THE EFFECT OF CAREER DEVELOPMENT AND WORK MOTIVATION ON EARLY PENSION DESIRE

B Medina Nilasari
Master of Management Universitas Trisakti
E-mail: medina@trisakti.ac.id

ABSTRACT

In this study, we will examine the effect of Career Development and Work Motivation on the Desire of Early Retirement. The proposed hypothesis was tested with a sample of 150 employees in Trisakti University. Testing of research problems shows that Career Development has a positive influence on employee Motivation. Whereas Work Motivation has a negative influence on the Desire for Early Retirement of employees. However Career Development does not have a negative influence on the Desire for Early Retirement of employees. But work motivation as a mediating variable increases the negative influence of Career Development on the Desire of Early Retirement of employees.

Keywords: Career Development; Work Motivation; Early Pension Desire.
INTRODUCTION

The desire for early retirement is considered important for the organization because it has the potential to incur costs, especially if the level of interest in early retirement is relatively high. The desire for early retirement that occurs in core (functional) employees who have high performance can lead to potential costs such as invested training costs, recruitment fees, and re-training costs. Besides creating potential costs, the desire for high early retirement can disrupt organizational activities and productivity. There are several things that influence the desire for early retirement of employees such as: job satisfaction, working conditions, availability of alternative employment opportunities, and length of service in the organization (Robbins, 2003).

Nurtjahjani (2008) states that the desire of employees to apply for early retirement is influenced by work motivation and career development systems. Career development includes the process of identifying employee career potential and applying the right model to develop it (Ramli, 2017b). In general, the career development process begins with evaluating employee performance. From the results of the performance will get input that describes the profile of employee capabilities, both potential and actual performance (Ramli, 2016a; Ramli, 2016b).

An individual who first receives a job offer will have a different view of the job when compared to individuals who have long worked (Mariam, 2016). Those who have long worked will have a broader and more meaningful outlook (Ramli, 2017a). The view of the work changes, not only is considered a source of income, but also as one who can have other desires, such as respect from others, competition for power, and higher positions (Mariam & Ramli, 2017). In connection with this, each employee must be given the opportunity to develop his career, namely as a tool to motivate them to achieve better (Puteri & Ramli, 2017). According to Mondy (2008) an important role in human resource management is a career development system that aims to attract, retain and simultaneously motivate employees to have a better work spirit.

LITERATURE REVIEW

Career Development

According to Mathis & Jackson (2006) that the notion of a career is a series of positions that are related to the work one occupies throughout his life. While career development
according to Rivai (2003) is the process of improving individual work capabilities that are achieved in order to achieve the desired career.

While according to Dessler (2015) career development is "The long life series of activities that contribute to a person's career exploration, establishment, success, and fulfillment" where career development is a series of activities throughout life that contribute to exploration, stabilization, success, and achievement of one's career. Career development includes career planning and career management. In this study, Career Development is operationally defined as the action of an employee to achieve his career plan, which is sponsored by human resources, managers, or other parties.

In general, the purpose of career development is to adjust between the needs and goals of employees with career opportunities available in the company now and in the future. This is in line with what Rivai (2004) stated that the development of a well-designed career will help in determining their own career needs and adjust between the needs of employees and company goals.

