intention. The turnover (of early retirement) is a special challenge for human resource development especially career.

Aside from the research gap above, this research is also based on the phenomena in Ambarawa District Hospital on 2013 to 2014, there are 10 employees become 12 employees who tend to turnover to other department, whereas there are 5 employees become 12 employees have had turned over.

Based on those cases, therefore this research aims to know and to analyze the influence of career development on interdepartmental turnover intention, the influence of supervisory support on interdepartmental turnover intention, does career plateau moderates the influence of career development on interdepartmental turnover intention and the influence of supervisory support on interdepartmental turnover intention (Study at District Hospital of Ambarawa).

LITERATURE REVIEW

Career Development

According to Rivai (2005), career development is a process of individual workability which accomplished to achieve desired career. Siagian (2006) explained that career development is a process of individual work performance increasing to achieve desired career. Everyone who works in a company will have an expectation as a reward for sacrifices or achievements that have been given. One of them is an expectation to get a higher or better position than before (Wahyudi, 2002)

.Supervisory Support

Supervisory support is a support by a supervisor to strengthen the importance of subordinates' idea, willing to listen subordinates' problem, awareness and appreciate subordinates/ employees (Mas'ud, 2004).

Career Plateau

Career plateau is a career point which getting promotion is a small possibility due to a boundary to get the promotion, challenge on job and dull job routines (Riduwan,2004).

Interdepartmental Turnover Intention

According to Novliadi (2007) interdepartmental turnover intention is a measure or intensity of an intention to move from the organization and expect to get a better job. whereas Mathis and Jackson (2003) explained that turnover is a process when employees leave the organization and that position must be charged by others.

The relationship between variable and hypotheses development

The Relationship between Career Development on Interdepartmental Turnover Intention

Siagian (2006) explained that career development is a process of individual work performance increasing to achieve desired career. It can be concluded that an understanding of career development is a continuous process of an employee by personal effort to achieve his career plan adjusted with organization condition.

Previous research conducted by Muliana (2014) shows that career plateau negatively influences nurse turnover intention at Atmajaya Hospital.

Based on the case above, the hypotheses is formulated as follows:

H1 = Career plateau negatively influences interdepartmental turnover intention at Ambarawa Hospital District.

The Relationship between Supervisory Support on Interdepartmental Turnover Intention

Supervisory support is a support by a supervisor to strengthen the importance of subordinates' idea, willing to listen subordinates' problem, awareness and appreciate subordinates/ employees (Mas'ud, 2004).

Hidayat, etc (2012) shows that supervisory support negatively influences interdepartmental turnover intention.

Berdasarkan hal-hal tersebut diatas, maka dirumuskan hipotesis adalah sebagai berikut :

Based on the case above, the hypotheses is formulated as follows:

H2 = Supervisory support negatively influences interdepartmental turnover intention at Ambarawa Hospital District.

The Relationship Career Plateau on Interdepartmental Turnover Intention

Career plateau is a career point which getting promotion is a small possibility due to a boundary to get the promotion, challenge on job and dull job routines (Riduwan,2004).

Research result conducted by Yaakop, etc (2014), shows that career plateau positively influences interdepartmental turnover intention.

Based on the case above, the hypotheses is formulated as follows:

H3 = Career Plateau moderates the influence of career development on interdepartmental turnover intention at Ambarawa Hospital District.

H4 =Career Plateau moderates the influence of supervisory support on interdepartmental turnover intention at Ambarawa Hospital District.

Based on literature review and variabel relationship above, the graphic model is arranged as follows:

