

The Effect of Work Environment, Career Ladder on Job Satisfaction and Turnover Intention as Mediating Variables at BPJS Ketenagakerjaan

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Received: June 4, 2024
Revised: June 11, 2024
Accepted: June 18, 2024

Abstract

The purpose of this study was to determine the effect of work environment, career path on job satisfaction and turnover intention as a mediating variable in the employment bpjs. This study uses quantitative research methods, the population in this study are employees at the BPJS Employment Regional Office of Sumbarriau with a total population of 300 people. The sampling technique in this study used random sampling, and the number of samples in this study were 172 samples. The data collection method of this research is a questionnaire and literature study, and the data analysis methods used in this research are Descriptive Analysis, SEM-PLS, Outer Model, Inner Model, and Hypothesis test. The results of this study indicate that there is a negative and significant effect of work environment on turnover intention at BPJS Ketenagakerjaan. there is no effect of career path on turnover intention at BPJS Ketenagakerjaan. there is a positive and significant effect of work environment on job satisfaction, there is a positive and significant effect of career path on job satisfaction, there is no positive effect of job satisfaction on turnover intention, there is no positive effect of work environment mediated by job satisfaction on turnover intention, and there is no positive effect of career path mediated by job satisfaction on turnover intention.

Keywords: Work Environment, Career Ladder, Job Satisfaction, Turnover Intention

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How to Cite: Sukasrana, G., & Iqbal, M. (2024). The Effect of Work Environment, Career Ladder on Job Satisfaction and Turnover Intention as Mediating Variables at BPJS Ketenagakerjaan. *International Journal of Education, Information Technology, and Others*, 7(3), 299-314. <https://doi.org/10.5281/zenodo.13751190>

INTRODUCTION

Human resources have an important role in a company that cannot be separated in achieving company goals. Human resources are implementers in the company who will manage and utilize elements such as machinery, capital, raw materials in the company so that later these elements can be utilized effectively and efficiently. Human resources are the most important element in every activity carried out in the company. This indicates that a good human resource management process is needed in a company in order to achieve company goals. Often companies experience obstacles that hinder the company's production process (Komariah et al, 2024: 36).

One form of obstacle is the desire to move (Turnover intention) which leads to the employee's decision to leave his job. Turnover can be defined as the movement of labor out of the organization. Turnover leads to the final reality faced by an organization in the form of the number of employees who leave the organization in a certain period, while the employee's desire to move (turnover

intentions) refers to the results of individual evaluations regarding the continuation of the relationship with the organization that has not been realized in the definite act of leaving the organization. Turnover can be in the form of resignation, transfer out of the organizational unit, dismissal or death of organizational members (Supriadi et al, 2021).

The high turnover rate in the company will increasingly cause various kinds of costs, such as training costs and recruitment costs that must be incurred by the company. Turnover intention must be addressed as a phenomenon and human behavior that is important in the life of the company from an individual and social point of view, given that the desire to move employees will have a significant impact on the company and the employees concerned (Rahman et al, 2020). Turnover intention has a negative impact on the organization because it creates instability in workforce conditions, decreased employee productivity, a non-conducive work atmosphere and also has an impact on increasing human resource costs (Uktutias et al, 2021).

Turnover is a classic problem faced by employers. As well as replacement that continues to run, both replacement (replacement) due to age and resignation. If the replacement is caused by age, the company can anticipate by preparing cadres to replace the employee's position. But if employee turnover is caused by resignation, it will make it difficult for the company because it is related to the implementation of the work program that has been set by the company (Mulyani, 2022).

The high level of employee turnover in the company can be seen from how much desire to move the employees of an organization or company have (Putri, 2024). Turnover intention in employees can have a negative impact on the organization, especially if it leads to employee decisions to leave the organization (turnover) (Mawadati & Saputra, 2020), therefore it is necessary to know the factors that can affect turnover intention so that the tendency to turnover can be suppressed. Several studies and existing literature show that turnover intention is related to job satisfaction, job stress, and work environment.

