

The Effect of Career Development and Leadership Style on Turnover Intention with Job Satisfaction as a Variable

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Received: 5 January 2025
Revised: 15 January 2025
Accepted: 29 January 2025

Abstract

This study aims to determine the effect of Career Development and Leadership Style on Turnover Intention with Job Satisfaction as a mediating variable at PT ABC. The study uses a quantitative approach with a causal descriptive design. The population of the study was all permanent employees of PT ABC, with a simple random sampling technique, resulting in 100 respondents. Data were collected through questionnaires and analyzed using the Structural Equation Modeling (SEM)-Partial Least Square (PLS) method. The results showed that Career Development and Leadership Style have a significant positive effect on Job Satisfaction. Career Development and Job Satisfaction have a significant negative effect on Turnover Intention. Leadership Style have a not significant negative effect on Turnover Intention. In addition, Career Development and Leadership Style indirectly affect Turnover Intention through Job Satisfaction. This study provides theoretical contributions to the human resource management literature and practical implications for improving the effectiveness of HR management at PT ABC.

Keywords: Career Development, Leadership Style, Job Satisfaction, Turnover Intention.

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How to Cite: Rachman, F., & Iqbal, M. (2025). The Effect of Career Development and Leadership Style on Turnover Intention with Job Satisfaction as a Variable. *International Journal of Education, Information Technology, and Others*, 8(1), 238-259. Retrieved from <https://jurnal.peneliti.net/index.php/IJEIT/article/view/11441>

INTRODUCTION

Human Resources (HR) cannot be separated from various aspects that must be considered, such as aspects of competence, career, benefits, and so on. In companies, work units that focus on HR development are often referred to as Human Resources Development (HRD) or Human Capital (HC). The role of HR is very important in the establishment of a company not only as a driver of company activities but also as a determinant of where the company is going in the future (Putra et al., 2020). The functions and operational activities of HRD are often referred to as Human Resources Management (HRM). In (Stor, 2022) HRM is defined as a series of configurationally bound activities that compose a particular HRM subfunction, oriented towards people in the organization, and carried out with the intention of transforming human resources (HR) into human capital in such a way that when used in organizational practice, it enables people to create added value in the economic, managerial and social fields. This added value contributes to the Company's competitive advantage in the long term through the realization of its objectives and strategies in a skilled, effective and efficient manner (Stor, 2022).

HRM has a very unique capital, namely employee demographics with diverse backgrounds. In this context, each employee has a different value in the eyes of the Company. The company assesses various aspects of each employee,

including assessing competence, assessing experience, assessing tenure, assessing position, and assessing contribution to the Company.

One of the HRM dynamics that occurs within the Company is employee turnover, which continues every year. In this study, a company referred to as PT ABC (name withheld) has a turnover rate that exceeds the statutory limit every year. Data regarding employee turnover of PT ABC is as follows:

Table 1. PT ABC Permanent Employee Turnover Data in the Last 6 Years

Year	Number of Employees	Employee Turnover	Recruitment Replacement	KPI HC Employee Turnover	Employee Turnover (%)	Realization of Permanent Employee Appointment
2023	128	9	7	3.5%	7.0%	15
2022	120	6	4	3.5%	5.0%	14
2021	117	6	4	3.5%	5.1%	9
2020	115	2	1	3.5%	1.7%	4
2019	102	4	3	3.5%	3.9%	17
2018	90	5	5	3.5%	5.6%	17

Source: PT ABC Human Capital Management Department Data Year (2024)

So based on the data above, that in the last six years employee turnover at PT ABC is a phenomenon that cannot be avoided, and turnover cannot be separated from job satisfaction. Employees who are dissatisfied with their jobs, seek alternatives, compare options with their current jobs and leave the job if there is an alternative choice that is considered better (Yelfira & Soeling, 2021). Dissatisfaction can arise with superiors or supervision, dissatisfaction with the compensation received, dissatisfaction with opportunities for growth or promotion and skill provision, and satisfaction with coworkers (Yelfira & Soeling, 2021).

