

## The Influence of Overtime and Career Development on Permanent Employees' Turnover Intention with Organizational Commitment as Moderating Variable at PT XXX, Padang Lawas Regency

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**Abstract:** Human resource management plays an important and fundamental role in an organization. Some factors which influence turnover intention and the success in maintaining qualified human resources are overtime and career development. The research problem is permanent employees' high turnover intention at PT XXX, Padang Lawas Regency. Therefore, a research needs to be done in order to know it. Overtime should be considered by employees in order to know an employee's wage and physical resistance in working, while career development is needed to determine the future of employees and company. The objective of this research was to decrease permanent employees' turnover intention through overtime and career development with organizational commitment as moderating variable at PT XXX, Padang Lawas Regency. The research used descriptive quantitative and explanatory research method. The population was 85 permanent employees, and all of them were used as the samples. Hypothesis was tested by using MRA regression analysis through interaction test. The result of the first research, without moderation model, showed that, simultaneously, overtime and career development had positive and significant influence on permanent employees' turnover intention at PT Partially, overtime had positive and significant influence on permanent employees' turnover intention at PT XXX, while career development had negative and significant influence on permanent employees' turnover intention at PT XXX. The result of the second research, model with moderation, showed that partially organizational commitment strengthened the influence of overtime and career development on permanent employees' turnover intention PT XXX, Padang Lawas Regency.

**Keywords:** Overtime, Career Development, Permanent Employees' Turnover Intention, Organizational Commitment

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### I. Introduction

Human resource management plays an important and fundamental in determining a policy in an organization. Policies that are not in line with the expectations of the workforce will have a negative impact on work attitudes so as to make organizational problems, such as stop behavior, turnover intention and employee turnover. PT XXX is a company engaged in oil palm plantations and palm fruit processing located in Padang Lawas Regency, with a core business of oil palm plantations, processing palm fruit into crued palm oil (CPO), palm karnel (pk), sheel and will distributed through stakeholders. Part of the work contained in PT XXX consists of ten parts, namely: substainibility section, marketing department, office part, CPO process section, part of sorting, labora part, security. Tranportation, production departement, and counseling section. The problem that occurs at PT XXX is the high of employees turnover intention that can lead to employee decisions to leave jobs or turnover.

**Table 1. Number of Fixed Employees who Stop On PT XXX, Padang Lawas Regency 2013 - 2017**

No.	Year	Employees Enter	Employees who stop	Percentage of employees who quit (%)
1	2013	8	2	2.35
2	2014	10	4	4.71
3	2015	12	7	8.23
4	2016	10	9	10.58

5	2017	17	11	12.94
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Source: PT XXX, Padang Lawas Regency

This is caused by two factors that occur in the company, namely the overtime and career development determined by PT XXX, Padang Lawas Regency. Overtime that are given exceeds the government overtime regulation, which is more than three until four working hours a day or more than fourteen hours a week, especially at the end of the year and holidays. While for the career development, the employee has not been well directed, where the provision of promotion is very minimal in the company, which is only given to one person, even in a year it is not given to anyone. In addition, there is often a demotion an employee if the employee achievement their does not meet the standards of the existing work in PT XXX, Padang Lawas Regency. Furthermore, the existing organizational ommitment at PT XXX has not been fully implemented. Where this organizational ommitment is not in accordance with the provisions that apply to company regulations that have been agreed upon beforehand.

## II. Review of Literature

### 2.1 Overtime Hours

Overtime hours are closely related between employees and the company and their work is outside normal working hours. Thomas (Sumarningsih, 2014) gives definition that overtime are hours worked in excess of 40 hours for weeks, and lasted long three weeks in a row. Legal basis for overtime hours: 1) Law No. 13 of 2003 Concerning Manpower; 2) Decree of the Minister of Manpower and Transmigration No. KEP-102 / MEN / VI / 2004 of 2004 Concerning Overtime Hours and Overtime Wages. The Indicators of overtime hours into three main categories, namely work for a long time even at night, work at certain times (end of month, end of year, and official holidays), and bring office work to home. There are various reasons that make overtime hours a choice. The Associated General Contractors of America (Sumarningsih, 2014), stated that overtime hours is done to: pursuit of schedule delays, speed up the completion of work, overcome the increasing dimensions and complexity of work caused by design changes, and overcome the shortage of workers.

