
The Effect of Career Development and Job Satisfaction on Turnover Intention Mediated by Organizational Commitment to Employees of Stikes Guna Bangsa Yogyakarta

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Received: 20.06.2023

Reviewed: 21.06.2023

Accepted: 21.06.2023

Abstract

This study aims to analyze the effect of career development and job satisfaction on turnover intention with the organizational commitment mediating variable. This research is an explanatory research with a survey approach for hypothesis testing. The sampling technique used is Non-probability (saturated sample) which utilizes members of the entire population as the research sample, the total population in this study is 54 employees. The analytical method used in this study is the Structural Equation Modeling (SEM) method using SmartPLS software. The results of this study indicate that career development has a positive and significant effect on turnover intention, job satisfaction has a negative but not significant effect on turnover intention.

Keywords: Career Development, Job Satisfaction, Turnover Intention, Organizational Commitment

1. Introduction

An organization will have no meaning, even though the organization has various other resources such as new machines, lots of capital, abundant energy, and so on, all will be in vain if it is not managed and run properly by HR (Affini & Surip, 2018). Currently, there are many strategic issues related to human resources. One of them is the demographic bonus and its impact on the millennial transition to the world of work. According to the National Family Planning Agency (2018), Indonesia will experience a demographic bonus in the period between 2020 and 2030. At that time, the working age group (15-64 years) will reach 70 percent of Indonesia's total population. This figure is equivalent to more than half of the millennial generation. Since 2019 the proportion of the millennial workforce has grown significantly and has become the dominant workforce among the X and Baby Boomers workforce. This phenomenon has a big impact and is a challenge for companies and organizations. This is because the millennial generation has different attitudes, skills, and work ethic characteristics compared to other generations, so that many negative views and complaints arise (Komari & Sulistiowati, 2019). Millennial generation employees are considered a generation that is disloyal to the company and are often referred to as 'hopping fleas', they are seen as skeptical of organizational commitment for the long term, and want more greater flexibility in their careers (Kaifi, et. al., 2012).

STIKes Guna Bangsa Yogyakarta is a private university in the field of health located in Yogyakarta. Empowerment of human resources has been carried out by the management of STIKes Guna Bangsa Yogyakarta starting from the process of recruitment, selection and placement, as well as coaching to maximize employee utilization and provide job satisfaction

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for employees, so as to anticipate the intention to change jobs (turnover intention). However, in reality based on the results of observations, it was found that STIKes Guna Bangsa experienced high turnover in 2017-2021 at the non-academic employee level with the highest percentage of 20% of the total 55 non-academic employees. Nasution (2017) states that the standard turnover intention rate which reaches more than 10% per year is included in the very high category. The high percentage of employee turnover has a negative impact on STIKes Guna Bangsa Yogyakarta. Agencies need more money to find replacement employees and conduct training for these employees. New employees who enter need time to be able to work and adapt to the work environment.

The high percentage of turnover for non-academic employees at STIKes Guna Bangsa Yogyakarta occurs because there is no clear career level. Employees only occupy the same position in certain divisions for many years. Even though there is a change in position, employees will only increase their position, from what was originally a staff member to become the coordinator of the division they occupy. There was no transfer of employees to a division with a higher level compared to the division they were currently occupying. Purba & Ruslan (2020), Silitonga & Aulia (2020), Dewi & Nurhayati (2021), And Irawan & Komara (2022) found that career development has a negative and significant effect on turnover intention. Good career development in an organization can motivate employees to improve and achieve the desired career so that it can reduce the employee's intention to look for another, better job because he knows how to achieve the desired career in his current company. (Dewi & Nurhayati, 2021). Unclear career development for non-academic employees of STIKes Guna Bangsa Yogyakarta has an impact on employee dissatisfaction with the job and work environment they occupy.

Job satisfaction is seen as a positive statement from the employee's or employee's evaluation of what the company or organization has done in their work. Job satisfaction is a form of emotional affective reaction to one's work which is obtained from a comparison between the incumbent's actual results and the desired results (needed, appropriate, and so on). Job satisfaction obtained will make enthusiasm for work so that work will be more enjoyable and will reduce the desire of employees to leave their jobs (Agustina and Widyanti, 2022). Based on the results of direct interviews with 5 employees, it was found that dissatisfaction occurred because employees felt the salary provided by the agency was low, the work carried out was monotonous, and there is no clear promotion or career level for non-academic employees. This dissatisfaction then affects the commitment of employees to continue to give their best performance to the agency. The quality of service provided by employees to students has decreased.

