The Influence of Career Development and Workload on Turnover Intention with Job Satisfaction as a Mediator

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Abstract

This research investigates the dynamics of Career Development, Job Satisfaction, Workload, and their impacts on Turnover Intention among employees. Through hypothesis testing and statistical analysis, significant insights into the relationships between these variables are uncovered. Firstly, Career Development is found to have a substantial positive influence on Turnover Intention, emphasizing the importance of providing avenues for career growth and advancement within organizations. Additionally, Job Satisfaction emerges as a critical factor, significantly mediating the relationship between Workload and Turnover Intention. The study also reveals a strong association between Job Satisfaction and Turnover Intention, underlining the pivotal role of employee contentment in mitigating turnover rates. These findings provide valuable guidance for organizations seeking to optimize their human resources management strategies, emphasizing the importance of fostering career development opportunities and prioritizing employee satisfaction to enhance overall retention efforts.

Keywords: of Career Development, Workload, Turnover Intention,Job Satisfaction

1. INTRODUCTION

In the rapid development of the industrial world in the current era of globalization, competition in the business world, both within organizations and among companies, is increasing. Therefore, companies need quality human resources to remain competitive and sustain their business. Human resources are considered one of the keys to the success of a company because they plan, manage, and oversee the activities of the company. Therefore, human resource management must be carried out as effectively as possible to ensure that

1546

employees give their best performance and reduce the likelihood of them leaving the company.

The research problem to be examined is the turnover intention of employees at CV Putut Pena Pustaka. Turnover intention is the desire of employees to leave their job or move to another company for better job opportunities because they feel uncomfortable and are seeking better employment opportunities. This turnover intention can be triggered by various factors, such as job dissatisfaction, mismatch of organizational culture, leadership, co-workers, excessive workload, lack of career clarity, and inadequate compensation. Therefore, companies need to prioritize efforts to motivate, train, develop, and retain high-quality employees to support the achievement of company goals and to prevent turnover intention. When a company has a high turnover intention rate, it will lose competent and high-quality employees.

The specific objectives of this research encompass several key elements. Firstly, it aims to identify the underlying factors that contribute to employee turnover intention at CV Putut Pena Pustaka, which includes exploring aspects such as job dissatisfaction, mismatches in organizational culture, and compensation-related issues. Additionally, the study intends to delve into the ramifications of employee turnover intention on the company's sustainability and overall productivity. Finally, it seeks to provide actionable insights by formulating recommendations for strategic measures that the company can implement to mitigate turnover intention among employees and further bolster the retention of top-quality workforce within the organization.

This research will provide valuable insights for CV Putut Pena Pustaka in addressing the issue of employee turnover intention, which can impact business sustainability and workforce quality. The study will also identify concrete solutions and recommendations to improve employee satisfaction and retention, ultimately supporting the achievement of company goals.

2. LITERATURE REVIEW
2.1 Career Development

A career is an individual's work history or a series of positions held during their employment. A career is a pattern of work and is closely related to experiences (positions, authority, decisions, subjective interpretations of work) and activities during an individual's working life. A career consists of all the jobs held during a person's working life or can also be defined as the profession held by an individual during their working life (TRIYAS

AGUSTIN, n.d.). Career development is a series of promotions or job transfers to positions that require more significant responsibilities or to better positions in the career ladder during employment (Kemie, S. S., & Purba, 2019). Career development is an effort made by an employee to achieve a compatible career plan, as determined by the human resources department, manager, or other relevant parties.(Hasibuan et al., 2021)

2.2   Workload

(Padila & Andri, 2022) Workload is a method carried out by a person in overcoming work or group tasks within a predetermined period of time and carried out in normal situations (Maharani & Budianto, 2019a). Workload is the amount of work that a position or organizational unit is responsible for and is the product between work volume and time norms (Maharani & Budianto, 2019b) The workload that someone has too much can cause congestion in a person so that stress occurs (Soelton et al., n.d.) Workload is something that affects the occurrence of work conflicts to employees (Badri, 2020)

2.3   Turn Over Intention

Intention refers to the desire or wish that arises within an individual to do something, while turnover is the cessation or departure of an employee from their workplace. Therefore, turnover intention is the inclination or intention of an employee to quit their job (Belete, n.d.). (Li et al., n.d.)Turnove intention is one form of an employee leaving the workforce, and the employee has the right to decide whether to continue working or resign from the company.