In the step of developing a career development program, Flippo mentioned that there are three elements that must be considered (Wahyudi, 2002), namely: 1). Estimating career needs (career need assessment). A career for someone is a very important and very personal element in his life. In the preparation of career development programs, estimating individual career needs is the first element to be said first, because it is precisely this element that will greatly influence the realization of the main goal of career development programs, namely maintaining existing human resources to keep working capacity in organizations with a high enough intensity. 2). Career opportunities. After the workforce is encouraged to determine his career needs, it is only natural to be followed by the responsibility to describe the career opportunities that exist within the organization concerned. With information about career opportunities that exist within the organization, then every workforce and prospective employee knows clearly the various possibilities of positions that can be occupied. 3). Adjustment of career needs and opportunities (need opportunity alignment). If the two previous elements, namely career and labor needs and available career opportunities can be established, what must be done is to make adjustments between the two interests. In its implementation, such adjustments can be made with the help of labor transfer programs or training programs and workforce development.
According to Siagian (2006) the factors that influence the career development of an employee are: 1). Work performance. Without satisfactory work performance, it is difficult for a worker to be proposed by his superiors to be considered promoted to higher positions in the future. 2). Introduction by other parties. The authority decides whether or not a person is promoted like a direct supervisor and a staff section leader who knows the capabilities and work performance of employees. 3). Loyalty to the organization, is the dedication of an employee who wants to continue working in the organization where he works for a long time. 4). Advisor and sponsor. Counselors are people who provide advice or suggestions to employees in an effort to develop their careers. While sponsors are someone in an educational institution who can create opportunities for employees to develop their careers. 5). The support of the subordinates is the support given by the subordinates in the form of the success of the task of the manager concerned. 6). The opportunity to grow is an opportunity given to employees to improve their abilities, both through trainings, courses, and also to continue their education. 7). Resignation, is the decision of an employee to stop working and move to other educational institutions that provide greater opportunities to develop a career.

Work Motivation
Motivation comes from the Latin language "Movere" which means it causes movement. Robbins, Hakim and Vohra (2010) define motivation as the intensity of an individual's effort to get the desired goal. The key component that explains motivation is perseverance, direction and intensity. Persistence means that efforts must be made consistently to achieve the desired goals. The second is direction, this means efforts must be to a certain side or direction in order to produce positive and beneficial production. Third is intensity, which means that how many individuals are interested in getting the goals they want and the organization or company.

According to Abraham Maslow in Organizational Behavior (Robbins & Judge, 2015) in every human being there is a hierarchy of five needs, namely: (1) Physiology, including hunger, thirst, shelter, sex and other physical needs; (2) A sense of security, which includes security and protection from physical and emotional hazards; (3) Social, namely affection, belonging, acceptance and friendship; (4) Awards, which come from internal factors such as self-esteem, independence and achievement, as well as external
factors such as status, recognition and attention; and (5) Self-actualization, which is a drive that is able to shape someone to become what includes growth, achieving our potential and self-fulfillment.

Baluch (2006) defines motivation as the strength of someone who induces himself to achieve the desired goal. Actually motivation is extracted with the word "motive", which means moving in pursuit of goals. Everyone has several goals that must be fulfilled. That is why management must allocate motives for each individual or team to achieve management goals.

Graves, Sarkis and Zhu (2013), in his writing explained that what underlies the emergence of motivation from an individual is because he is pursuing activities or work that is consistent with him, such as values and goals. When this motivation arises, the employee will do his job with a happy feeling and will be able to bring out the commitment of the employee to work as well as possible.

Certo (2000) defines motivation as, "an inner state that causes an individual to behave in a way that guarantees the attainment of several goals." Lewis, Lewis, Packard & Souflee (2001) defines motivation as a power within a person that causes that person behave in a certain direction-directed way, while Daft (2003) adds the dimension of "enthusiasm" and defines it as strength both inside and outside a person that stimulates enthusiasm and causes a person to survive in pursuit of certain actions.

Pink (2009) argues that human motivation is largely intrinsic and that this motivational aspect can be divided into autonomy, mastery, and purpose. Pink said that the old model of motivation was driven by rewards and fear of punishment and dominated by extrinsic factors such as wages or salaries received by employees. Pink concluded that the three aspects of motivation must be present to create a productive and attractive work environment. Basically, an employee will be motivated if they feel they have a responsibility for the work they do, if the work is considered meaningful and if employees believe that they are contributing to the effectiveness of the organization or company. In this study, work motivation is operationally defined as an effort / strength that comes from within a person who drives it to work to achieve the desired goals.

