

## The Effect of Job Insecurity and Career Development on Turnover Intention Mediated by Job Satisfaction

Nabila Divania Aisyah

Faculty of Economics and Business, Nahdlatul Ulama Islamic University

[aisyahnabila5521@gmail.com](mailto:aisyahnabila5521@gmail.com)

Eko Nur Fu'ad

Faculty of Economics and Business, Nahdlatul Ulama Islamic University

[ekonfuad@unisnu.ac.id](mailto:ekonfuad@unisnu.ac.id)

### Abstrak

This study was conducted to empirically examine the effect of job insecurity and career development on turnover intention, with job satisfaction as a mediating variable among employees of CV Padma Indoraya Semarang (Jepara Branch). Using a quantitative approach and a causal associative research design, the entire population of 60 employees was used as the sample through a saturated sampling technique. The data were analyzed using Partial Least Square (PLS). The results show that job insecurity does not have a significant effect on either job satisfaction or turnover intention. In contrast, career development is proven to have a significant effect on job satisfaction but does not directly affect turnover intention. In addition, job satisfaction only mediates the relationship between career development and turnover intention. These findings emphasize the urgency of improving job satisfaction to minimize turnover intention.

**Keywords:** Job insecurity, Career development, Job satisfaction, Turnover intention.

### 1. Introduction

Human resources are the main asset that determines the success of a company. Employees do not only function as task executors but also serve as the main drivers of all organizational activities. Therefore, companies are required to manage human resources effectively so that employees can work according to their fields while also achieving job satisfaction. A comfortable work environment, recognition of performance, and guarantees for self-development are important factors that can foster employee loyalty (Ardiansyah Toy, Prihatin 2025). Without proper human resource management, companies will find it difficult to achieve the goals that have been set.

A problem that often arises in workforce management is the high level of turnover intention, or employees' intention to leave the company. A high intention to leave can lead to various negative impacts, one of which is the loss of experienced employees who have understood the organizational work system (Alifah and Indiyati 2023). In addition, companies must bear considerable additional costs, ranging from recruitment and training to the time required for new employees to adjust. These conditions can hinder the achievement of company targets and reduce productivity levels. Therefore, understanding the factors that cause turnover intention is very important.

The rationale for this study is based on the phenomenon of high employee turnover at CV Padma Indoraya Semarang (Jepara Branch), which has serious consequences for the sustainability of the company. A high rate of employee turnover has the potential to reduce productivity, increase recruitment and training costs, and lead to the loss of experienced employees who have already understood the company's work system. This condition emphasizes the importance of effective human resource management in maintaining the stability of organizational performance. The selection of CV Padma Indoraya Semarang (Jepara

Branch) as the research location is based on the fact that this company is experiencing rapid growth in its field, yet at the same time faces real issues related to employee loyalty. Therefore, this study has high urgency, as it is expected to provide a comprehensive understanding of the factors influencing turnover intention within the context of the company.

### Presentation of Turnover Data

**Table 1. Employee Turnover Data of the Company (2020–2025)**

Year	Number of Employees at the Beginning of the Year	Employees Hired	Employees Leaving	Number of Employees at the End of the Year	Average Number of Employees	Turnover Rate (%)
2020	60	12	14	58	59	23,7%
2021	58	15	16	57	57,5	27,8%
2022	57	18	20	55	56	35,7%
2023	55	20	18	57	56	32,1%
2024	57	16	13	60	58,5	22,2%
2025	60	18	18	60	60	30,0%

Based on these data, the company's employee turnover rate is relatively high and tends to fluctuate during the 2020–2025 period. The peak of turnover occurred in 2022 and 2023, indicating a high level of employees' intention to leave the company. This condition may be caused by factors such as job insecurity, high workload, and low job satisfaction. Although the company attempts to recruit new employees every year, the high number of employees leaving indicates that human resource issues have not yet been fully resolved.

One of the factors driving turnover intention is job insecurity, or employment insecurity. Kristianingrum et al., (2022) state that job insecurity describes employees' feelings of uncertainty regarding the continuity of their employment due to policy changes, unstable company conditions, or limited available facilities. This situation creates anxiety, reduces motivation, and can trigger work-related stress. If left unaddressed, employees will be more likely to seek other jobs that are considered more promising. Therefore, Oley et al., (2023) argue that job insecurity can have a significant influence on employees' decisions to remain with or leave the company.

Another factor that plays a role in turnover intention is job satisfaction. Job satisfaction reflects employees' positive feelings toward their work when their rights, needs, and expectations are fulfilled. Employees who feel appreciated, receive appropriate compensation, have harmonious working relationships, and work in a supportive environment tend to have high loyalty. Pada, Syariah, and Jawa (2022) high job satisfaction will make employees reluctant to leave the company. Conversely, when job satisfaction is low, employees are more vulnerable to seeking employment in other organizations that are perceived to provide greater satisfaction.