Research in the journal Mahayasa et. al (2023) found a negative relationship between job satisfaction and turnover, where if job satisfaction increases, turnover intention decreases and performance can be improved. Job satisfaction is what a person feels about his job. Someone is satisfied with their job if the job matches their expectations (Hakim & Iswahyudi, 2022). Yuliana (2020) suggests that higher job satisfaction is associated with low employee turnover, while less satisfied employees usually have higher turnover. And Nurhayati et al (2020) prove that job satisfaction has a negative effect on turnover intention.

In reality, many employees who think that employees are company assets are just a slogan and still think all of that is still far from reality. This happens because of the gap between expectations and reality or in other words because of the discrepancy between statements and company policies, this is reflected especially when the company does not pay employee rights such as salaries or benefits, does not care about the physical condition of the workplace (which affects employee comfort), does not reward employee achievements even when the company has to take termination action (Hisbullah & Hudin, 2020). Saputri et. al's research (2020) found a positive relationship between job stress and turnover

intention, where increasing job stress is also followed by increasing turnover intention. Stress arises when employees are unable to meet the demands of the job, unclear job responsibilities, lack of time to complete tasks, no support facilities to carry out work, conflicting tasks, are examples of stress triggers. In the long run, employees who cannot withstand job stress are no longer able to work in the company. At a more severe stage, stress can make employees sick or even resign (turnover) (Muslim, 2021).

In addition to the work environment, career paths and job satisfaction are one of the factors that most determine the success of the company. Job satisfaction is an important concept in industrial and organizational psychology that describes an individual's assessment of his job and the work environment as a whole (Mustaqim et al, 2023). Employees can carry out their duties and work is influenced by many factors, so that there are employees who are excited and lackluster at work. In addition, relationships between employees and relationships with superiors are important factors in employee comfort at work. A conducive work environment increases work motivation and ultimately improves work performance (Rico et al, 2023). In the research of Rijasawitri & Suana (2020) the work environment has a negative relationship with turnover intention, which shows that good working conditions can reduce the number of turnover intentions.

As a public legal entity in accordance with the mandate of Law Number 24 of 2011 concerning the Social Security Organizing Agency, BPJS Ketenagakerjaan organizes 4 programs, namely the Work Accident Insurance Program (JKK), Old Age Insurance (JHT), Pension Insurance (JP), and Death Insurance (JK), in 2022 there is a new program for Job Loss Insurance (JKP). To serve participants from the formal and informal worker sectors BPJS Ketenagakerjaan has 11 Regional Offices and 125 Branch Offices throughout Indonesia.

From the initial survey conducted, data was obtained at BPJS Ketenagakerjaan which showed a relatively high employee turnover rate as shown in the following table:

Table 1. Employee turnover data in 2018 - 2022

Work Unit/Region	Year				
	2018	2019	2020	2021	2022
Head Office	2	3	2	3	5
Northern Sumatra	3	3	4	5	4
West Sumatra and Riau Islands	1	4	4	3	1
Southern Sumatra	4	5	5	1	3
Kalimantan	0	8	4	4	9
Sulawesi and Maluku	0	0	2	7	9
Bali Nusa Tenggara and Papua	0	2	3	1	4
Central Java and DIY	2	4	1	3	5
West Java	3	5	7	3	12
East Java	1	7	3	9	12
DKI Jakarta	7	7	10	10	2
Banten	4	2	0	4	3
Total Employee Turnover	27	50	45	53	69

Source: Pre-survey data processed and calculated by researchers (2023)

From the table above, it can be seen that the employee turnover rate is quite high, amounting to 69 people from 2018 to 2022. The data shows that every year employees who leave are inconsistent and tend to increase, so it can be said that there is a problem of high turnover intention. The employees in question are employees in various fields, both employees at the Branch Office, Regional Office and Head Office.