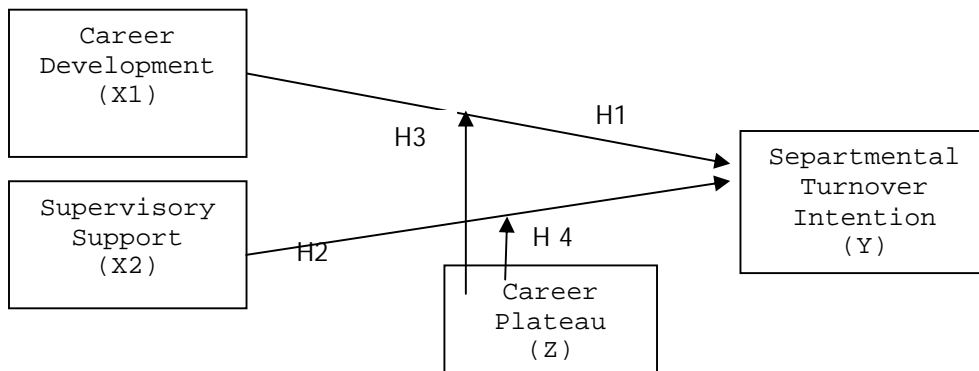


Figure 1
Graphic Model

Mathematics Model

$$Y = a_1 + 1.X_1 + 2.X_2 + e$$

$$Y_1 = a_2 + 3.X_1 + 4.X_1 Z + 5.X_1 Z + e$$

$$Y_2 = a_3 + 6.X_2 + 7.X_2 Z + 8.X_2 Z + e$$

RESEARCH METHOD

Population and Sample

Population

Population on this research is 85 administration staff of Ambarawa Hospital District.

Sampel

Sample on this research uses census technique therefore the sample is all of 85 administration staff.

Data Analysis Technique

This research uses quantitative analysis as analysis technique, this technique used by numeric calculation based on certain formula to evaluate a condition.

This research uses the analysis as follows:

Respondent Description Analysis

Analysis technique used in respondent description is by using frequency analysis.

Variable Description Analysis

Analysis technique to describe the variable description condition those are career development, supervisory support, career plateau and interdepartmental turnover intention by using frequency distribution analysis.

Research Instrumental Test is conducted by validity test and reliability test

Validity Test

Validity test on this research uses factor analysis.

Reliability Test

Reliability test on this research uses coefficient of cronbach alpha.

Model Measurement is conducted by coefficient of determination test and F Test

Coefficient of determination test

Coefficient of determination is used to know the contribution of all independent variable towards dependent variable on the developed research. That contribution value is called as coefficient of determination (CD) which calculate based on the formula as follows (Ghozali, 2012)

F Test

F Test is used to measure a feasibility of a model based on the significance of simultant influence of all independent variable towards dependent variable on the developed research (Ghozali, 2012).

Regression Equation

This research regression equation model is ad follows:

$$Y = a_1 + 1.X_1 + 2.X_2 + e$$

$$Y_1 = a_2 + 3.X_1 + 4.X_1 Z + 5.X_1 Z + e$$

$$Y_2 = a_3 + 6.X_2 + 7.X_2 Z + 8.X_2 Z + e$$

Notation: :

Y = Interdepartmental turnover intention

Z = Career Plateau

X₁ = Career Development

X₂ = Supervisory Support

a = Constanta

e = error

Hypotheses Test

Hypotheses test is conducted by multiple linier regression analysis to observe the influence of independent variable towards dependent variable. The influence of independent variable value is showed by standardized coefficient beta with significance value is <0,05 in regression test table result.

Moderation Test

Moderating variable is an independent variable which strengthen or weaken the relationship between another independent variable towards dependent variable (Ghozali, 2012). A variable is as a moderating variable is coefficient is within 0,05 or 0,01, (Ghozali, 2012) also explained that coefficient value is significant <0,05 then that variable is called as moderating variable. That moderating variable strengthens or weakens model relationship can be seen from value. Whether value is negative it means that weakens the relationship, whereas if value is positive, then it can be said strengthen the relationship between X and Y.

ANALYSIS AND DISCUSSION

Respondent Description

The number of 85 respondents, it is found that the most respondents are female 54,12%, whether males is 15,88%. All of respondents have job tenure more than 15 years with the age is more than 40 years old. The most education background found is they graduated from Senior High School

Research Result Description

The average result value of respondent responses towards career development variable is disagree, those are 3,9, therefore career development is perceived not good by respondents. Supervisory support is perceived barely agree by respondents with average value of respondent answer is 5,27. Respondents' perceive towards career plateau is 4,04 means the respondents tend to be neutral. The average of respondents answer towards interdepartmental turnover intention is 3,60 means that respondents barely disagree on question items.

Validity Test

Factor analysis result shows that each variable has enough sample (KMO) >0,5, it means that all variable meet sample adequacy value. In component matrix, all variable indicators of career development, supervisory support, career plateau and interdepartmental turnover intention has loading factor >0,4 means all variable indicators are valid.