### 2.2 Career Development

Hafiz (2016), "career development is a continuous process which individuals go through personal efforts in order to realize their career planning goals that are adapted to organizational conditions". Handoko (2014), the indicators of career development namely career planning and career management. Career planning consists of organizational policy, work performance, level of education, and regeneration. Career management consists of training, work experience, work relations, and Developing self. Reinforced by Mondy (2010), several principles in career development include: 1) the work itself has a huge influence on career development, 2) the form of skill development needs is determined by specific job requests, 3) Development will occur only if an individual has not obtained skills that are in accordance with the demands of the job, 4) the time used for development can be reduced by identifying a series of rational individual job placements.

### 2.3 Turnover Intention

Saeed et al. (2014), turnover intention is a situation where employees of an organization have plans to leave their jobs, or conditions where the organization has a plan to break the work relationship with its employees. Harnoto (2002), Indicators of turnover intention, namely ncreased absenteeism, began to lazy to work, increased violations of work rules, and increased protests to superiors. According of Nababan (2013), the effect of turnover intention on organization are as folloes: 1) employee withdrawal costs, concerning time and facilities for interviews in employee selection process, transportation and study of reimbursement, 2) the cost training, 3) production is lost during employee turnover, 4) Lots of shedding because of new employees.

### 2.4 Organizational Commitment

Mawardi (2016), "organizational commitment can describe relationships between individuals and organizations, where individuals consciously accept the values, principles, paradigms, and goals adopted by consensus by the organization". Luthans (2008) proposes three dimensions of organizational commitment, namely affective commitment, continuance commitment, and normative commitment. Luthans (2008), it is said that organizational commitment consists of three factors, namely: a strong desire to remain a member of the organization, a great willingness to strive for the organization, and strong trust and acceptance of organizational values and goals.

**III. Research Methods**

This type of research is quantitative descriptive research. The nature of this research is explanatory research, which is a research that intends to explain the position of the variables studied and the relationship between one variable and another. Explanation of the position of these variables is done through hypothesis testing (Sugiyono, 2013). In this research will be analyzed regarding the influence of overtime hours and career development on permanent employees' turnover intention with organizational commitment as moderating variable at PT XXX, Padang Lawas Regency. This research was conducted at PT XXX which is located on Jl. Lintas Riau Sumatera, Tambusai Village, Padang Lawas Regency, with population size (N) 85 people of permanent employees'. The sampling technique used that is non probability sampling with method saturated sample or census is 85 people of permanent employees'. Data collection technique used by researcher in this research through three ways, namely interview, documentation study, and questionnaires that were given to all permanent employees' of PT XXX, Padang Lawas Regency, the measurement scale used in this research was likert scale, with five categories namely strongly agree, agree, disagree, disagree and strongly disagree (Kuncoro, 2009). Validity test carried out outside the research sample, namely to permanent employees' of PT Wilmar, Medan Branch as many as 30 peoples and reliability test carried out to all permanent employees' of PT XXX, Padang Lawas Regency as many as 85 peoples. If the validity to each question is greater than the correlation coefficient value (r) 0.361 then the question item is considered valid (23). Reliability test using Cronbach Alpha method with coefficients ranging from 0 to 1. Criteria test used in reliability test is if the value of Cronbach Alpha is greater than 0.60 ( $\alpha > 0.60$ ), then reliable. Data analysis was performed by a descriptive analysis and Moderated Regression Analysis, wherein the equation contains an element of interaction (multiplying two or more independent variables). Hypothesis testing used F-test and t-test. Equation of Moderated Regression Analysis without moderation and with moderation, as follows:

$$Y = b_0 + \beta_1 X_1 + \beta_2 X_2 + e \quad 3.1$$

$$Y = b_0 + \beta_1 X_1 + \beta_2 X_1 Z + e \quad 3.2$$

$$Y = b_0 + \beta_1 X_2 + \beta_2 X_2 Z + e \quad 3.3$$

where:

- $b_0$  = Constant Value
- Y = Dependent Variable
- $\beta_1, \beta_2$  = Coefficient Variables
- $X_1, X_2$  = Independent Variables
- $X_1 Z, X_2 Z$  = Interaction 1, Interaction 2
- e = Residual Value

**IV. Research Result**

Moderated Regression Analysis used to see if there is the influence variables of overtime hours ( $X_1$ ) and career development ( $X_2$ ) on turnover intention (Y), and subsequently whether organizational commitment variable in a model of moderation can strengthen or weaken the influence overtime hours ( $X_1$ ) and career development ( $X_2$ ) to turnover intention (Y).