Based on the results of a pre-survey conducted on 30 respondents, the factors that influence employee turnover intention in BPJS Ketenagakerjaan are obtained with the following results:

Table 2. Pre-survey factors of turnover intention

No .	Factors of Employee Turnover intention in BPJS Ketenagakerjaan	Total	Percentage (%)
1	Compensation	1	3%
2	Leadership Style	3	10%
3	Job Satisfaction	11	37%
4	Work Environment	6	20%
5	Career Path	9	30%
Total Respondents		30	100%

Source: Pre-survey data processed and calculated by researchers (2023)

From the results of the pre-survey, it is known that the factors that influence turnover intention in BPJS Ketenagakerjaan with several other factors are found in the following variables, namely the work environment (20%), career path (30%) and job satisfaction (37%) for that the researcher conducted a more in-depth pre-survey to employee respondents at the Branch Office, Regional Office and BPJS Ketenagakerjaan Head Office as follows:

Table 3. Results of the Work Environment Pre-Survey

No.	Statement	Agree		Disagree		Total Score
		Count	Percentage	Count	Percentage	
1	Lighting equipment in the workspace is good and adequate	1	3%	29	97%	30
2	The lighting in the workplace helps me get the job done	0	0%	30	100%	30
3	Workplace temperature does not affect my body	13	43%	17	57%	30
4	The air ventilation in my place is good enough	6	20%	24	80%	30
5	My workplace is away from noise	7	23%	23	77%	30
6.	I feel safe from other forms of employee bullying	4	13%	26	87%	30
7	The company does not discriminate between employees from one another	12	40%	18	60%	30
8	I feel that awards in the form of recognition from superiors make me more diligent at work.	4	13%	26	87%	30
9	I feel that my boss has given me the job wisely.	3	10%	27	90%	30
10	I have good communication with my supervisor and other employees.	2	7%	28	93%	30

Source: Pre-survey data processed and calculated by researchers (2023)

From the results of the pre-survey in table 3, it is known that the work environment is a source of comfort at work, this can be seen from the 10 statements of respondents' answers that employees do not agree that the physical work environment such as lighting, temperature and air ventilation is very influential at work, and the non-physical work environment in the form of recognition from superiors and communication with superiors and other employees makes them comfortable when working at the company and there is no intention of leaving the company.

Table 4. Career Path Pre-Survey Results

No.	Statement	Agree		Disagree		Total Score
		Count	Percentage	Count	Percentage	
1	I am satisfied with the career planning provided by the company	10	33%	20	67%	30
2	The career path system is in accordance with employee expectations	18	60%	12	40%	30
3	My work experience can improve my career path in the company.	5	17%	25	83%	30
4	I am satisfied with the promotional opportunities provided by the company	20	67%	10	33%	30
5	My abilities are in accordance with the position given at this time	12	40%	18	60%	30

Source: Pre-survey data processed and calculated by researchers (2023)

From the pre-survey results in table 4, it is known that the career path system is not in accordance with employee expectations, this is evidenced by the number of respondents who answered disagree by 18 people or a percentage of 60% and there are still those who are not satisfied with the promotion opportunities, namely as many as 20 people or a percentage of 67%, career paths or structured

promotions that employees feel will reduce their intention to leave the company (turnover intention).

Table 5. Job Satisfaction Pre-Survey Results

No.	Statement	Agree		Disagree		Total Score
		Count	Percentage	Count	Percentage	
1	The current job assignments are in line with my abilities	5	17%	25	83%	30
2	When I do a good job, my boss recognizes me according to my expectations.	5	17%	25	83%	30
3	I have been paid commensurate with the amount of work I do	1	3%	29	97%	30
4	I am satisfied with the opportunity to increase my salary and benefits.	3	10%	27	90%	30
5	I am satisfied with my supervisor's leadership style	9	20%	21	70%	30
6.	Supervision by superiors has been effective	5	17%	25	83%	30
7	I am satisfied with the promotional opportunities provided by the company.	9	30%	21	70%	30
8	Promotions given based on my performance	11	33%	19	63%	30
9	I feel that the cooperation created with coworkers goes well	1	3%	29	97%	30
10	I feel motivated and supported by my coworkers	1	3%	29	97%	30