**Early Pension Intention (Turnover Intention)**

Intention is the desire that arises in an individual to do something, while labor turnover is the cessation of employees from where he works voluntarily (Novliadi, 2007).
According to Bluedorn in Grant et. Al, (2005) that the intensity of labor turnover is an attitude tendency or level where an employee has the possibility to leave the organization or resign voluntarily from his job.

Mathis and Jackson (2011) suggest turnover as a process where employees leave the organization and the position of the job that must be replaced by others. According to Mathis and Jackson (2011) turnover can be classified into the following types: 1) Involuntary and Voluntary Turnover. Voluntary turnover is the discharge of employees from the organization at the request of the employee, usually in the form of Early Retirement and resignation. Voluntary turnover phenomenon occurs because of employee dissatisfaction that comes from the interpersonality of the employee. Involuntary turnover is the discharge of employees from the organization because of being dismissed from their work by an organization that is involved and this can be in the form of termination of employment or layoffs. 2) Functional and Dysfunctional Turnover. Functional turnover occurs in employees who have low performance, this is good even though organizational turnover will be high but the benefits are only competent people who will stay. Meanwhile, functional turnover is the departure of good or competent employees from the organization, usually due to the lack of potential development they expect. 3) Uncontrollable and Controllable Turnover. Uncontrollable turnover is a turnover that occurs due to factors outside the organization, such as geographical location. While controllable turnover is a turnover that occurs due to work environment factors, such as compensation.

According to Heneman and Judge (2003) there are two types of employee turnover, namely: 1) Voluntary labor turnover, which is the movement desired by the employee itself for certain reasons, such as no opportunity for promotion, absence of training, family problems and etc. 2) Deliberate labor circulation, namely: the transfer of employees due to company decisions such as not extending employee contracts due to lack of discipline or poor performance, and downsizing companies that must reduce the number of employees.

Employee turnover from the organization is an important phenomenon in the life of the organization. There are times when employee turnover has a positive thing. But most of the employee turnover has a bad influence on the organization, both in terms of costs and in terms of loss of time and opportunity to take advantage of opportunities. According to Martin (2010), Turnover offers the opportunity to maintain a dynamic
organization by introducing employees to new ideas, new skills and personalities. This also allows opportunities to replace workers with more productive workers. In this study the Early Pension Desire can be operationally defined as the intention of the employee to stop working from the company voluntarily according to his own wishes.

Based on the theory and study of the results of the research previously stated, this study will examine the effect of Career Development and Work Motivation on the Desire of Early Retirement.

**Figure 1:** Conceptual Framework

Martin’s research (2012) found the effect simultaneously between career development and employee motivation and partially developing career influences on employee motivation. Radea (2010) found that there was a strong relationship between the two variables. Haryani’s Study (2013) which examined the correlation between career development with work motivation and early retirement desire using a sample of 120 employees of Bank Indonesia Region III Denpasar. The study found that there was a positive and significant direct influence between Career Development on Work Motivation. Based on previous research, the first hypothesis can be arranged as follows: **H1:** There is a positive influence on Career Development on Employee Motivation.

According to Carrel et al (1995) in Mranani (2008), one of the causes of early retirement is employees who have a low perception of job security for the current job, so they are motivated to look for other jobs. The research of Arnold and Fieldman (1982) in Mranani (2008) found that tenure, job satisfaction, perceptions of work security and the
desire of someone to find a new position had a significant relationship with interest in early retirement. Haryani's Study (2013) which examined the correlation between career development with work motivation and early retirement desire using a sample of 120 Bank Indonesia Region III Denpasar employees. The study found that there was a negative and significant direct influence between work motivation and the desire of employees to retire early. Based on previous research, the second hypothesis can be arranged as follows:

**H₂**: There is a negative effect of Work Motivation on the Desire for Early Retirement of employees.

Habsji et. al. (2011) study examined the relationship between job placement, workload, burnout, job involvement, career development, organizational commitment and intention to leave which used a sample of 192 employees in medical representatives from the pharmaceutical industry in North Sulawesi to find job involvement, and burnout could affect intention to leave. Haryani's Study (2013) which examined the correlation between career development with work motivation and early retirement desire using a sample of 120 employees of Bank Indonesia Region III Denpasar, Bali. The study found that career development was proven to reduce the desire of employees to make early retirement at Bank Indonesia Region III, Denpasar - Bali. Based on previous research, the third hypothesis can be arranged as follows:

**H₃**: There is a negative influence on Career Development on the Desire for Early Retirement of employees.

Based on previous studies that produce the first, second, and third hypotheses, it can be concluded that work motivation is a mediating variable between the negative influence of career development on the desire for early retirement of employees. Therefore, the fourth hypothesis can be arranged, namely:

**H₄**: The mediating variable of Work Motivation increases the negative influence of Career Development on the Desire for Early Retirement of employees.
RESEARCH METHODS

The Independent Variable in this study is Career Development, Dependent Variable is the Desire of Early Retirement, while the Mediating Variable is Work Motivation. Career development is the action of an employee to achieve his career plan, which is sponsored by human resources, managers, or other parties. Career development is measured by submitting 4 (four) statement items such as those developed by Haryani (2013). Work motivation is an effort/strength that comes from within a person who encourages him to work to achieve the desired goals. Motivation is measured by submitting 4 (four) statement items such as those developed by Haryani (2013). The Desire for Early Retirement is the intention of the employee to stop working from the company voluntarily according to his own wishes. The desire for Early Retirement is measured by submitting 4 (four) statement items such as those developed by Haryani (2013).

Table 1: Research Variables and Indicators

| Variabel | Indikator                                                                 | Skala Likert                  |
|----------|---------------------------------------------------------------------------|------------------------------|
| Career Development (X) | 1. Employees have equal opportunities in developing careers. | 5 answer categories, namely: |
|          | 2. Employees who have high achievements have the opportunity to develop a bigger career. | 1 = strongly disagree, |
|          | 3. Highly educated employees have the opportunity to develop a bigger career. | 2 = disagree, |
|          | 4. All forms of training provided can support employee career development. | 3 = neutral, |
|          |                                                                          | 4 = agree,                  |
|          |                                                                          | 5 = strongly agree.         |
| Work Motivation (Moderating Variables) | 1. The employee works to be able to continue his life. | 5 answer categories, namely: |
|          | 2. Employees work to obtain certain positions. | 1 = strongly disagree, |
|          | 3. Employees work to become leaders. | 2 = disagree, |
|          | 4. Employees work to get honor. | 3 = neutral, |
|          |                                                                          | 4 = agree,                  |
|          |                                                                          | 5 = strongly agree.         |
| Desire for Early Retirement (Y) | 1. Want to move (retire) because in a new place has a greater opportunity to develop a career. | 5 answer categories, namely: |
|          | 2. Want to move (retire) because they think the present place does not provide equal opportunities in developing a career. | 1 = strongly disagree, |
|          |                                                                          | 2 = disagree, |
|          |                                                                          | 3 = neutral,                |
|          |                                                                          | 4 = agree,                  |
| Variabel | Indikator                                                                 | Skala Likert |
|----------|---------------------------------------------------------------------------|--------------|
| 3.       | Want to move (retire) because in another place promises a salary that is greater than the current place. | 5 = strongly agree. |
| 4.       | Want to retire because of the tight competition in the place now.         | 5 = strongly agree. |

The scale used in this study is a Likert scale with 5 categories of answers namely 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

This study uses secondary data and primary data. Secondary data was obtained from several theories and results of previous studies taken from textbooks, scientific papers, journals and others. While the primary data is obtained from the objects examined in this case Trisakti University employees. Primary data is collected by questionnaire technique, namely by giving written questions to respondents. Then the respondent gave a response to the question given. This questionnaire is closed where the answer is available, except for demographic data that is filled directly by the respondent. To determine the amount of sample that can represent the entire population, the Slovin formula (Sevilla, 1984) is used as follows:

\[
 n = \frac{N}{1 + N (e)^2} 
\]

where: 
- \( n \) = Number of samples
- \( N \) = Total population
- \( e \) = The level of error in sampling from population (here used an error rate of 10% means the level of confidence or level of confidence is equal to 90%).