**Table 2. Determination Coefficient of the Equation Model 3.1 without Moderation**

Summary Model <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,756 <sup>a</sup>	,571	,561	2,106
a. Predictors: (Constant), Career Development, Overtime Hours				
b. Dependent Variable: Employee Turnover Intention				

Based on Table 2, value of determination coefficient (adjusted R-square) on the equation model 3.1 without moderation is 0.561 or 56,1 percent, which mean influence variables of overtime hours ( $X_1$ ) and career development ( $X_2$ ) to employee turnover intention variable (Y) equal 56,1 percent while the remaining 43,9 percent is influenced by other factors.

**Table 3. Simultaneous Test Result (F-Tes) Regression of the Equation Model 3.1 without Moderation**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	484,549	2	242,275	54,608	,000 <sup>b</sup>
	Residual	363,804	82	4,437		
	Total	848,353	84			
a. Dependent Variable: Employee Turnover Intention						
b. Predictors: (Constant), Career Development, Overtime Hours						

Based on Table 3, shows the value of F-test > Ftable (54,608 > 3,11) and sig = 0,000 < 0,05, then the variables of overtime hours and career development have a positive and significant effect on employee turnover intention.

**Table 4. Partially Regression Coefficients of the Equation Model 3.1 without Moderation**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	17,250	1,699		10,154	000
	Overtime hours	,274	,076	,265	3,589	001
	Career development	-,341	,039	-,655	-8,862	000

a. Dependent Variable: Employee Turnover Intention

Based on Table 4, the equation model 3.1 without moderation shows that  $Y = 17,250 + 0,274X_1 - 0,341X_2$ , with the value of the hypothesis for the overtime hours variable, t test > t table (3,589 > 1,988), sig = 0,001 < 0,05, while career development variable t test > t table (-8.862 > 1.988), sig = 0,000 < 0,05. Thus the overtime hours partially has a positive and significant influence on employee turnover intention, and career development partially has a negative and significant influence on employee turnover intention.

**Table 5. Determination Coefficient of the Equation Model 3.2 with Moderation**

Summary Model <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,511 <sup>a</sup>	,261	,234	2,76466

a. Predictors: (Constant), Interaction 1, Overtime Hours  
b. Dependent Variable: Employee Turnover Intention

Based on Table 5, value of determination coefficient (adjusted R-square) on the equation model 3.2 with moderation is 0.234 or 23.4 percent, meaning the interaction 1 (organizational commitment variable) is able to strengthen 23.4 percent of influence overtime hours on employee turnover intention variable (Y), while the rest 76.6 percent influenced by other factors.

**Table 6. Partially Coefficient Regression of the Equation Model 3.2 with Moderation**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,929	1,394		4,253	000
	Overtime Hours	-, 172	,200	-, 167	-,858	, 393
	Interaction1	026	,008	650	3,345	001

a. Dependent Variable: Employee Turnover Intention

Based on Table 6, the equation model 3.2 shows through interaction 1 is organizational commitment strengthens the influence of overtime hours on employee turnover intention PT XXX, Padang Lawas Regency, with equation as follows:  $Y = 5.929 - 0.172X_1 + 0.026X_1Z$ , where the interaction 1 have coefficient value 0.026 (positive), T-test is 3.345 (positive), and sig = 0.001 < 0.05.

**Table 7. Determination Coefficient of the Equation Model 3.3 with Moderation**

Summary Model <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	, 739 <sup>a</sup>	,546	,535	2,16798

Predictors: (Constant), Interactions2, Career Development  
Dependent Variable: Employee Turnover Intention

Based on Table 7, value of determination coefficient (adjusted R-square) on the equation model 3.3 with moderation is 0.535 or 53.5 percent, meaning the interaction 2 (organizational commitment variable ) is able to strengthen 53.5 percent of influence career development on employee turnover intention (Y), while the rest 46.5percent influenced by other factors.

**Table 8. Partially Coefficient Regression of the Equation Model 3.3 with Moderation**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	21,252	1,166		18,229	000
	Career Development	-,504	,062	-,967	-8,092	000

Interactions2	.007	.003	.329	2,750	.007
a. Dependent Variable: Employee Turnover Intention					

Based on Table 8, the equation model 3.3 shows through interaction 2 is organizational commitment strengthens the influence of career development on employee turnover intention PT XXX, Padang Lawas Regency, with equation as follows:  $Y = 21.252 - 0,504X_2 + 0,007X_2Z$ , where the interaction 2 have coefficient value of 0.007 (positive), T-test value is 2,750 (positive), sig = 0.007 < 0.05.