Source: Pre-survey data processed and calculated by researchers (2023)

From the results of the pre-survey in table 5, it is known that there is still employee job dissatisfaction, this can be seen from the respondents' answers that they are not satisfied with the leadership style of their superiors as many as 9 people or a percentage of 20%, and are not satisfied with the promotion opportunities as many as 9 people or a percentage of 30% and promotions given are not fully based on performance as many as 11 people or a percentage of 33%. there are those who feel that communication with their superiors has not been established properly. Job satisfaction felt by employees will reduce their intention to leave the organization, but on the contrary, if job satisfaction is not felt by employees, it will increase their intention to leave the company (turnover intention).

Table 6. Pre-Survey Results Turnover intention

No.	Statement	Agree		Disagree		Total Score
		Count	Percentage	Count	Percentage	
1	I feel dissatisfied with my current job	25	83%	5	17%	30
2	I often think about quitting my current job.	20	67%	10	33%	30
3	I will probably look for a new job in the near future	27	90%	3	10%	30
4	I often think about not showing up for work	27	90%	3	10%	30
5	I will leave this company as soon as possible	26	87%	4	13%	30
6.	I will leave this company if there is an offer from another company that provides a higher salary.	19	63%	11	37%	30
7	I will leave this job because the office is quite far from where I live.	27	90%	3	10%	30

8	I want to try a better job	22	73%	8	27%	30
9	I might leave this company if a higher position is offered to me.	20	67%	10	33%	30
10	I often look for information about job vacancies in other companies	26	87%	4	13%	30

Source: Pre-survey data processed and calculated by researchers (2023)

From table 6 there is still a turnover intention (desire to stop working) of BPJS Ketenagakerjaan employees. It can be seen from the results of respondents that there are still employees who think about quitting their jobs at this time, there are still employees who want to try other better jobs and there are also employees who will leave if they get offers from other companies that provide higher salaries, if the employee's desire from the results of this respondent is not managed properly, the employee's decision to stop working (turnover intention) will increase.

In determining the independent and dependent variables, the authors also use the relevance and research gap of previous researchers, which is the background for researchers using the turnover intention variable as the dependent variable, and using the work environment and career path as independent variables and job satisfaction as an intervening variable.

Table 7. Relevance and Research Gap

Variables		Research Findings	
Independent	Dependent	Influential	No Effect
Job Satisfaction	<i>Turnover intention</i>	(Amalia, 2018); (Tsani 2020); (Dewi et al, 2019);	(Andriani, 2019), (Setiyanto & Selvi, 2018), (Nurhayati et al, 2020)
Work Environment	<i>Turnover intention</i>	(Amalia, 2018); (Tsani 2020)	Muviana, L. (2002).
Work Environment	Job Satisfaction	(Joseph et al., 2020); (Sahira et al., 2018)	Muviana, L. (2002).
Career Path	<i>Turnover intention</i>	(Pratiwi, F. & Johannes, S.L. 2020)	Jayasri, R. I. A., & Annisa, I. T. (2023)
Career Path	Job Satisfaction	Sugianto, H., Afianto, C., & Mizan, M. M. (2022); Pratiwi, F., & Lo, J. S. (2020).	Jayasri, R. I. A., & Annisa, I. T. (2023)

Of the many factors that cause turnover intention, including the work environment, career path and job satisfaction, variables that influence the level of employee turnover intention, based on observations made at BPJS Ketenagakerjaan that the company has provided bonuses, holiday allowances, leave allowances, work accident insurance, and health insurance but turnover intention still occurs.

Based on this description, the researcher conducted a study to determine the influence between job satisfaction, work environment and career path on employee exit intention (turnover intention) with the title "The Effect of Work Environment, Career Path on Job Satisfaction and turnover intention as a mediating variable in BPJS Ketenagakerjaan".