(Sunarsi & Kusjono, 2019)Companies with high turnover rates experience negative consequences that lead to instability and uncertainty in their workforce, as well as incurring significant costs for recruiting and training new employees. The impact of turnover intention becomes evident when employees genuinely act on this intention by leaving the company and seeking alternative employment elsewhere. When an employee leaves the company, a replacement employee must be acquired promptly and trained to assume the role of the departing employee (Ahmad, n.d.)

2.4   Job Satisfaction

A career represents an individual's work history or a series of positions held during their employment. It is a pattern of work closely related to experiences (positions, authority, decisions, subjective interpretations of work) and activities during an individual's working

life. A career encompasses all the jobs held while a person is working or can also be described as the profession an individual holds throughout their working life (Shinta Nento, 2021) Career development involves a series of promotions or job transfers to positions that require greater responsibilities or better positions within the career ladder during employment (Sylvester Simanjuntak et al., 2015). Career development is an effort made by an employee to achieve a compatible career plan, which is determined by the human resources department, manager, or other relevant parties.(Rosmaini & Tanjung, 2019)

3.   RESEARCH METHOD

The type of research used in this study is explanatory research with a causal approach, aimed at testing the influence between variables in a structural model that seeks to examine the impact of the dependent variable on the independent variable. Quantitative research begins with research hypotheses that are conceptually defined in the form of clear variables. Subsequently, systematic data collection, calculations, and data processing are carried out with the utilization of existing standardization methods.

There are five research variables in this study, including two independent variables, two mediating variables, and one dependent variable. The first independent variable is career development, the second independent variable is workload, and the third independent variable is job satisfaction. The dependent variable is turnover intention. The framework of the influence of independent variables on the dependent variable in this study is as follows:
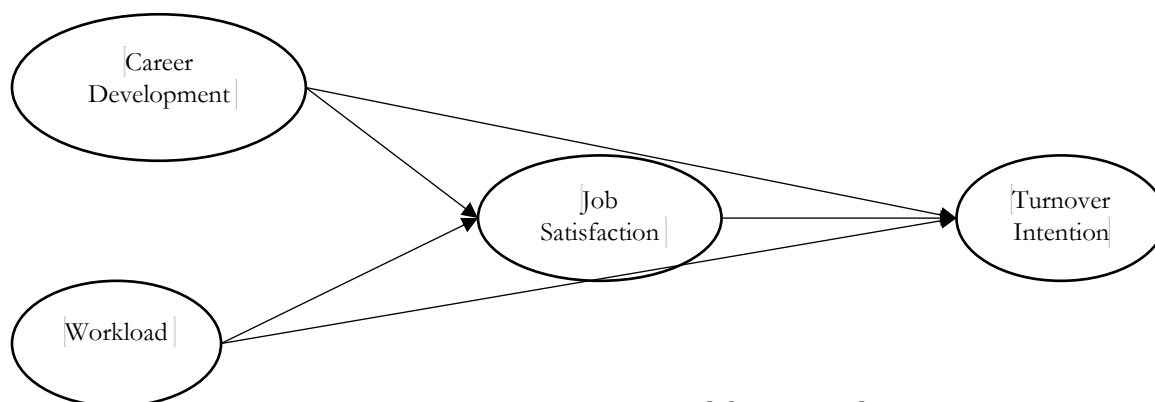

Figure 1. conseptual frameworks

The population in this study is the entire group of people, events, objects, or other subjects that are the focus of the researcher's investigation. In this research, the population consists of 80 employees working in retail businesses in Central Java. The sample size for this study is determined using the Non-Probability Sampling method, specifically the saturation sampling, resulting in a sample size of 63 individuals.