In addition to low salaries, as well as the absence of clear career development. The results of the interviews also found that the reasons for non-academic employees considering leaving their jobs at STIKes Guna Bangsa Yogyakarta were because they had received better job offers, there were placements that did not match their skills or competencies, the workload given, the atmosphere and environment unsuitable work, there is unfair treatment, and the attitude of the leadership in providing guidance and coaching is lacking. Therefore, in the end, employees who are not successful in dealing with such difficult working conditions usually want to change jobs.

One thing that can also affect employee turnover intention is organizational commitment. Organizational commitment is believed to have a major role in the results obtained by the organization, including performance inside and outside the organization, as well as actual turnover intentions and behavior. Organizational commitment means an action taken by each member and the intention of the members to do their job well. Research conducted by Susilo

& Satrya (2019), Satya Utama & Surya (2020), And Dewi & Nurhayati (2021) found that organizational commitment has a negative and significant effect on turnover intention. The high organizational commitment of every employee is reflected in their desire to remain in the organization of their choice. The higher the employee's commitment to the company, the less likely the employee is to leave the company or move to another company (Satya Utama & Surya, 2020).

2. Methods

2.1. Model Development

This research is an explanatory research with a survey approach. Based on the research objectives, this research is a research for hypothesis testing. Non-probability technique (saturated sample) is used to take the sample. Sampling saturation is a technique that utilizes members of the entire population as research samples, the total population in this study is 54 employees.

The measuring scale that will be used in this research instrument adopts a Likert scale with an interval of 6 levels to avoid neutral answers. Giving a score at the selected interval starts from the numbers 1 (one) and 6 (six) as the highest number. Instrument test with validity test (Convergent Validity, Discriminant Validity, and AVE) and reliability test (Cronbach alpha and Composite reliability). The data analysis technique uses Structural Equation Modeling (SEM) which is able to analyze latent variables, indicator variables and measurement errors directly. PLS can be used with small samples and applied to all data scales. The stages used for the use of the PLS evaluation model are the measurement model (outer model) and the structural model (inner model). The software used in this research is smartPLS 3.0.9.

2.2. Data Collection

Non-probability technique (saturated sample) is used to take the sample. Sampling saturation is a technique that utilizes members of the entire population as research samples, the total population in this study is 54 employees.

2.3. Analysis Methods

The research used quantitative analysis using simple linear regression to see the direct influence of variable X on variable Y, and *path analysis* to see the influence mediated by variable Z. The method used in this research are Structural Equation Model (SEM) with Partial Least Square (PLS), SmartPLS 3.0.9.

3. Result

3.1. Respondents' Characteristic

Based on Table 1, some of the research respondents were male, namely as many as 33 people (61,11%), while the respondents were female as many as 21 people (38,89%). The majority of employees are aged 21-28 years, namely 25 people (46.30%). S1 education level dominates as many as 29 people (53.70%). The majority of employees work for 1-6 years as many as 35 people (64,81%). The position with the most work units was in the laboratory sub-sector, totaling 12 people (22.23%).

Table 1. *Characteristics of Respondents*

Characteristics	Category	Frequency (amount)	Percentage (%)
Gender	Man	33	61,11
	Woman	21	38,89
	Total	54	100
Age of Respondents (years)	21-28	25	46.30
	29-36	15	27,78
	37-44	13	24.07
	45-52	1	1.85
	Total	54	100
Respondent Education	S2	3	5.56
	S1	29	53,70
	D3	18	33,33
	high school	4	7,41
	Total	54	100
Years of Service (years)	1 - 6	35	64,81
	7-13	19	35,19
	Total	54	100
Position	Subdivision of Public Relations and Marketing	6	11,11
	Academic Administration Subdivision	10	18.52
	Finance Subdivision	3	5.56
	IT Subdivision	3	5.56
	Household Subdivision	7	12.96
	Laboratory Subdivision	12	22,23
	Libraries Subdivision	2	3.70
	Subdivision of Center for Quality Development and Learning Development	2	3.70
	Research and Community Service Subdivision	2	3.70
	Infrastructure Subdivision	7	12.96
	Total	54	100

3.1. Analysis

3.1.1. Variable Descriptive Analysis

Based on the returned questionnaire, it is showed in Table 2 that the score on the career development variable is in the interval 2.67-3.48 which is in the rather low category. Meanwhile, the variables of job satisfaction, organizational commitment and turnover intention are in the interval 3.49-4.34 which is in the rather high category.

3.1.2. Measurement Model (Outer Model)

Convergent Validity Test

Based on the results of the convergent validity test it is known that the value of the loading factor generated by each variable indicator of career development, job satisfaction, organizational commitment and Turnover Intention is more than 0.5. Thus the indicators are declared valid as a measure of the latent variable.