RESEARCH METHOD

This research uses quantitative research methods (Sugiyono, 2020). The population in this study were employees at the BPJS Ketenagakerjaan Sumbarriau Regional Office with a total of the number of samples in this study were 172 samples . This research involves data collection through both primary and secondary data. Primary data refers to information obtained directly through questionnaires distributed to respondents. Researchers use various secondary data sources such as books, journals, theses, dissertations, and scientific articles. The data analysis methods used in this research are descriptive analysis, structural equation modeling-partial least square (SEM-PLS), and hypothesis testing.

RESEARCH RESULTS AND DISCUSSION

Hypothesis testing in this study aims to determine whether the hypothesis that has been made can be accepted or rejected. This test can be seen from the *t-statistics* and *p-values* contained in the *path* analysis between variables through the *bootstrapping* method. The results of hypothesis testing in this study can be seen in Figure 1.

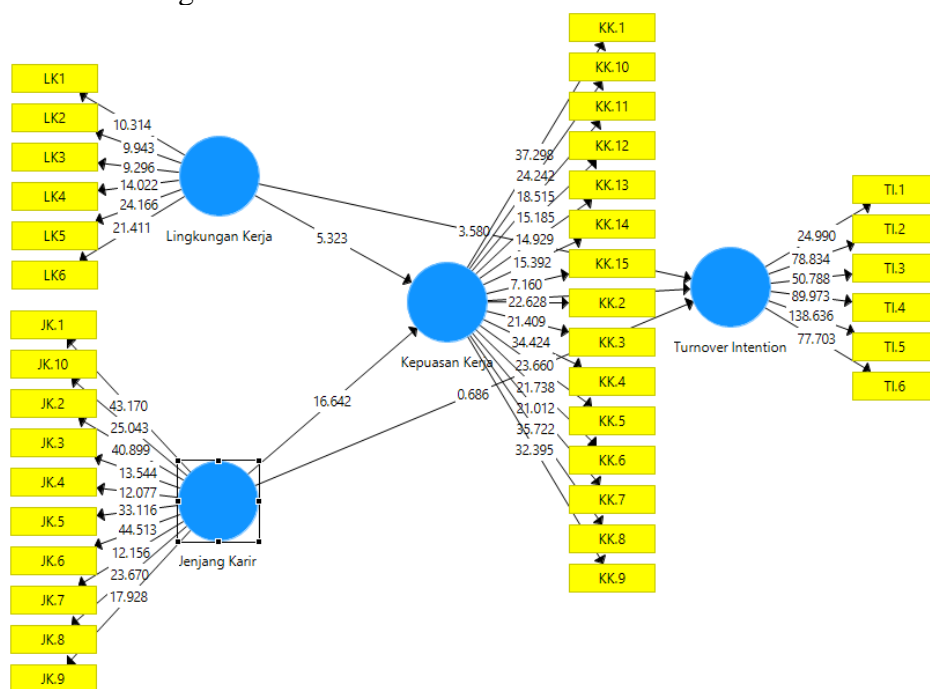


Figure 1. Bootstrapping Results

The details of the hypothesis test results are as follows:

Table 8. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
Direct						
Work Environment -> Turnover intention	-0.384	-0.391	0.107	3.580	0.000	Negative - Significant
Career path -> Turnover intention	0.110	0.120	0.160	0.686	0.493	No Effect
Work Environment -> Job Satisfaction	0.257	0.259	0.048	5.323	0.000	Positive - Significant
Career Path -> Job Satisfaction	0.723	0.721	0.043	16.642	0.000	Positive - Significant
Job Satisfaction -> Turnover intention	0.230	0.222	0.173	1.332	0.184	No Effect
Indirect						
Work Environment -> Job Satisfaction -> Turnover intention	0.059	0.057	0.045	1.311	0.191	No Effect
Career path -> Job satisfaction -> Turnover intention	0.166	0.161	0.127	1.306	0.192	No Effect