The research employs structural analysis with a Partial Least Squares (PLS) approach, utilizing PLS software. The analytical process commences with the evaluation of the outer model, encompassing tests for convergent validity (assessed through loading factors > 0.7), discriminant validity (cross-loadings > 0.7), and reliability (evaluating composite reliability and Cronbach's alpha > 0.5). Subsequently, the study assesses the model's suitability through structural model testing (inner model), focusing on R-squared (R^2) values for dependent variables, Goodness of Fit (GoF) indicators (including SRMR, Chi-Square, and NFI), and Path Coefficient tests to determine the strength of relationships and influences between independent and dependent variables. These comprehensive model tests aim to address the research questions and validate the underlying theory (Haryono, 2017).Furthermore, Suryawardani's (2018) study on social issues, titled "Evaluation Of Marketing Strategy Of Sanur Village Festival Based On Visitor's Behavior," similarly employed SEM-PLS analysis, assisted by smartPLS V.3.0 software.
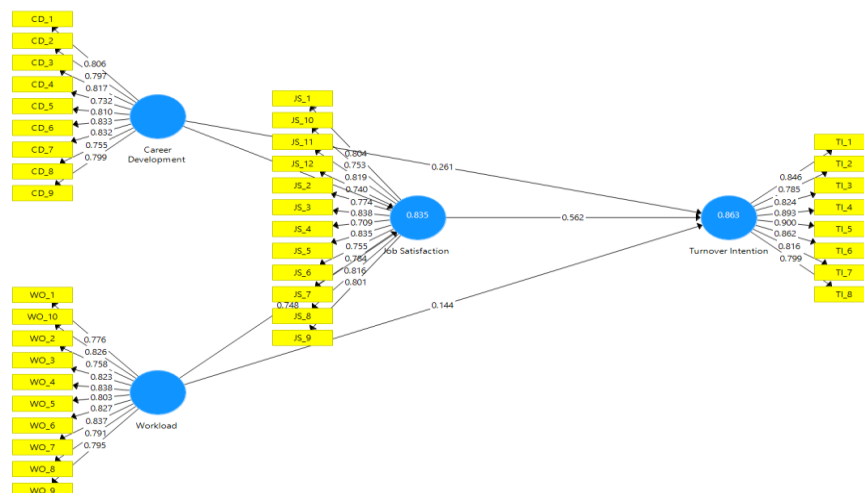
4. RESULT

Figure 2. Outer Loading Test Results

According to the explanation provided in Figure 2, the validity test outcomes indicate that 9 items pertaining to Career Development (CD), 10 items associated with Workload (WO), 12 items related to Job Satisfaction, and 8 items concerning Turnover Intention (JI) are confirmed to be valid. This validation is based on the data processing results for each instrument, with all items yielding values exceeding 0.7. In total, 38 items are deemed valid as their respective validity tests demonstrate their reliability in producing valid outcomes.

Table 1 Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Career Development	0,93	0,93	0,94	0,64
Job Satisfaction	0,94	0,94	0,95	0,62
Turnover Intention	0,94	0,94	0,95	0,71
Workload	0,94	0,94	0,95	0,65

The analysis of the table above suggests that the variables, Career Development, Job Satisfaction, Turnover Intention, and Workload, demonstrate a significant level of reliability. The Cronbach's Alpha values for these variables range between 0.93 and 0.94, indicating strong consistency in measurement. Moreover, the rho_A values correspond closely with the Cronbach's Alpha, indicating robust reliability. The Composite Reliability values for all variables are also close to 1, ranging approximately from 0.94 to 0.95, underscoring the high dependability of the measurement instrument.

Additionally, the Average Variance Extracted (AVE) serves as a metric to gauge the degree to which a construct, as measured by a variable, can elucidate the variability in the data. Each AVE value in the table surpasses 0.50, implying that these variables possess commendable construct validity. Hence, it can be inferred that the measurement instruments employed to evaluate Employee Performance, Job Satisfaction, and Situational Leadership in this study are both valid and reliable.

Table 2. Structural model testing

	R Square	R Square Adjusted
Job Satisfaction	0,84	0,83

1551

Turnover Intention	0,86	0,86

The table above reveals that Employee Performance and Job Satisfaction variables possess a commendable capacity to elucidate the variability within the model. The R Square for Job Satisfaction is approximately 0.84, while the Adjusted R Square (which considers the number of predictors in the model) is around 0.83. Similarly, for the Employee Performance variable, the R Square is approximately 0.83, with an Adjusted R Square of approximately 0.86.