Then obtained the number of samples that can represent the entire population of:

\[
 n = \frac{943}{1 + 943 (0.01)^2} = 90.6 \approx 91 \text{ sampel} 
\]

The researcher distributed questionnaires in the amount of 200 questionnaires. However, the questionnaire returned only 150 questionnaires. With 150 questionnaires, it was able to meet the minimum quota of the number of samples representing the population. The questionnaires have all been filled in completely so that they can be analyzed.
Table 2: Characteristics of Respondents

| No. | Karakteristik Responden | Jumlah | Persentase |
|-----|--------------------------|--------|------------|
| 1.  | Gender                   |        |            |
|     | Man                      | 95     | 63,3       |
|     | Woman                    | 55     | 36,7       |
| 2.  | Age                      |        |            |
|     | 20-30 years              | 24     | 16,0       |
|     | > 30-40 years old        | 41     | 27,3       |
|     | > 40-50 years old        | 58     | 38,7       |
|     | > 50 years old           | 27     | 18,0       |
| 3.  | Education                |        |            |
|     | Senior High School       | 75     | 50,0       |
|     | Academy (D3)             | 13     | 8,7        |
|     | Bachelor degree)         | 38     | 25,3       |
|     | Masters (S2)             | 24     | 16,0       |
| 4.  | Long Working             |        |            |
|     | 15 years                 | 22     | 14,7       |
|     | > 5-10 years             | 15     | 10,0       |
|     | > 10-20 years            | 56     | 37,3       |
|     | ≥ 20 years               | 57     | 38,0       |

Source: Data Results (2017)

Before a questionnaire which is an internal instrument in research is widely used, a trial is first conducted to measure the validity and reability of the measuring instrument. Validity test and reliability test in this study, using a computer tool SPSS version 13.0 program. Validity tests are used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the question in the questionnaire is able to disclose something that will be measured by the questionnaire.

Table 3: Validity Test Results

| Variable               | Coefficient of Validity | Decision |
|------------------------|-------------------------|----------|
| **Career development** |                         |          |
| 1. The employee works only to be able to continue his life. | 0.815 | Valid |
| 2. Employees work only to obtain certain positions. | 0.836 | Valid |
| 3. Employees work only to be able to become a leader. | 0.778 | Valid |
| 4. Employees only work for honor. | 0.766 | Valid |
| **Work motivation**    |                         |          |
| 1. The employee works to be able to continue his life. | 0.582 | Valid |
| 2. Employees work to obtain certain positions. | 0.870 | Valid |
| Variable                                                                 | Coefficient of Validity | Decision |
|-------------------------------------------------------------------------|-------------------------|----------|
| 3. Employees work to become leaders.                                    | 0.842                   | Valid    |
| 4. Employees work to get honor.                                         |                         |          |

**Desire for Early Retirement**

1. Want to move (retire) because in a new place has a greater opportunity to develop a career. 0.824 Valid
2. Want to move (retire) because they think the present place does not provide equal opportunities in developing a career. 0.776 Valid
3. Want to move (retire) because in another place promises a salary that is greater than the current place. 0.870 Valid
4. Want to retire because of the tight competition in the place now. 0.693 Valid

Source: Data Results (2017)

While reliability testing is related to the consistency, accuracy and predictability of a measuring instrument. Hair, et al. (2010) argue that "... reliability extends to which variables are consistent in what it is intended to measure". Coefficient reliability is measured using Cronbach’s alpha for each variable. Hair, et al. (2010) argue that the measurement of this reliability ranges from 0 to 1, where the lowest acceptable limit is 0.6 to 0.7.