Reliability Test

Reliability is an index showed the reliability of a measurement (Ghozali, 2012). Based on reliability test, it is found that all of variable in this research are reliable due to have cronbach alpha value >0,70.

Multiple Linier Regression Analysis

Based on multiple linier regression analysis tes result, the value of adjusted R^2 , dan are in the table as follows:

Table 1.
Regression Tes Result

Equation Model	Adj. R Square	F Test		t test		Annotation
		F hit	sig		sig	
$Y1 = b1.x1 + b2.x2 + e$						
Career development towards interdepartmental turnover intention	0,835	213.355	0,000	-0,911	0,000	Hypotheses 1 is accepted
Supervisory support towards interdepartmental turnover intention				-0,018	0,703	Hypotheses 1 is rejected
Moderasi I						
Interaction between career developmng and career plateau	0,852	161.854	0,000	-0,232	0,007	Hypotheses 3 is accepted

Moderasi II						
Interaction between supervisory support towards career plateau	0,111	4.494	0,006	-1,749	0,019	Hypotheses 4 is accepted

Research Result and Discussion

Multiple linier regression analysis in this research uses SPSS for Windows 19.0 version. Basen on Table 1, it can be explained that 1st equation results coefficient determination value as 0,835 (83,5%), it means that interdepartmental turnover intention can be explained by career development and supervisory support approximately 83,5 %, then about 16,5 % is explained by other variable which is not in the model. Whether F test results approximately 213.355 on significance value as $0,000 < 5\%$ (0,05) means that career development and supervisory support silmutaneously influence interdepartmental turnover intention. Regression analysis result shows that career development is proved negatively influences interdepartmental turnover intention, it is showed by the significance value as 0,000 whis less than alpha value 5%. Career development has standardized coefficients beta value -0,911 on influencing interdepartmental turnover intention. It means that career development negatively significance influences interdepartmental turnover intention, means that the better career development decreases interdepartmental turnover intention. Supervisory support does not prove that it influences interdepartmental turnover intention due to the significance value is 0,703 or more than 0,005 meas that Supervisory support does not influences.

Moderating variable is an independent variable that will strengthen or weaken the relationship between other independent variable and dependent variable (Gozhali, 2012). In this research modeerating variable is career plateau (Z). First moderating test shows that significance value is multiplying between career development (X1) and career plateau (Z) that is $0,0007 < 0,05$, therefore career plateau is proved as moderating variable of the influence of career development towards interdepartmental turnover intention. Standardized coefficients beta value is the result of the interaction between career development and career plateau as -0,232. It means that career plateau weakens the influence of career development towards interdepartmental turnover intention. Second moderating test shows that the multiplying significance between supervisory support (X2) and career plateau (Z) is $-0,019 < 0,05$, then career plateau is proved as a moderating variable of the influence supervisory support towards interdepartmental turnover intention. Standardized coefficients beta as the result of the interaction between supervisory support with career plateau -1,749. It means that supervisory support weakens the influence of interdepartmental turnover intention.

DISCUSSION

The Influence of Career Development on Interdepartmental Turnover Intention

Regression result shows that career development negatively influences interdepartmental turnover intention at Ambarawa Hospital District. It means that better career development the administration staff of Ambarawa Hospital District decreases interdepartmental turnover intention. Career development is preceived that when an employee has a good work performance, she / he can show it to others, therefore it decreases their turnover intention to other department. It caused by that case can increase their work motivation in order to be better.

This result supports Muliana's (2013) research result that career development negatively influences interdepartmental turnover intention.

The influence of supervisory support on interdepartmental turnover intention

Hypotheses result shows that supervisory support does not influence interdepartmental turnover intention of administration staff at Ambarawa Hospital District. It means that whether there is supervisory support or not to the employee does not influence interdepartmental turnover intention. It caused by the supervisor can not be a good listener for subordinates. He does not care subordinates' problem.

This result supports Rahardjo, etc (2004) with their research title *Analisis Faktor-Faktor Yang Mempengaruhi Terhadap Keinginan Karyawan Untuk Pindah Bagian (Studi Kasus Pada PT. Bank Papua)*, shows that there is no influence of supervisory support on interdepartmental turnover intention.