Source: Questionnaire data processed, 2024

Based on table 8, it can be seen that :

- a. The first hypothesis is accepted, because because the results of the t-statistic test > 1.96, namely 3,580 and the *p-values* of 0.000, which means that the value is less than 0.05 so it can be interpreted that there is a negative and significant effect of the work environment on *turnover intention* at BPJS Ketenagakerjaan.
- b. The second hypothesis is rejected, because the results of the t-statistic test < 1.96, namely 0.686 and the *p-values* of 0.493, which means that the value is more than 0.05 so it can be interpreted that there is no effect of career path on *turnover intention* at BPJS Ketenagakerjaan.
- c. The third hypothesis is accepted, because because the t-statistic test results > 1.96, namely 5,323 and the *p-values* of 0.000, which means that the value is more than 0.05 so it can be interpreted that there is a positive and significant effect of the work environment on employee job satisfaction at BPJS Ketenagakerjaan.
- d. The fourth hypothesis is accepted, because because the t-statistic test results > 1.96, namely 16,642 and the *p-values* of 0.000, which means that the value is less than 0.05 so it can be interpreted that there is a positive and significant effect of career paths on employee job satisfaction at BPJS Ketenagakerjaan.
- e. The fifth hypothesis is rejected, because the t-statistic test results < 1.96, namely 1.332 and the *p-values* of 0.184, which means that the value is more than 0.05, so it can be interpreted that there is

no positive effect of job satisfaction on *turnover intention* at BPJS Ketenagakerjaan.

- f. The sixth hypothesis is rejected, because because the results of the t-statistic test < 1.96 , namely 1.311 and the *p-values* of 0.191, which means that the value is more than 0.05 so it can be interpreted that there is no positive effect of the work environment mediated by job satisfaction on employee *turnover intention* at BPJS Ketenagakerjaan.
- g. The seventh hypothesis is rejected, because the t-statistic test results < 1.96 , namely 1.306 and the *p-values* of 0.192, which means that the value is more than 0.05, so it can be interpreted that there is no positive effect of career path mediated by job satisfaction on *turnover intention* at BPJS Ketenagakerjaan.

DISCUSSION

1. The effect of work environment on employee turnover intention

The results showed that there is a negative and significant effect of work environment on turnover intention in BPJS Ketenagakerjaan. The work environment, both physical and non-physical, has a significant impact on the level of employee turnover intention. A poor physical work environment can create uncomfortable and unsupportive conditions for employees, which in turn can increase the desire to leave work. Indicators such as inadequate lighting, uncomfortable air temperature, noise, and lack of job security can be detrimental to employee well-being and lead to dissatisfaction. On the other hand, the non-physical work environment involving work relationships can have a major impact on turnover intention. Poor relationships with supervisors or coworkers, lack of social support, and interpersonal conflicts can create an unpleasant environment and trigger a desire to find a new job. The quality of these relationships can greatly affect job satisfaction and employee motivation to stay. The results of the study are in line with the research of Wiliyanto, et al., (2020). shows that partially, work environment variables affect turnover intention.

2. The effect of career path on turnover intention

The results showed that there was no effect of career path on turnover intention at BPJS Ketenagakerjaan. This shows that the important role of superiors in improving employee careers has no effect on employees' desire to leave BPJS Ketenagakerjaan. Rambani et al (2020). Fair treatment in a career, with objective, rational, and transparent promotion criteria, can create the necessary justice in the organization. Direct supervisor involvement in career planning, including providing constructive feedback, is an important factor in motivating employees to achieve promotion. Clear information about promotion opportunities also plays a key role, as limited access can increase uncertainty and encourage employees to seek opportunities elsewhere. The results of the study are in line with the research of Elian, et al., (2020), showing that career development has no significant effect directly on turnover intention. The results of the study are not in line with the research of Jayasri & Annisa (2023), showing that career development has a negative and significant effect on turnover intention.