**Table 4: Reliability Test Results**

| Variable                      | Cronbach’s Alpha | Decision   |
|-------------------------------|------------------|------------|
| Career development            | 0.810            | Reliable   |
| Work motivation               | 0.787            | Reliable   |
| Desire for early retirement   | 0.800            | Reliable   |

Source: Data Results (2017)

The analytical method used in this study is the Structural Equation Model (SEM) using the AMOS version 22 program. The collected data will be analyzed with the help of AMOS (Analysis of Moment Structure) software version 22 through the SEM method to examine the effect of Career Development variables on variables Work Motivation, and variable Early Retirement Desires at Trisakti University employees. Criteria for evaluating the model, namely the model of goodness of fit using:
Table 5: Goodness of Fit Test Results

| Measurement of Goodness of Fit | Recommended Acceptance Limit | Nilai  | Decision       |
|-------------------------------|------------------------------|--------|----------------|
| Chi Square                    | Chi Square low               | 108.850| No Goodness of Fit |
| p-value                       | Minimal 0,05 or above 0,05   | 0.000  | No Goodness of Fit |
| GFI                           | > 0,9 or approaching 1       | 0.895  | Marginal Fit    |
| RMSEA                         | < 0,8                        | 0.080  | Goodness of Fit |
| CMIN/DF                       | Lower limit 1, upper limit 2,3, or 5 | 2.134 | Goodness of Fit |
| TLI                           | > 0,9 or approaching 1       | 0.888  | Marginal Fit    |
| NFI                           | > 0,9 or approaching 1       | 0.852  | Marginal Fit    |
| IFI                           | > 0,9 or approaching 1       | 0.916  | Goodness of Fit |
| CFI                           | > 0,9 or approaching 1       | 0.914  | Goodness of Fit |

Sumber: Hasil Olah Data Amos versi 22 (2017)

To determine the decision making hypothesis test is done by comparing the magnitude of the p-value with the level of significant with a confidence level of 95% (α = 0.05).

If p-value < alpha 0.05; then the null hypothesis (Ho) is rejected.

If p-value > alpha 0.05; then the null hypothesis (Ho) is accepted.

RESULTS AND DISCUSSION

The results of the calculation of the Structural Equation Model (SEM) can be seen in the table below:

Table 6: SEM Calculation Results Effects of Career Development, Work Motivation Against the Desire of Early Retirement

|                         | Estimate | P     |
|-------------------------|----------|-------|
| Work Motivation         | 0.317    | 0.000 |
| Desire for Early Retirement | -0.651 | 0.002 |
| Desire for Early Retirement | -0.105 | 0.403 |

Source: Amos Data version 22 version (2017)

Hypothesis # 1

The first hypothesis examines the positive effect of Career Development on Employee Motivation. The null hypothesis (Ho) and the alternative hypothesis (Ha) are arranged as follows:

Ho1: There is no positive influence on Career Development on Employee Motivation
**Ha1:** There is a positive influence on Career Development on Employee Motivation

Based on the results of statistical testing, the magnitude of the coefficient of Career Development is 0.317 which means that the higher the perception of Career Development, the higher the perception of Employee Work Motivation. The test results show a p-value of 0.000 < 0.05 (alpha 5%) then it is concluded statistically at the 95 percent confidence level that there is a positive effect of Career Development on Employee Work Motivation.

**Hypothesis # 2**

The second hypothesis examines the negative influence of Work Motivation on the Desire of Early Retirement of employees. The null hypothesis (Ho) and the alternative hypothesis (Ha) are arranged as follows:

**Ho2:** There is no negative influence between Work Motivation towards the Desire for Early Retirement of employees

**Ha2:** There is a negative influence on Work Motivation towards the Desire for Early Retirement of employees

Based on the results of statistical tests it is known that the coefficient of Work Motivation is -0.651, which means that the higher the perception of Work Motivation, the lower the perception of the Desire for Early Retirement of employees. The test results showed that the p-value was 0.002 < 0.05 (alpha 5%), then it was concluded statistically at the 95 percent confidence level that there was a negative influence on Work Motivation towards the Desire for Early Retirement of employees.