Both variables exhibit R Square and Adjusted R Square values nearing one, indicating their significant role in accounting for a substantial portion of the variance within the model. Nonetheless, it is noteworthy that there exists a slight disparity between the R Square and Adjusted R Square, suggesting the potential presence of additional predictors that could enhance the model's explanatory power. Nevertheless, the primary inference remains that Employee Performance and Job Satisfaction significantly contribute to elucidating the variability within the analyzed model.

Table 3. GoF (Goodness of Fit) Test

	Saturated Model	Estimated Model
SRMR	0,07	0,07
d_ULS	3,37	3,37
d_G	5,09	5,09
Chi-Square	1518,20	1518,20
NFI	0,62	0,62

From the table above, it can be concluded that the estimated model (Estimated Model) exhibits a fit level (SRMR) of approximately 0.07, which is equal to the saturated model (Saturated Model). Additionally, both the d_ULS and d_G values for the Estimated Model and Saturated Model are identical, approximately 3.37. This indicates that the Estimated Model demonstrates a good fit with the Saturated Model in terms of measurement invariance.

Furthermore, the Chi-Square values for both the Estimated Model and Saturated Model are 1518,20, indicating no significant difference between them in terms of model fit. Moreover, the NFI (Normed Fit Index) for the Estimated Model and Saturated Model also

share the same value, approximately 0.62. This suggests that the Estimated Model adequately matches the Saturated Model in terms of goodness of fit.

Therefore, it can be concluded that the Estimated Model in this study demonstrates a good level of fit and adequacy with the Saturated Model, indicating that the estimated model appropriately represents the available data.

Table 4. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Career Development -> Turnover Intention	0,26	0,26	0,12	2,12	0,03
Workload -> Turnover Intention	0,14	0,16	0,13	1,13	0,26
Job Satisfaction -> Turnover Intention	0,56	0,55	0,11	5,18	0,00
Career Development -> Job Satisfaction -> Turnover Intention	0,10	0,11	0,09	1,20	0,23
Workload -> Job Satisfaction -> Turnover Intention	0,42	0,41	0,10	4,12	0,00

The analysis of hypothesis testing results provides significant insights into the relationship between the variables under investigation. Firstly, the association between Career Development and Turnover Intention was found to be significant, with a high T-Statistic value of 2.12 and a very low P-Value of 0.03, well below the chosen significance level of 0.05. This indicates that Career Development has a substantial and positive impact on Turnover Intention. Additionally, testing with the inclusion of the Job Satisfaction variable also showed a highly positive relationship, with a T-Statistic of 1.20 and a P-Value of 0.23. Secondly, the hypothesis testing concerning the relationship between Workload and Turnover Intention indicated no significant connection between the two variables. The T-Statistic value of 1.13 and P-Value of 0.26 exceeded the significance level of 0.05, suggesting that Workload does not have a direct significant impact on Turnover Intention. However, Job Satisfaction appears to mediate this relationship effectively, with a T-Statistic of 4.12 and a P-Value of 0.22.

Furthermore, the combination revealed a significant relationship between Job Satisfaction and Turnover Intention. With a T-Statistic value of 5.18 and a very low P-Value of 0.00, this strongly supports the hypothesis that Job Satisfaction significantly influences Turnover Intention. This suggests that job satisfaction can positively influence turnover intention.

Thus, the analysis confirms the importance of Career Development and Job Satisfaction in influencing Turnover Intention. Although Workload does not have a direct significant impact, Job Satisfaction emerges as a strong mediating factor. These findings offer valuable insights for organizations in developing strategies to reduce employee turnover.

5. CONCLUSION

In conclusion, the research findings highlight the crucial roles of Career Development and Job Satisfaction in shaping the propensity for turnover among employees. While Career Development demonstrates a substantial and positive impact on Turnover Intention, the addition of Job Satisfaction as a variable further strengthens this relationship, indicating its pivotal role in employee retention strategies. Conversely, although the direct influence of Workload on Turnover Intention is not significant, the mediating effect of Job Satisfaction underscores its importance as a buffer against turnover. Particularly noteworthy is the robust association observed between Job Satisfaction and Turnover Intention, emphasizing the paramount significance of fostering a positive work environment and ensuring employee contentment to reduce turnover rates effectively. These insights provide invaluable guidance for organizations seeking to optimize their human resources management practices and enhance overall employee retention efforts.

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