3. The influence of work environment on job satisfaction

The results showed that there is a positive and significant influence of the work environment on employee job satisfaction at BPJS Ketenagakerjaan. The work environment plays a crucial role in shaping employee job satisfaction. Factors such as positive interpersonal relationships, supportive management styles, and recognition of employee contributions can create an environment that stimulates satisfaction. The existence of skill development opportunities, a cohesive organizational culture, and comfortable work facilities can also make a positive contribution. Work-life balance, as well as fair and transparent organizational policies, can increase employee satisfaction. Conversely, an unsupportive work environment, lack of clarity in policies, and lack of recognition can be the cause of dissatisfaction, which in turn can negatively impact employee productivity and retention. The results of the study are in line with Prawaty's research (2020) showing that the environment has a significant influence on employee satisfaction.

4. The effect of career path on job satisfaction

The results showed that there is a positive and significant influence of career paths on employee job satisfaction at BPJS Ketenagakerjaan. Career paths have a significant impact on employee job satisfaction, playing a central role in shaping their perceptions of work and organizations. Professional growth accommodated by a clear career path can be a source of intrinsic motivation and satisfaction for employees. Recognition and rewards gained through promotion also contribute to high levels of satisfaction. Employee involvement in career planning and career path mapping provides a sense of ownership and control, which can increase job satisfaction. Along with that, a balance between job challenges and employee abilities, as well as attention to work-life balance, can have a positive impact on satisfaction. Compensation factors integrated with career paths also play an important role, with appropriate and fair rewards increasing compensation-related satisfaction levels. Overall, a career path that is clear, transparent, and supports employee growth and well-being is a key element in creating a motivating work environment and increasing overall job satisfaction. The results of the study are in line with Jayasri & Annisa's research (2023), showing that career development has a positive and significant effect on job satisfaction.

5. The effect of job satisfaction on turnover intention

The results showed that there was no positive effect of job satisfaction on turnover intention at BPJS Ketenagakerjaan. This shows that communication with coworkers that goes well does not affect employees who want to leave BPJS Ketenagakerjaan. Job satisfaction has a significant role in shaping employee turnover intention levels, indicating a close relationship between job satisfaction and human resource retention in an organization. When employees are satisfied with their jobs, this often creates psychological well-being, reducing the urge to seek opportunities outside the organization. The results of the study are in line with Meilano & Nugraheni's research (2017) which shows that job satisfaction has no significant effect on turnover intention, but the results of the study are not in line with Jayasri & Annisa's research (2023), showing that job satisfaction has a negative and significant effect on turnover intention.

6. The effect of work environment on turnover intention through job satisfaction

The results showed that there was no positive effect of the work environment mediated by job satisfaction on employee turnover intention at BPJS Ketenagakerjaan. The phenomenon that arises from the results of this study is the failure of work environment factors in mediating job satisfaction so as to reduce employee intention to leave the organization at BPJS Ketenagakerjaan. This indicates that although a good work environment can contribute to employee job satisfaction, this factor is not strong enough to influence employee intention in terms of maintaining their position in the organization. A number of aspects of the work environment, such as positive interpersonal relationships, recognition and rewards, career development opportunities, work-life balance, and effective performance management, can positively influence employee job satisfaction. When employees feel accepted and valued, have opportunities for professional growth, and can achieve work-life balance, job satisfaction tends to increase. High job satisfaction then serves as a mediator, reducing employees' intention to leave the organization or reducing turnover intention. Therefore, understanding and paying attention to the dynamics of the work environment that can shape job satisfaction is key to managing and reducing the level of turnover intention in the organization. Strategies that focus on increasing job satisfaction can have a positive impact on employee retention and the long-term success of the organization. The results of the study are in line with Meilano & Nugraheni's research (2017) which shows that job satisfaction cannot mediate the effect of work environment on turnover intention. The results of the study are not in line with Prawaty's research (2020), showing that job satisfaction mediates the relationship between person-environment fit and turnover intention.