**Hypothesis # 3**

The third hypothesis examines the negative influence of Career Development on the Desire for Early Retirement of employees. The null hypothesis (Ho) and the alternative hypothesis (Ha) are arranged as follows:

**Ho3:** There is no negative influence on Career Development towards the Desire for Early Retirement of employees.

**Ha3:** There is a negative influence on Career Development towards the Desire for Early Retirement of employees.

Based on the results of statistical testing it is known that the coefficient of Career Development is equal to -0.105 meaning that the higher the perception of Career
Development, the lower the perception of the Desire for Early Retirement of employees. However, the test results show a p-value of 0.403 > 0.05 (alpha 5%) then it is concluded statistically at the 95 percent confidence level that there is no negative influence on Career Development towards the Desire for Early Retirement of employees.

**Hypothesis # 4**

The fourth hypothesis examines Work Motivation as mediating variables increasing the negative influence of Career Development on the Desire of Early Retirement of employees. The null hypothesis (Ho) and the alternative hypothesis (Ha) are arranged as follows:

**Ho4:** Mediating variables from Work Motivation Does not increase the negative influence of Career Development on the Desire for Early Retirement of employees.

**Ha4:** Mediating variables from Work Motivation increases the negative influence of Career Development on the Desire for Early Retirement of employees.

| Table 7: SEM Calculation Results Work Motivation as a Mediating Variable Increases the Negative Effects of Career Development on Early Retirement Desires |
|---------------------------------|
| Career Development              |
| Work Motivation                 | .000 |
| Desire for Early Retirement     | -.173 |

Source: Amos Data version 22 version (2017)

The results of the calculation There is a negative effect of Career Development on the Desire of Early Retirement of employees who are mediated by Work Motivation which is equal to -0.173. These results are in accordance with the hypothesis proposed, namely the Mediating variable of Work Motivation increases the negative influence of Career Development on the Desire for Early Retirement of employees.
CONCLUSION

This study only examined the effect of Career Development on Work Motivation and the Desire for Early Retirement of Employees. For further research, it is recommended to use other research variables to find out about the Desire of Early Retirement, for example by adding a variable of Management Crisis, Management Change or Conflict. The object under study can also be from manufacturing companies or service companies.

REFERENCES

Cooper, Donald R. & Schindler, Pamela (1998) Business Research Methods, New York: Mc Graw Hill.
Cooper, Donald R., & Emory, William C. (1995) Business Research Methods, Boston: Irwin.
Certo, Samuel C. (2000) Modern Management, Pearson Education, Inc. New Jersey: Prentice Hall.
Dessler, Gary (2015) Human Resources Management, fourteenth edition, Boston: Pearson Education, Prentice Hall, Inc.
Daft, Richard L. (2003) Management, Western: Thomson Learning.
Hair, J. F., Anderson, R. E., & Black, W.C. (2010) *Multivariate Data Analysis*, Upper Saddle River, New Jersey: Prentice Hall, Inc.

Heneman III, Herbert G., & Judge, Timothy A. (2003) *Staffing Organizations*, Mc Graw Hill Higher Education.

Haryani, Putu Yeni (2013) Korelasi Antara Pengembangan Karir dengan Motivasi Kerja dan Keinginan Untuk Pensiun Dini, *Jurnal Bulletin Studi Ekonomi*, Vol. 18, No. 2, Agustus 2013 hal 183-190. Program Pascasarjana Manajemen Sumber Daya Manusia, Fakultas Ekonomi Universitas Udayana.

Mangkunegara, A.A. Anwar Prabu (2000) *Manajemen Sumber Daya Manusia Perusahaan*, Bandung: Remaja Rosda Karya.