Based on the KPI of the Human Capital Management Department of PT ABC, it is determined that employee turnover is 3.5% annually. PT ABC managed to achieve this KPI only in 2020, with a turnover of 1.7%. In that year, the global business market faced the challenges of the Covid-19 pandemic. PT ABC managed to survive until now in the midst of the shock of the Covid-19 pandemic by implementing several Company policies, which include:

- 1) No termination of employment (PHK)
- 2) No salary deductions
- 3) Implementing a work from home (WFH) policy
- 4) Abolish regulations regarding fines for disciplinary deductions (attendance), and
- 5) Providing protection by accommodating reimbursement of Covid-19 costs to all employees and their families.

These policies in 2020 succeeded in generating trust for employees to continue working at PT ABC. The highest turnover occurred in 2023 at 7% exceeding the KPI of the Human Capital Management Department of PT ABC, this is the impact of pandemic conditions which graphically began to slope in the middle of the year, and the Company began to implement a 100% work from office policy as before the pandemic hit the community. Another possibility is that the labor market is starting to open up again as the impact of the pandemic subsides.

One of the phenomena that indicates turnover intention is the spirit of work and discipline shown through employee attendance or absenteeism for one year. PT ABC has a rule, namely that the time to enter work is at 08.00 and each employee gets tolerance until 08.15. If the employee arrives later than 08.15, it is declared late. However, each employee has the right to be late, namely attending above 08.15 twice a month. Exceeding these provisions, employees will be subject to salary deductions according to applicable regulations.

The Human Capital Management Department has a target, namely to fulfill employees in the positions needed, in other words, recruitment based on work load analysis & Man Power Planning. However, in reality, the Human Capital Management Department is annually preoccupied with recruiting replacements for turnover employees. Therefore, the target to fulfill employees in the required positions cannot be realized optimally. New employees who act as replacements require time to adapt to the work environment, Company culture, job description, and applicable business processes. As a result, the Company's development plan was hampered due to high employee turnover.

Based on the results of the pre-survey, the job satisfaction of PT ABC employees is still low, this is indicated by there are 28 people (93%) who are not satisfied with the compensation provided which is considered not in accordance with their competencies and 26 people (87%) are not satisfied with the position currently occupied. The career development aspect also shows a similar thing that 28 people (93%) consider that PT ABC has not set a clear career path and 27 people (90%) do not know the position and rank system at PT ABC. The leadership style at PT ABC shows that 24 people (80%) do not provide role models and 22 people (73%) think that the leadership is not supportive to all employees. Based on the results of the main variable pre-survey, 3 variables (job satisfaction, career development, and leadership style) were found to influence employee turnover intention at PT ABC.

The absence of talent management and succession management programs is in line with the lack of a clear career development program. Indeed, the future existence of the Company is determined by the next generation that should have been prepared, and this is one of the problems in the context of sustainability. There is a target from the current top management for the next few years that PT ABC will be able to exist without recruiting pro-hire from ex-SOE retirees as before.

The absence of talent management, succession management, and individual development programs actually has an impact on employee demotivation, because basically employees have hopes to develop into more competent individuals and have the aim of being able to move up to higher positions.

Job satisfaction is often the variable that mediates the effect of career development and leadership style on turnover intention. Employees who are satisfied with their jobs tend to stay longer in the organization, even if there are other external factors that influence their intention to move. The results of previous research state that job satisfaction can mediate the effect of leadership style on employee performance (Fatyandri & Surbakti, 2023). Meanwhile, other research results state that job satisfaction cannot mediate the effect of leadership on turnover intention (Yelfira & Soeling, 2021).

Based on the research gap of two different research results, the first study shows significant negative results, it is said that good career development provides a promising career path for employees, so that employees do not worry about their careers in the future (Sismawati & Lataruva, 2020). The second study found that career development has a negative effect on turnover intention, career development given to employees, especially to employees who want to develop career-wise, must be done very well in order to reduce the turnover intention of employees who always think about leaving the company (Dewi & Nurhayati, 2021).

Based on the research gap of two different research results, the first research was conducted by Kismiati and Sitorus which has the result that leadership style has a negative and significant effect on exit intention (Kismiati & Sitorus, 2018). The second study conveyed that all leadership styles (supportive style, directive style, achievement oriented style, participative style) did not have a significant correlation with turnover intention (Smama'h et al., 2023).

The results of research conducted by Chen et al. show that job satisfaction has a significant effect on turnover intention (Chen et al., 2023). The results of hypothesis testing in the second study found that job satisfaction on turnover intention did not have a significant effect (Widayati & Surabaya, 2020).