### V. Hypothesis Testing

The hypothesis in this research be tested by using t-test significance and F-test. On models without moderation with equation 3.1 is if the significance value obtained is significant or less than 0.05, then research hypothesis accepted,  $H_0$  rejected. While on model with moderation (equations 3.2 and 3.3) is when the interaction variable have coefficient value is positive or negative and significant, the research hypothesis is accepted,  $H_0$  rejected.

**Table 9. Summary of Hypothesis Test Result**

No.	Hypothesis	Coefficient Correlation	Hypothesis Results	Significant Value	Conclusion	Information
H <sub>a1</sub>	Overtime hours and career development simultaneously positive and significant influence on permanent employees' turnover intention on PT XXX, Padang Lawas Regency.	-	54,608	0,000	Reject H <sub>0</sub>	F-test > F table (54,608 > 3,11 ), sig F-test < 0.05.
H <sub>a2</sub>	Overtime hours positive and significant influence on permanent employees' turnover intention on PT XXX, Padang Lawas Regency.	0.274	3,589	0.001	Reject H <sub>0</sub>	T-test > T table (3,589 > 1,988), sig < 0.05.
H <sub>a3</sub>	Career development negative and significant influence on permanent employees' turnover intention on PT XXX, Padang Lawas Regency.	-0,341	-8,862	0,000	Reject H <sub>0</sub>	T-test > T table (-8,862 > 1,988), sig < 0.05.
H <sub>a4</sub>	Organizational commitment weaken the influence overtime hours on permanent employees' turnover intention on PT XXX, Padang Lawas Regency.	0.026	3,345	0,001	Accept H <sub>0</sub>	Interaction 1 is positive, sig < 0.05.
H <sub>a5</sub>	Organizational commitment strengthens the influence overtime hours on permanent employees' turnover intention on PT XXX, Padang Lawas Regency.	0.007	2,750	0.007	Reject H <sub>0</sub>	Interaction 2 is positive, sig < 0.05.

### VI. Discussion of Research Results

#### 6.1 Overtime Hours and Career Development Simultaneously Has a Positive and Significant Influences to Permanent Employees' Turnover Intention on PT XXX, Padang Lawas Regency

Based on the results of the research and calculations performed showed that overtime hours and career development simultaneously have a positive and significant influence on permanent employees' turnover intention. This means if the overtime hours and career development that are in line with employee expectations can reduce employee turnover intention. Employees stated that the overtime hours given was generally good enough. If this condition can be improved better, in accordance with research findings, employee turnover intention can decrease significantly. This is evidenced by the results of employee descriptive statistics. There are three indicators that are willing to work above normal working hours, work at night, and willing to bring office work to home. While for career development is good, this is evidenced by the provision of promotion in accordance with the qualifications and is openly applied by the company. There are six indicators namely organizational policy in providing equal opportunities in career development, work performance that is in accordance with the provision of career development, giving regeneration in accordance with career development, training provided by companies can career development of employees, work experience can support career development of employees, and there is a good working relationship in the company. So it can indicated that if the employee needs to work for overtime hours and career development the better, employee turnover intention decreases. Conversely, if the employee feels that the overtime hours and career development provided are not in accordance with government standards or regulations, this will increase employee turnover intention. Thus, the results of this research support previous research that overtime hours and career development Simultaneously has a positive and significant influence on permnent employees' turnover intention at PT XXX, Padang Lawas Regency.

### **6.2 Overtime Overtime Hours Has a Positively and Significantly Influence on Permanent Employees' Turnover Intention on PT XXX, Padang Lawas Regency**

The result in this research indicates that if the employee's need to work for overtime hours the better, employee turnover intention decreases. Conversely, if permanent employees' feel the overtime hours given is burdensome, this will increase employee turnover intention. For example, if the holiday time is used for work. This will increase employee turnover intention. This is in line with the theory put forward by Wickramasinghe (Hasanah, 2016), "the higher the demands for overtime hours charged to employees or the more time spent completing their work, the greater the desire of employees to turnover their jobs." The results of this research are also supported by previous research, conducted by Wickramasinghe (2010), Steinmetz, et al. (2014), and Tsai, et al. (2016), that overtime hours has a positive and significant influence on employee turnover intention in the company. Thus the results of this research can be concluded that overtime hours has a positive and significant influence on permanent employees' turnover intention at PT XXX, Padang Lawas Regency.

