

ABSTRAK
PENGARUH PENGEMBANGAN KARIR DAN KEPEMIMPINAN TRANSFORMASIONAL TERHADAP INTENSI KELUAR DENGAN PSYCHOLOGICAL SAFETY SEBAGAI PEMODERASI STUDI PADA PT XYZ

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PT XYZ sebagai salah satu BUMN jasa konstruksi di Indonesia yang turut andil dalam percepatan pembangunan di Indonesia, selama beberapa tahun terakhir PT XYZ mengalami penurunan kinerja. Menurunnya kinerja perusahaan tentunya akan mempengaruhi kebijakan yang diambil perusahaan seperti berkurangnya benefit yang diterima karyawan, dapat berupa tidak adanya kenaikan gaji, berkurangnya nilai jasa produksi/insentif, berkurangnya program pelatihan dan pengembangan karir karyawan dan lain – lain, dan pada akhirnya berpengaruh pada kondisi mental karyawan seperti stres kerja, menurunnya *employee engagement* serta *turnover*.

Penelitian ini bertujuan menganalisis pengaruh pengembangan karir dan kepemimpinan transformasional terhadap intensi keluar karyawan PT. XYZ dan untuk mengetahui peran *psychological safety* dalam memoderasi hubungan pengembangan karir dan kepemimpinan transformasional terhadap intensi keluar karyawan PT. XYZ. Penelitian menggunakan metode kuantitatif dan *non-probability sampling* dengan *purposive sampling* dalam pengambilan sampel. Populasi dalam penelitian ini adalah Pegawai Tetap dan Pegawai Tidak tetap PT. XYZ.

Analisis data dilakukan dengan metode *Partial Least Square* (PLS) menggunakan software SmartPLS versi 3. Hasil menunjukkan bahwa pengembangan karir dan kepemimpinan transformasional berpengaruh signifikan negatif terhadap intensi keluar. Namun *psychological safety* ditemukan tidak dapat memoderasi baik pengaruh pengembangan karir maupun kepemimpinan transformasional terhadap intensi keluar.

Kata Kunci: Intensi Keluar, Pengembangan Karir, Kepemimpinan Transformasional, *Psychological Safety*

ABSTRACT
**THE INFLUENCE OF CAREER DEVELOPMENT AND
TRANSFORMATIONAL LEADERSHIP ON TURNOVER INTENTIONS
WITH PSYCHOLOGICAL SAFETY AS A MODERATION
STUDY AT PT XYZ**

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PT XYZ as one of the state-owned construction services in Indonesia that contributed to the acceleration of development in Indonesia, during the past few years PT XYZ has decreased company performance. The decline in company performance will of course affect the policies taken by the company, such as reduced benefits received by employees, which can be in the form of no salary increases, reduced value of bonus/incentives, reduced employee training and career development programs, etc., and ultimately affects the mental condition of employees, such as work stress, decreased employee engagement and turnover.

This research aims to analyze the influence of career development and transformational leadership on the turnover intention PT XYZ employees and to determine the role of psychological safety in moderating the relationship between career development and transformational leadership on the turnover intention PT XYZ employees. The research uses quantitative methods and non-probability sampling with purposive sampling in sampling. The population in this study were permanent employees and non-permanent employees of PT XYZ.

Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS version 3 software. The results show that career development and transformational leadership have a significant negative effect on turnover intentions. However, psychological safety was found to be unable to moderate the influence of career development or transformational leadership on the turnover intention variable.

Keywords: Turnover Intention, Career Development, Transformational Leadership, Psychological Safety