Based on the above phenomena and the results of the pre-survey that have been conducted by researchers, the researchers think this research is interesting to study with the title “The Effect of Career Development and Leadership Style on Turnover Intention with Job Satisfaction as a Mediating Variable (Study on Employees of PT ABC)”.

RESEARCH METHOD

In this study, the authors used a causal research design which is included in the type of quantitative research (Kasmir, 2022). This research is a causality study because the relationship is cause-and-effect, one variable (independent) affects another variable (dependent), for example, as in this study, namely the effect of career development and leadership style on turnover intention with job satisfaction as a mediating variable at PT ABC. The population in this study was 134 employees with the status of permanent employees of PT ABC who have been appointed as permanent employees for at least 1 year. In this study, researchers used simple random sampling using a sample formulated by the Slovin formula and the sample to be taken by researchers amounted to 100 respondents. The questionnaire was used to obtain responded data regarding career development, leadership style, job satisfaction and turnover intention. The Likert scale is a psychometric scale commonly used in questionnaires, and is the most widely used scale in survey research (Syofian et al., 2020). For quantitative approach research, before entering the testing stage, the discussion begins by describing the respondents or research variables, the data analysis methods used by this research are descriptive data analysis of respondents, Structural Equation Modeling (SEM)-Partial Least Square (PLS), and hypothesis testing evaluation (path coefficient estimation).

RESULTS AND DISCUSSION

1. R-Square Value Testing Results

R-Square value which is a goodness-fit-model test in the PLS SE inner model (Sulistyanto, n.d.). According to Hair and Hamid in Sulistyanto, R-Square assesses how much endogenous constructs can be explained by exogenous constructs, the R-Square value is expected to be between 0 and 1 (Sulistyanto, n.d.):

- An R-Square value of 0.75 is said to be a strong model
- An R-Square value of 0.50 is said to be a moderate model
- R-Square value of 0.25 is said to be a weak model

Table 2. R-Square value

	<i>R-Square</i>	<i>R-Square Adjusted</i>
Job Satisfaction	0.396	0.383
Turnover intention	0.552	0.538

Source: SmartPLS 3.0 Data Processing Results (2024)

The R-Square above shows that in this study the Job Satisfaction variable can be explained by Career Development and Leadership Style by 39%. into the weak category. Meanwhile, the Turnover Intention variable can be explained by Career Development, Leadership Style and Turnover Intention by 55%. into the moderate category.

Table 3. Correlation between Constructs

	Career Development	Leadership Style	Job Satisfaction	Turnover Intention
Career Development		0.629	0.606	-0.655
Leadership Style	0.629		0.513	-0.539
Job Satisfaction	0.606	0.513		-0.668
Turnover Intention	-0.655	-0.539	-0.668	

Source: SmartPLS 3.0 Data Processing Results (2024)

Based on the table above, it can be seen that there is no strong correlation between latent variables, so there is no multicollinearity problem. None of the values above exceed 0.7, which means that the relationship between variables is categorized as moderate. This is in line with what Akoglu said in Sulistyanto, namely as follows:

Table 4. Correlation Reference between Constructs

Koefisien	Interpretasi
1.0	Perfect
0.7 – 0.9	Strong
0.4 – 0.6	Moderate
0.1 – 0.3	Weak
0.0	Zero

2. Testing the Q-Square Value

Seeing the results of Q-Square testing through blindfolding calculations in the construct cross validity redundancy section, where $Q\text{-Square} > 0$ shows good predictive relevance (Ghazali & Latan, 2020). The calculation results are as follows:

Table 5. Nilai Q^2

Variabel	SSO	SSE	Q ²
Career Development	800.000	800.000	
Leadership Style	1000.000	1000.000	
Job Satisfaction	600.000	410.482	0.218
Turnover Intention	1000.000	781.944	0.315

Source: SmartPLS 3.0 Data Processing Results (2024)

The table above shows that Job Satisfaction and Turnover Intention have good predictive relevance. This means that any changes that occur in Job Satisfaction can be predicted by Career Development and Leadership Style, while any changes that occur in Turnover Intention can be predicted by Career Development, Leadership Style, and Job Satisfaction.