The influence of career plateau on interdepartmental turnover intention

Data analysis result proves that career plateau does not influence interdepartmental turnover intention of the administration staff at Ambarawa Hospital District. It means that whether there is career plateau or not to the employee does not influence interdepartmental turnover intention.

This result supports the research result conducted by Shahzad Aziz Choudary, Muhammad Ramzan, dan Aisha Riaz (2013) proves that career plateau automatically increases turnover intention because on this journal career plateau tightly related to turnover intention. It supports research result and theory which explains that there is no influence of career plateau on employees' interdepartmental turnover intention.

Career plateau moderates the influence of career development on interdepartmental turnover intention

Regression analysis result shows that career plateau is a variable that moderates the influence of career development on interdepartmental turnover intention of the administration staff at Ambarawa Hospital District. It means that better career development of the employee in Ambarawa Hospital District weakens the influence of interdepartmental turnover intention. According to Rivai (2005) career development is a development process of individual working capability that achieved to get desirable career. Based on that explanation if the employees are difficult to have their capability, it decreases interdepartmental turnover intention. It supports the first hypotheses results. However the employees' capability is increasing but they have a career plateau, it will weaken the influence of career development on interdepartmental turnover intention. It means that the employees tend to turnover to another department in order to achieve their desire career.

Career plateau moderates the influence of supervisory support on interdepartmental turnover intention

Regression analysis result shows that career plateau moderates the influence of supervisory support on interdepartmental turnover intention of administration staff at Ambarawa Hospital District. It means that career plateau weakens the influence of supervisory support on interdepartmental turnover intention. Existing supervisory support in an organization weakens interdepartmental turnover intention, but this research result shows that career plateau weakens the influence of supervisory support on interdepartmental turnover intention. It means that when career plateau occurs, the employees tend to turnover to other department even supervisory support exists.

CONCLUSION

According to the research result, it can be concluded as follows:

Career development proved negatively influences on interdepartmental turnover intention, it means that better career development of an employee decreases his/her interdepartmental turnover intention.

1. Supervisory support does not influence interdepartmental turnover intention, it means that whatever supervisory supports exist to the subordinates does not influence interdepartmental turnover intention.
2. Career plateau proved as moderating variable that moderates the influence of career development on interdepartmental turnover intention, which weakens the influence of career development on interdepartmental turnover intention
3. Career plateau proved as moderating variable that moderates the influence of supervisory support on interdepartmental turnover intention, which weakens the influence of supervisory support on interdepartmental turnover intention

Suggestion

According to research result, then Ambarawa Hospital District should:

- a. Decreasing employees' interdepartmental turnover intention by improving career development system. It is based on the research result that the most contributor that caused the employees tend to turnover is career development. The employees feel that any performance will not affect on their career development. It must be thought the career development pattern based on work performance.
- b. Career plateau terbukti memperlemah pengaruh pengembangan karir dan dukungan atasan terhadap keinginan pindah bagian. Untuk dapat menekan *career plateau*, maka ada baiknya dilakukan strategi

peningkatan persepsi terhadap pengembangan karir. Organisasi ada baiknya menerapkan kebijakan yang lebih menghargai prestasi kerja, mengakui keberadaan dari pegawainya, kebijakan yang meningkatkan loyalitas pegawai, memastikan bahwa atasan merupakan pembimbing sekaligus sponsor bagi bawahannya, memastikan para atasan mendapatkan dukungan dari bawahannya, memberikan kesempatan yang luas kepada para pegawai untuk tumbuh dan berkembang, serta memastikan bahwa tingkat pengunduran diri para pegawai menjadi semakin rendah.

- c. Career plateau proved weakens the influence of career development on interdepartmental turnover intention. To force career plateau, it should be make a strategy of preceive increasing on career development. Organization should apply a policy which respecting work performance, recognizing the employees existence, policy which increase employee loyalty, make sure that supervisor is an advisor and sponsor of the subordinates, make sure that supervisor get support from subordinates, give a big chance to the employee to grow and mature and make sure that employee resignation is decreasing.

Future research recommendation

This research only reviewing the influence of career development, supervisory support and career plateau on interdepartmental turnover intention, therefore it should enhance the research by using more variable such as personality, job satisfaction and organizational culture as moderating variable.

This research is only take in Ambarawa Hospital District, future research with different subject and object is needed to complete the references too the next research.

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