Table 2. Characteristics of Variables

Variable	Average	Information
Career development	3.44	Slightly Low
Job satisfaction	3.74	Somewhat High
Organizational Commitment	4.01	Somewhat High
<i>Turnover Intention</i>	4.34	Somewhat High

Table 3. AVE Square Root Output and Correlation Between Latent Constructs

	Job Satisfaction (X2)	Organizational Commitment (Z)	Career Development (X1)	Turnover Intention (Y)
Job Satisfaction (X2)	0.824			
Organizational Commitment (Z)	-0.176	0.702		
Career Development (X1)	0.805	-0.173	0.840	
Turnover Intention (Y)	0.234	-0.312	0.305	0.940

Table 4. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)	Information
Job Satisfaction (X2)	0.678	Valid
Organizational Commitment (Z)	0.592	Valid
Career Development (X1)	0.705	Valid
Turnover Intention (Y)	0.883	Valid

Table 5. *Output Reliability Test*

	Cronbach's Alpha	Composite Reliability	Information
Job Satisfaction (X2)	0.561	0.805	0.678
Organizational Commitment (Z)	0.704	0.793	0.592
Career Development (X1)	0.895	0.923	0.705
Turnover Intention (Y)	0.868	0.938	0.883

Table 6. *R-Square Test Output*

	R Square	Adjusted R Square
Job Satisfaction (X2)	0.825	0.821
Organizational Commitment (Z)	0.032	-0.006
Turnover Intention (Y)	0.176	0.126

Average Variance Extracted (AVE) and Discriminant Validity Test

Table 3 and 4 showed that the resulting AVE value can be seen that career development, job satisfaction, organizational commitment, and turnover intention have a greater AVE value of 0.5 and fulfill the discriminant validity test where the AVE square root value must be > correlation between latent constructs. Then the variables above are declared valid.

Reliability Test

Based on Table 5, the Cronbach alpha value for all variables is ≥ 0.5 , and the composite reliability value for all variables is greater than 0.7, so it can be said that all research variables are reliable as a measurement tool in research.

3.1.3. Structural Model (Inner Model)

Based on Table 6, the R-Square value of job satisfaction (X2) is 0.825, so 82.5% of job satisfaction is influenced by career development (X1). The R-Square value of organizational commitment (Z) is 0.032, so 3.2% organizational commitment (Z) is influenced by career development (X1) and job satisfaction (X2). The R-Square value of turnover intention (Y) is 0.176, so 17.6% of turnover intention (Y) is influenced by career development (X1), job satisfaction (X2), and organizational commitment (Z).

4. Discussion

4.1. The Effect of Career Development on Turnover Intention

The original sample value (O) is 0.510 (positive), meaning that the effect of career development (X1) on turnover intention (Y) is positive. The t-statistic value obtained is 1.745 which is less than the t-table value of 1.96, but the P-Values is 0.041 which is less than 0.05. So, H1 is rejected, meaning that career development has a positive and significant effect on turnover intention in non-academic employees of STIKES Guna Bangsa Yogyakarta. In other words, the better the career development provided by the agency, the lower the turnover intention of employees.

Table 7. *Output Path Coefficient*

	Original Sample	Sample Average	Standard Deviation	T	P Values
Job Satisfaction (X2) -> Organizational Commitment (Z)	-0.109	-0.027	0.372	0.293	0.385
Job Satisfaction (X2) -> Turnover Intention (Y)	-0.277	-0.315	0.287	0.967	0.167
Organizational Commitment (Z) -> Turnover Intention (Y)	-0.272	-0.284	0.163	1,673	0.048
Career Development (X1) -> Job Satisfaction (X2)	0.908	0.917	0.018	50,994	0.000
Career Development (X1) -> Organizational Commitment (Z)	-0.074	-0.107	0.459	0.161	0.436
Career Development (X1) -> Turnover Intention (Y)	0.510	0.556	0.292	1,745	0.041
Job Satisfaction (X2) -> Organizational Commitment (Z) -> Turnover Intention (Y)	0.030	0.022	0.111	0.267	0.395
Career Development (X1) -> Organizational Commitment (Z) -> Turnover Intention (Y)	0.020	0.010	0.125	0.161	0.436

4.2. The Effect of Job Satisfaction on Turnover Intention

The original sample value (O) is -0.277 (negative), meaning that the effect of job satisfaction (X2) on turnover intention (Y) is negative. The t-statistic value obtained is 0.967 which is less than the t-table value of 1.96, and the P-Values obtained is 0.167 which is greater than 0.05. So, H2 is rejected, meaning that job satisfaction has a negative but not significant effect on turnover intention in non-academic employees of STIKES Guna Bangsa Yogyakarta. In other words, high employee job satisfaction cannot significantly reduce the level of turnover intention.