3. Goodness of Fit Index (GoF) Test

Goodness of Fit Index (GoF) testing assesses how well the hypothesized model structure matches the empirical data, and helps to identify model specification errors (Hair, Joseph F. Jr; Hult, G. Thomas M.; Ringle, Christian M.; Sarstedt, 2015). The Goodness of Fit Index (GoF) category provisions are small with a value of 0.10, medium with a value of 0.25, and large with a value of 0.36 (Ghazali & Latan, 2020).

$$GoF = \sqrt{AVE \times R^2}$$

$$Gof = \sqrt{0.60225 \times 0.474}$$

$$Gof = \sqrt{0.2956}$$

$$Gof = 0.5436$$

Description :

$$AVE : (AVE X1 + AVE X2 + AVE Z + AVE Y)/4$$

$$AVE : (0.627 + 0.592 + 0.588 + 0.602)/4$$

$$R^2 : (R^2 Z + R^2 Y)/2$$

$$R^2 : (0.396 + 0.552)/2$$

From the calculation results, the Goodness of Fit Index value is 0.5436 which falls into the large category (>0.36). This indicates that the overall model is suitable.

4. Hypothesis Testing Results (Path Coefficient Estimation)

The estimated value in this structural model must be significant. Significance is obtained in the bootstrapping method in Smart PLS. Seeing the significance value of this hypothesis is by looking at the coefficient value and the significance value of the T-Statistic in the bootstrapping report.

Table 6. Hypothesis Testing Results

	Original Sample	Standard Deviation	T Statistics	P Value	Description
<i>Direct</i>					
Career Development > Job Satisfaction	0.469	0.095	4.933	0.000	Positively Significant
Leadership Style > Job Satisfaction	0.218	0.101	2.152	0.032	Positive Significant

Career Development > Turnover intention	-0.327	0.111	2.959	0.003	Negative Significant
Leadership Style > Turnover intention	-0.125	0.111	1.127	0.260	Negative Not Significant
Job Satisfaction > Turnover intention	-0.406	0.081	5.020	0.000	Negative Significant
Indirect					
Career Development > Job Satisfaction > Turnover intention	-0.190	0.058	3.283	0.001	Negative Significant
Leadership Style > Job Satisfaction > Turnover intention	-0.089	0.042	2.128	0.034	Negative Significant

Source: SmartPLS 3.0 Data Processing Results (2024)

DISCUSSION

1. Career Development affects Job Satisfaction

The results of this study indicate that career development has a significant positive effect on employee job satisfaction. This finding is supported by the distribution of respondents' answers on the Career Development variable which shows that aspects of Self-Improvement such as opportunities to attend training, seminars, and discussions get a positive response, as well as trust in the results of competency tests which are considered to accurately reflect their abilities. This dimension contributes significantly to employee satisfaction because they feel supported to improve their skills and competencies. In contrast, the Career Permanence dimension with indicators such as fairness in the selection process for certain positions shows that there is still dissatisfaction among employees regarding transparency and fairness in career development. This indicates a need to improve the promotion and selection system to be more transparent and fair, in order to increase job satisfaction.

This result is in line with previous research which states that career development has a positive influence on job satisfaction, with the indicator of opportunities to be promoted having the greatest influence (Dewi & Nurhayati, 2021). Previous research further found that the more career development programs provided by the company, the higher the level of employee job satisfaction (Yuliyanti et al., 2020). Career development significantly increases job satisfaction, demonstrating the importance of structured career management to create a supportive work environment (Singmin Lo, 2020).

These studies provide the basis that well-designed career development not only improves employees' skills and motivation but also creates a sense of satisfaction and recognition of their contribution to the organization. It can be seen that career development has a positive and significant influence on job satisfaction. Although there are aspects that still need to be improved, such as fairness and transparency in the promotion system. The company has shown positive efforts in supporting employee competency development through accurate training and evaluation.

2. Leadership style affects job satisfaction

The results showed that leadership style has a significant positive effect on employee job satisfaction. The Leadership Style variable reflects several dimensions that affect how leadership in the Company is accepted by subordinates. The distribution of respondents' answers revealed mixed results, with some dimensions showing positive things, while others showed a need for improvement.