Mariam, S (2016). Kepentingan Kebijakan Pembuatan Peraturan Daerah Provinsi Daerah Khusus Ibukota (DKI) Jakarta No. 4 Tahun 2007 (Pengendalian, Pemeliharaan dan Peredaran Unggas) dan Implikasinya Terhadap Usaha Pendistribusian Unggas di DKI Jakarta. REFORMASI ADMINISTRASI Volume 3, No. 1, (Maret 2016). Jurnal Ilmiah Untuk Mewujudkan Masyarakat Madani. 107-125

Mariam, S. & Ramli, AH (2017). Deteminan Kinerja perusahaan distributor unggas di Provinsi DKI Jakarta. Prosiding Seminar Nasional Cendekiawan ke-3 tahun 2017. Lembaga Penelitian Universitas Trisakti, hal. 413-417.

Mondy, Wayne Dean (2008) *Human Resources Management*, New Jersey: Prentice Hall, Inc.

Mathis, Robert L., & Jackson, John F. (2011) *Human Resources Management*, Cencage Learning.

Nurjahjani, Fullchis (2008) Pengaruh Pengembangan Karir terhadap Motivasi Kerja dan Keinginan Pensiun Dini, *Jurnal Administrasi dan Bisnis*, APJ Malang.

Putri, SS., & Ramli, AH (2017). Deteminan Kinerja Karyawan pada PT. Kinden Indonesia di Jakarta. Prosiding Seminar Nasional Cendekiawan ke-3 tahun 2017. Lembaga Penelitian Universitas Trisakti, hal. 239-243.

Ramli, AH. (2016a). Patient Service and Satisfaction System. *Business And Entrepreneurial (BER)* Vol. 15, No. 2 (2016), pp. 189-200.

Ramli, AH. (2016b). Patient trust on The Hospital Service Delivery System. *Business And Entrepreneurial (BER)* Vol. 16, No. 1 (2016), pp. 17-30.

Ramli, AH. (2017a). Patient Satisfaction, Hospital Image and Patient Loyalty in West Sulawesi Province. *Business And Entrepreneurial (BER)* Vol. 16, No. 2 (2017), pp. 137-150.

Ramli, AH. (2017b). Organizational commitment and Employee Performance at Distributor Company. *Business And Entrepreneurial (BER)* Vol. 17, No. 1 (2017), pp.17-30.

Robbins, Stephen P. (2003) *Organizational Behavior*, Tenth edition, New Jersey: Pierson Education Inc.

Robbins, Stephen P. & Judge, Timothy A. (2015) *Organizational Behavior*, Sixthteen edition, New Jersey: Prentice Hall, Inc.

Rivai, Veitzal (2003) *Manajemen Sumber Daya Manusia Untuk Perusahaan dari Teori ke Praktek*. PT. Raja Grafindo Persada, Jakarta.

Rivai, Veitzal (2004) *Manajemen Sumber Daya Manusia Untuk Perusahaan dari Teori ke Praktek* Jakarta: Rajawali Press.

Sugiyono (2013) *Metode Penelitian Bisnis*. Cetakan Kesepuluh, Penerbit CV Alfabeta, Bandung.

Simamora, Henry (2001) *Manajemen Sumber Daya Manusia*, Yogyakarta: STIE YKPN.
Simamora, Henry (2004) *Manajemen Sumber Daya Manusia*, Yogyakarta: STIE YKPN.
Siagian, Sondang P. (2006) *Sistem Informasi Manajemen*, Jakarta: PT. Bumi Aksara.
Sedarmayanti, (2007) *Dasar-Dasar Pengetahuan tentang Manajemen Perkantoran*, edisi Revisi II, Bandung: Refika Aditama.
Sevilla, Consuelo G. et. al. (1984) *Pengantar Metode Penelitian*, UI Press.
Wahyudi, Bambang (2002) *Manajemen Sumber Daya Manusia*, Bandung: Sulitha