### **6.3 Career Development Has a Positively and Significantly Influence on Permanent Employees' Turnover Intention on PT XXX, Padang Lawas Regency**

The results of the research the career development to is related to how consistent the General Manager is to provide opportunities for employee in their career development through provision promotion. Provision of promotion is carried out fairly based on the requirements given by the company. The generally, employees consider that the career development that is felt is good, especially in the provision of workshops from experienced mentors. This will reduce employee turnover intention to the company. Based on previous research by Harianja (2009), Biswakarma (2016), and Hafiz (2016) showed that career development has a negative and significant influence on employee turnover intention. However, there are some previous researches as Bibowo and Masdupi (2015), Saklit (2017) said that career development has a positive influence on employee turnover intention. Thus, this research is supported in the part from previous researches, which states that career development has a negative and significant influence on permanent employees' turnover intention at PT XXX, Padang Lawas Regency.

### **6.4 Organizational Commitment Strengthens The Influence of Overtime Hours on Permanent Employees' Turnover Intention on PT XXX, Padang Lawas Regency**

The results indicate that statistically, there is not enough evidence to state that organizational commitment is able to weaken the influence of overtime hours on employee turnover intention. In this case, organizational commitment acts as a moderator variable in terms of strengthening the influence of overtime hours on employee turnover intention. Based on this research, overtime hours charged to employees are only considered as responsibility on the orders of the superior or local leader that must be carried out regardless of the organizational commitment of the employee. Thus, this research does not support the findings of previous research, so it can be stated that organizational commitment strengthens the influence of overtime hours on permanent employees' turnover intention at PT XXX, Padang Lawas Regency.

### **6.5 Organizational Commitment Strengthens The Influence of Career Development on Permanent Employees' Turnover Intention on PT XXX, Padang Lawas Regency**

The results indicate that organizational commitment is able to strengthen the influence of career development on employee turnover intention. Organizational commitment and career development are viewed in the same two things and relate to one another. Employees who are responsible for their duties pay attention to their desire to work with a commitment to the company. In addition, the company always supports employee career development by providing education and training to employees. So that causes the emergence of high organizational commitment of employee to the company and the desire of employees to survive in the company will also be higher or able to reduce employee turnover intention. Based on this research, career development that is charged to employees is considered as a high organizational commitment that is owned by employees towards the company, as in the form of employee emotional attachment to the company, organizational involvement, employee needs in meeting life needs, responsibilities and employee loyalty to the company. Thus, the results of this research support the findings of previous researches, so that it can be stated that organizational commitment is able to strengthen the influence of overtime hours on permanent employees' turnover intention on PT XXX, Padang Lawas Regency.

## **VII. Conclusion**

1. Overtime hours and career development simultaneously have a positive and significant influence on permanent employees' turnover intention on PT XXX, Padang Lawas Regency.
2. Overtime hours have a positive and significant influence on permanent employees' turnover intention on PT XXX, Padang Lawas Regency.

3. Career development has a negative and significant influence on permanent employees' turnover intention on PT XXX, Padang Lawas Regency.
4. Organizational commitment strengthens the influence of overtime hours on permanent employees' turnover intention on PT XXX, Padang Lawas Regency.
5. Organizational commitment strengthens the influence of career development on permanent employees' turnover intention on PT XXX, Padang Lawas Regency.

### **VIII. Recommendantions**

1. For PT XXX, Padang Lawas Regency. The General Manager must provide policies regarding overtime hours, career development, and organizational commitment in accordance with current government regulations, so as to reduce or reduce employee turnover intention.
  - a. The policy for overtime hours is the provision of workload in accordance with the normal working hours, overtime hours not exceeding 4 hours a day or 14 hours a week, overtime hours during official holidays are reduced, there is overtime pay for permanent employees, or the company can also increase the number of employees so that work can be completed based on effective working hours.
  - b. The policy for career development is that companies more often provide opportunities for promotion for all employees, more dominantly conducting promotions for employees that are on the company's internal, and conducting supervise to employee performance or assessing employee performance.
  - c. Organizational commitment policy about overtime hours: providing overtime hours based on a written agreement between employees and the company in accordance with a previously agreed work contract, the provision of overtime hours must be set for three hours based a work contract, provide overtime wages or compensation to fixed employees.
  - d. Organizational commitment policy about career development that is the company always provides organizational support in career planning and employee career management, companies often provide education and training.
2. For the next research team is expected to provide more information about the problem of overtime hours and career development that can reduce employee turnover intention. In this case it can be in the form of any factors that cause overtime hours and career development not in line with employee expectations so that turnover intention is high. For example, the provision of workloads is not in accordance with the time or working hours given due to work that accumulates, the provision of career development does not apply to the public due to the educational background and work performance of each employee.

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