The dimension of Ability to Delegate Tasks or Authority recorded the highest mean on the statement "I feel that my leader is responsible for resolving which tasks should be handled alone and which should be handled in groups." This indicates that respondents feel their leaders are responsible for delegating tasks to subordinates. This shows that respondents feel their leaders have good responsibility in task delegation, which has a positive impact on job satisfaction. When leaders can manage tasks effectively, employees feel more valued and confident in the leadership provided. The Participative Leadership dimension also has a positive impact, with the statement "I feel that my leader always makes decisions by consensus". This shows that decisions involving subordinate participation are valued by employees and contribute to their sense of satisfaction. The dimensions indicating responsibility in task delegation and participation in decision-making had the greatest positive impact on job satisfaction. However, in the Cooperative Ability and Good Relations dimension, the statement "I feel that my leader always fosters good cooperation with subordinates" obtained the lowest mean. This indicates a less than optimal working relationship between leaders and subordinates, which can hinder the creation of a harmonious work environment and affect the overall level of job satisfaction. Attention needs to be paid to the dimension of the leader's ability to build good cooperation with subordinates.

This result is in line with previous research which found that leadership style has a significant effect on job satisfaction, where the better the leadership style applied, the higher the level of employee job satisfaction (Nursari et al., 2020). Other research confirms that good leadership, especially those who pay special attention to employees and communicate well, contributes to higher levels of job satisfaction (Setyo Widodo, 2023). Leaders who are able to establish effective communication and involve subordinates in decision-making create a greater sense of belonging among employees to the organization, which in turn increases job satisfaction.

3. Career Development affects Turnover intention

The results showed that career development has a significant negative effect on turnover intention. This means that the better career development perceived by employees, the lower their desire to leave the company. Based on the distribution of respondents' answers on the Career Development variable, there are several dimensions that have a significant impact on employees' intention to stay or leave the organization.

The Self Improvement dimension recorded the highest mean on the statements "I feel that the competency test results accurately reflect my abilities" and "I feel that this company provides sufficient opportunities to attend training, seminars and discussions". This suggests that opportunities to develop skills through training and accurate evaluation have a positive impact on employees, reducing their desire to look for work elsewhere. When the Company pays attention to competency improvement, employees feel valued and are more likely to stay. In

contrast, the Career Permanence dimension showed a low score, particularly on the statement “I feel that the selection process for a particular position is fair and transparent”. Dissatisfaction with transparency and fairness in promotions can be a trigger for turnover intention, because employees who feel there is no guarantee of a clear career path will be more easily tempted to look for opportunities in other companies.

This result is in line with previous research which found that career development has a negative influence on turnover intention, especially for employees who want to be promoted (Dewi & Nurhayati, 2021). The better the career development designed by the company, the less likely employees are to think about leaving the company. Other studies also show a negative correlation between career development and turnover intention, low career development can increase employees' desire to leave the company (Putra et al., 2020).

Good career development programs, such as training, accurate competency evaluation, and opportunities for self-improvement, have a significant impact on reducing employees' intention to leave the company. However, the Company needs to improve aspects of fairness and transparency in the selection and promotion process. because dissatisfaction in this dimension can be one of the main causes of increased turnover intention. By optimally managing career development, the Company can increase employee loyalty and create a more stable and productive work environment.

4. Leadership style affects turnover intention

The results showed that leadership style has a negative and insignificant effect on turnover intention. This means that even though the applied leadership style is getting better, it does not directly reduce or affect employee turnover intention. This is reflected in the distribution of respondents' answers on the Leadership Style variable which shows dimensions with positive and negative influences on employees' intention to stay or leave the organization.

The Ability to Delegate Tasks or Authority dimension recorded the highest mean on the statement “I feel that my leader is responsible for completing which tasks should be handled alone and which should be handled in groups”. This shows that respondents feel the responsibility of their leaders in the process of delegating tasks, both for individuals and groups. Responsible leaders create a sense of trust among employees, which contributes to a decrease in turnover intention. The Participative Leadership dimension also has a positive influence on turnover intention. The statement “I feel that my leader always makes decisions in a deliberative manner” indicates that employees feel valued and involved in the decision-making process. This creates a greater sense of belonging to the organization, which in turn reduces employees' intention to leave. However, the Ability to Cooperate and Good Relationships dimension shows the lowest mean on the statement “I feel that my leader always fosters good cooperation with subordinates”. The inability to build good working relationships can increase dissatisfaction among employees, which in turn can trigger turnover intention.