7. The effect of career path on turnover intention through job satisfaction

The results showed that there was no positive effect of career path mediated by job satisfaction on turnover intention at BPJS Ketenagakerjaan. The phenomenon that arises from the results of this study is the ineffectiveness of career paths in mediating job satisfaction so as to reduce employee intention to leave the organization at BPJS Ketenagakerjaan. Although a clear and structured career path is usually expected to increase job satisfaction and reduce turnover intention, the results of this study indicate that this is not the case.

A clear process of advancement or promotion can have a positive impact on employee satisfaction. When employees feel there are opportunities for professional growth and are recognized for their achievements, this can increase job satisfaction levels. Transparent development opportunities and career paths can also create a stronger sense of attachment to work. Employee involvement in their own career planning can strengthen their sense of belonging and control, positively influencing job satisfaction. Support from management in achieving a career path also plays a key role. Management that supports employee growth and development can create a motivating work environment, reduce low levels of satisfaction, and ultimately lower turnover intention. By aligning well-designed career paths and policies that support job satisfaction, organizations can create conditions that reduce employees' desire to seek opportunities outside the organization. The results of the study are in line with the research of Yumna and Setiawati (2022), job satisfaction

cannot mediate the influence between career development on turnover intention. The results of the study are not in line with Jayasri & Annisa's research (2023), showing that job satisfaction can mediate career development on turnover intention.

CONCLUSION

Based on the research conducted on the effect of work environment and career path on job satisfaction and *turnover intention* as a mediating variable in BPJS Ketenagakerjaan, the following conclusions can be drawn:

1. There is a positive and significant effect of work environment on *turnover intention* in BPJS Ketenagakerjaan. The positive and significant effect of work environment on *turnover intention* indicates that better work environment conditions can increase employees' intention to leave the company. This may sound counter-intuitive, but it can happen if employees feel that a good work environment makes them more confident to seek better opportunities elsewhere.
2. There is no effect of career path on *turnover intention* at BPJS Ketenagakerjaan. The absence of the influence of career paths on *turnover intention* means that the opportunity to advance in rank or develop in a career does not affect employees' intention to leave. This is caused by other more dominant factors, such as the work environment.
3. There is a positive and significant influence of the work environment on job satisfaction of employees at BPJS Ketenagakerjaan. The positive and significant effect of the work environment on job satisfaction indicates that a good work environment can increase employee job satisfaction. A comfortable, safe, and supportive work environment contributes to increased employee satisfaction.
4. There is a positive and significant effect of career path on job satisfaction of employees at BPJS Ketenagakerjaan. The positive and significant effect of career path on job satisfaction indicates that the opportunity to develop and advance in the organization increases employee job satisfaction. Employees feel more valued and motivated if they see prospects for career development.
5. There is no positive effect of job satisfaction on *turnover intention* in BPJS Ketenagakerjaan. The absence of a positive effect of job satisfaction on turnover intention suggests that although employees are satisfied with their jobs, this does not reduce their intention to leave. Other factors such as career opportunities elsewhere, salary, or work-life balance may have more influence on their decision to stay or leave.
6. There is no positive effect of work environment mediated by job satisfaction on *turnover intention* of employees at BPJS Ketenagakerjaan. The absence of a positive effect of the work environment on turnover intention through mediation of job satisfaction indicates that although a good work environment can increase job satisfaction, this is not strong enough to reduce employee intention to leave. This means that there are other stronger factors that influence turnover intention.

7. There is no positive effect of career path mediated by job satisfaction on *turnover intention* in BPJS Ketenagakerjaan. The absence of a positive effect of career path on turnover intention through mediation of job satisfaction indicates that although a good career path can increase job satisfaction, this is not strong enough to reduce employees' intention to leave. This suggests that other factors may be more influential in employees' decisions to stay or leave the organization.

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