4.3. The Effect of Career Development on Organizational Commitment

The original sample value (O) is -0.074 (negative), meaning that the effect of career development (X1) on organizational commitment (Z) is positive. The t-statistic value obtained is 0.161 which is smaller than the t-value table 1.96, and the P-Values obtained are 0.436 which is greater than 0.05. So, H3 is rejected, meaning that career development has a negative effect, but not significantly on organizational commitment in non-academic employees of STIKES Guna Bangsa Yogyakarta. In other words, the existence of a good career development program is not able to strengthen the commitment of employees to the agency.

4.4. The Effect of Career Development on Job Satisfaction

The original sample value (O) is 0.908 (positive), meaning that the effect of career development (X1) on job satisfaction (X2) is positive. The t-statistic value obtained is 50.994 which is greater

than the t-table value of 1.96, and the P-Values obtained are 0.000 which is less than 0.05. So, H4 is accepted, meaning that career development has a positive and significant effect on job satisfaction of non-academic STIKES Guna Bangsa Yogyakarta employees. In other words, the existence of a good and clear career development program will have an impact on the high level of job satisfaction of non-academic employees with the job and work environment they currently occupy.

4.5. The Effect of Job Satisfaction on Organizational Commitment

The original sample value (O) is -0.109 (negative), meaning that the effect of job satisfaction (X2) on organizational commitment (Z) is negative. The t-statistic value obtained is 0.293 which is less than the t-table value of 1.96, and the P-Values obtained is 0.385 which is greater than 0.05. So, H5 is rejected, meaning that job satisfaction has a negative but not significant effect on the organizational commitment of non-academic employees of STIKES Guna Bangsa Yogyakarta. In other words, job satisfaction can also reduce employees' sense of commitment to agencies, if employees get better job offers from outside, but the negative effect is not significant.

4.6. The Effect of Organizational Commitment on Turnover Intention

The original sample value (O) is -0.272 (negative), meaning that the effect of organizational commitment (Z) on turnover intention (Y) is negative. The t-statistic value obtained is 1.673 which is smaller than the t-table value of 1.96. However, the P-Values obtained are 0.048 which is smaller than 0.05. So, H6 is accepted, meaning that organizational commitment has a negative and significant effect on turnover intention in non-academic employees of STIKES Guna Bangsa Yogyakarta. In other words, the higher the employee's sense of commitment to the agency, the lower the employee's turnover intention

4.7. The Effect of Career Development on Turnover Intention Through Organizational Commitment

The original sample value (O) is 0.020 (positive), meaning that the mediating effect of organizational commitment on career development relationships with negative turnover intention. The t-statistic value of the effect of career development (X1) on turnover intention (Y) through organizational commitment (Z) is 0.161 which is smaller than the t-table value of 1.96, and a P-Values value of 0.436 is obtained which is greater from 0.05. So, H7a is rejected, meaning that career development has a positive but not significant effect on turnover intention in non-academic employees of STIKES Guna Bangsa Yogyakarta through organizational commitment as a mediating variable. In other words, organizational commitment is unable to mediate the effect of career development on turnover intention.

4.8. The Effect of Job Satisfaction on Turnover Intention Through Organizational Commitment

The original sample value (O) is 0.030 (positive), meaning that the mediating effect of organizational commitment on the relationship between job satisfaction and turnover intention is positive. The t-statistic value of the effect of career development (X1) on turnover intention (Y) through organizational commitment (Z) is 0.267 which is smaller than the t-table value of 1.96, and a P-Values value of 0.395 is obtained which is greater from 0.05. So, H7b is rejected, meaning that job satisfaction has a positive but not significant effect on turnover intention in non-academic employees of STIKES Guna Bangsa Yogyakarta through

organizational commitment as a mediating variable. In other words, organizational commitment is unable to mediate the effect of career development on turnover intention.

5. Conclusion

Not all hypothesis in this study are supported. There are 3 hypothesis supported. Career development has a positive effect on turnover intention, career development has a positive effect on job satisfaction, and organizational commitment has a negative effect on turnover intention. While 5 other hypothesis are not supported. Job satisfaction has no significant effect on turnover intention, career development has no significant effect on organizational commitment, job satisfaction has no significant effect on organizational commitment, career development has no significant effect turnover intention, job satisfaction has no significant effect on turnover intention.

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