This result is supported by previous research finding that leadership style has a negative and significant effect on turnover intention, meaning that the better the leadership style, the lower the turnover intention (Dwiswara & Utama, 2022). Leadership styles that are perceived positively by employees, especially by

providing attention and good communication, can reduce turnover intention (Setyo Widodo, 2023). In addition, other research shows that transformational leadership style has a significant negative effect on turnover intention, where leaders who inspire and support employees directly reduce their desire to leave the organization (Suhakim & Badrianto, 2021).

It can be concluded that leadership style has a negative and insignificant effect on turnover intention. Effective leadership styles, such as the ability to delegate tasks with responsibility, participative leadership, and good communication, contribute to reducing turnover intention. However, attention needs to be paid to the dimension of the ability to build good cooperation between leaders and subordinates, as weaknesses in this aspect can trigger dissatisfaction and increase turnover intention.

5. Job Satisfaction affects Turnover intention

The results showed that job satisfaction has a significant negative effect on turnover intention. This means that the higher the level of job satisfaction felt by employees, the lower their intention to leave the company. Analysis of the distribution of respondents' answers on the Job Satisfaction variable provides insight into the dimensions that affect job satisfaction and its relationship with turnover intention.

The Work Itself dimension recorded the highest mean on the statement "I feel I have the opportunity to learn new things in my job". This shows that the opportunity to learn and develop new skills is one of the main factors that drive job satisfaction. When employees feel that their jobs provide opportunities for self-development, they tend to be more attached to the company, so turnover intention decreases. The Coworkers dimension in the statement "I feel that my work team is fun", shows that good relationships with coworkers can strengthen job satisfaction and reduce turnover intention. A cooperative team impacts a more harmonious work environment, and employees feel comfortable to continue working at the Company. In contrast, the Income/Salary dimension shows the lowest mean, especially on the statement "I feel that the rewards I receive are in line with the effort I put in". Dissatisfaction with compensation can be a major factor driving turnover intention, as employees feel their efforts are not properly rewarded by the Company.

This result is in line with previous research which found that job satisfaction has a negative and significant effect on turnover intention, when job satisfaction increases, turnover intention decreases (Dwiswara & Utama, 2022). Other research also shows the results that job satisfaction has a significant effect on turnover intention (Dini Ayunita et al., 2022). Other research confirms that low job satisfaction can increase employees' intention to move (Parashakti & Apriani, 2021). Job satisfaction has a significant negative effect on turnover intention, indicating the importance of creating a work environment that supports employee satisfaction to reduce the risk of losing the workforce (Deswarta et al., 2021).

Dimensions such as Work Itself and Relationships with Coworkers make a significant positive contribution to job satisfaction, while the Income/Salary dimension requires special attention to be improved. Companies need to improve aspects that support job satisfaction, such as providing self-development opportunities, providing fair compensation, and creating a harmonious work

environment. Thus, the company can reduce turnover intention and maintain a competent and dedicated workforce.

6. Career Development has an indirect effect on Turnover intention through Job Satisfaction

The results showed that career development not only directly affects turnover intention, but also through job satisfaction as a mediating variable. Good career development can increase employee job satisfaction, which in turn reduces turnover intention.

Based on the analysis of the Career Development and Job Satisfaction variables, it was found that dimensions such as Self Improvement have a significant role in increasing job satisfaction. For example, the statement "I feel that this Company provides sufficient opportunities to attend training, Seminars, and discussions" indicates that opportunities to develop skills and competencies are valued by employees. This is in line with the findings on the Job Satisfaction variable, where the Work Itself dimension with the statement "I feel I have the opportunity to learn new things in my job" has the greatest positive influence on job satisfaction. When employees feel that their job supports their self-development, the level of job satisfaction increases, and the intention to leave the company decreases. Conversely, weaknesses in Career Permanence aspects, such as dissatisfaction with fairness and transparency in promotions can decrease job satisfaction and trigger turnover intention. Thus, although career development has a positive impact. Companies should ensure that every aspect of the career development process, including promotions and evaluations, is conducted in a fair and transparent manner.

Previous research also supports these findings showing that career development has a significant positive effect on job satisfaction, which can be the basis for reducing turnover intention (Singmin Lo, 2020) (Yuliyanti et al., 2020). Other research adds that job satisfaction can be an important link in the relationship between career development and turnover intention (Dewi & Nurhayati, 2021). When employees feel their careers are developing and they are valued by the company, their job satisfaction levels rise, which makes them more likely to stay with the company.

A well-designed career development program, such as training, learning opportunities, and fair promotions, can increase job satisfaction, which in turn decreases turnover intention. Therefore, the Company should focus on employee needs-oriented career development to create a supportive work environment and retain a competent workforce. By doing so, the Company can create dual benefits, increasing employee loyalty while reducing the risk of turnover.

7. Leadership style has an indirect effect on Turnover intention through Job Satisfaction

The results showed that leadership style has an indirect effect on turnover intention through job satisfaction as a mediating variable. A good leadership style will increase employee job satisfaction, which in turn reduces their intention to leave the company.

Based on data analysis, the dimension of Ability to Delegate Tasks or Authority on the Leadership Style variable shows the highest score on the statement "I feel that my leader is responsible for completing which tasks must be handled

alone and which must be handled in groups”. The leader's responsibility in task delegation contributes to the employees' sense of trust and engagement, which strengthens their job satisfaction. This is reflected in the Job Satisfaction variable, where the Work Itself dimension with the statement “I feel that my job is very interesting” shows that employees who feel valued and supported tend to be more satisfied in their jobs.

However, the dimension of Cooperation Ability and Good Relationships on the Leadership Style variable has the lowest score on the statement “I feel that my leader always fosters good cooperation with subordinates”. This suggests that a less harmonious relationship between leaders and subordinates can reduce job satisfaction, which in turn can increase turnover intention.

Previous research supports these findings showing that good leadership styles, especially those involving effective communication and attention to employee needs, can increase job satisfaction (Setyo Widodo, 2023). Positive leadership significantly contributes to job satisfaction (Nursari et al., 2020). High job satisfaction has a negative effect on turnover intention, which means that the more satisfied employees are, the less likely they are to leave the company (Diana Situmorang & Kusuma Wardhani, 2022).

This is reinforced by the finding that a good leadership style contributes to increased job satisfaction, which indirectly reduces turnover intention (Dwiswara & Utama, 2022).

Leaders who are able to delegate tasks well, communicate effectively, and create a collaborative work environment can increase employee job satisfaction. Conversely, weaknesses in building relationships with subordinates can reduce job satisfaction and increase turnover intention. Therefore, companies should ensure that leaders have the necessary skills to positively influence job satisfaction, in order to create a supportive work environment and reduce turnover intention.

CONCLUSION

Based on the results of the research, data analysis, and discussion, it can be concluded as follows:

1. Career development has a positive effect on employee job satisfaction at PT ABC. The better the career development program and implementation, the more employee job satisfaction will increase. Dimensions such as Self Improvement have the greatest positive effect, indicating that training and self-development opportunities increase job satisfaction.
2. Leadership style has a positive effect on employee job satisfaction at PT ABC. The better the leadership style applied, the more employee job satisfaction will increase. An effective leadership style, especially in terms of responsibility in delegating tasks, has a positive influence on job satisfaction. However, the aspect of building cooperation with subordinates needs to be improved to create a more harmonious working relationship.
3. Career development has a negative influence on turnover intention. The better career development is implemented, the lower employee turnover intention will be. Dissatisfaction with promotions and evaluations can

increase the intention to move, while fair and transparent career development can reduce turnover intention.

4. Leadership style has a negative and insignificant effect on turnover intention. This means that even though the applied leadership style is getting better, it does not directly reduce or affect employee turnover intention. However, leadership style can still have a positive impact indirectly through increased job satisfaction. which then contributes to a decrease in turnover intention.
5. Job satisfaction has a significant negative effect on turnover intention. The higher the level of employee job satisfaction, the lower employee turnover intention will be. Employees who are satisfied with their jobs, coworkers, and work environment tend to have a low intention to leave the company.
6. Career development has an indirect effect on turnover intention through employee job satisfaction at PT ABC. The better the implementation of the career development program, the lower employee turnover intention will be through increased job satisfaction. Career development increases job satisfaction, which in turn reduces turnover intention. Self-development opportunities are one of the strategies in increasing employee loyalty.
7. Leadership style has an indirect effect on turnover intention through employee job satisfaction at PT ABC. The better the leadership style applied, the lower employee turnover intention will be through increased job satisfaction. A supportive leadership style, with good communication and employee participation, increases job satisfaction, which in turn decreases turnover intention.

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