In addition to job insecurity and job satisfaction, career development is also an important factor related to turnover intention (Putri, Umar, and Ardan 2025). Every employee has expectations to grow through skill enhancement, job promotion, and greater responsibilities. When companies are able to provide clear career development paths, employees will feel more motivated and have long-term goals within the organization. Conversely, a lack of clarity in career development can cause employees to lose motivation and

choose to seek other employment. Thus, effective career development serves as a strategic effort to increase employee loyalty while simultaneously reducing turnover rates.

Previous studies have widely discussed the relationship between these factors and turnover intention. Nurfauzan and Halilah (2024) show that job insecurity is positively associated with employees' intention to leave their jobs. Soleha and Wulandaru (2025) find that job satisfaction plays an important role in reducing turnover intention, while Solihin (2021) demonstrates that career development is able to increase employee loyalty. The similarity between this study and previous research lies in the shared focus on factors influencing turnover intention. The differences are found in the focus of variables and the research context employed.

The research gap arises because most previous studies have examined only two variables separately, such as the relationship between job insecurity and turnover intention, or job satisfaction and turnover intention, without examining the combined effects of all three variables. In fact, job insecurity, job satisfaction, and career development are interrelated in explaining employee behavior. This research gap becomes an important reason to further examine how these three factors influence turnover intention. Therefore, this study seeks to provide a more comprehensive perspective.

The novelty of this study lies in the simultaneous examination of these three variables within a single analytical model in an organization facing a relatively high turnover rate. This study is expected to provide a deeper understanding of the factors that drive employees to leave the company. The results are expected to offer practical benefits in the form of input for management in formulating effective human resource management strategies. In addition, this study is also expected to make a theoretical contribution to the development of studies in the field of human resource management.

Based on the above explanation, several research problems can be formulated. First, does job insecurity affect turnover intention? Second, does job satisfaction affect turnover intention? Third, does career development affect turnover intention? These research questions are formulated to gain a more detailed understanding of how these three factors influence employees' intention to leave the company. By understanding the relationships among variables, companies can formulate appropriate strategies to reduce turnover and increase employee loyalty.

The objective of this study is to analyze the effects of job insecurity, job satisfaction, and career development on turnover intention among employees. This study is expected to provide practical benefits for companies in designing more effective human resource management policies. Furthermore, this study is expected to offer academic benefits by enriching the literature on factors influencing turnover intention. Thus, this research has significant value for both business practice and the development of scientific knowledge.

In addition to observing the phenomenon of high turnover at CV Padma Indoraya Semarang (Jepara Branch), several employees expressed that they often feel uncertain about the continuity of their employment, especially when the company implements adjustments or policy changes. Moreover, some employees also stated that opportunities for career development within the company are still perceived as limited, which creates doubts about remaining with the organization in the long term.

It is important to understand the factors influencing employees' intention to leave not only based on theoretical perspectives but also from the real experiences they encounter. Furthermore, this company actually has the potential to continue growing; therefore, turnover issues may become a significant obstacle if they are not addressed promptly.

In addition to being relevant to the company's conditions, this topic is also aligned with the current labor market situation, where many employees—particularly younger generations—are quicker to decide to change jobs when they feel a lack of development opportunities or insufficient job security.

## 2. Literature Review

Turnover intention refers to the awareness and plans possessed by employees to terminate their employment, either with the intention of moving to another organization or leaving work entirely. This intention serves as a key indicator in predicting actual turnover, which is the employee's decision to actually leave their job (Vasantham and Aithal 2022). The Theory of Planned Behavior (TPB) proposed by Ajzen (1991) explains that every individual action is preceded by an intention to perform it. This intention is influenced by three main factors: attitude toward the behavior, subjective norms, and perceived behavioral control. Attitude toward the behavior reflects an individual's evaluation of whether a particular action is considered positive or negative. Subjective norms describe the perceived social pressure from the surrounding environment, while perceived behavioral control indicates an individual's perception of their ability or opportunity to perform a certain action.

In the organizational and workplace context, this theory can be applied to understand employees' intention to leave the company (turnover intention). Employees who experience job insecurity, low levels of job satisfaction, or limited career development opportunities tend to form negative attitudes toward their jobs. These conditions subsequently increase the intention to leave the organization, as employees perceive that staying no longer provides significant benefits. Conversely, if an organization is able to ensure job security, provide career development opportunities, and enhance job satisfaction, employees' intention to leave is expected to decrease. Therefore, TPB provides a relevant theoretical framework for analyzing the relationships among job insecurity, job satisfaction, career development, and turnover intention.

### Job Insecurity

Job insecurity refers to employees' feelings of anxiety regarding the future of their employment. These feelings usually arise due to policy changes, unstable company conditions, or a lack of supporting facilities. According to Saputri, Hidayati, and Lestari (2020), This condition certainly harms the company because it can reduce motivation, increase work-related stress, and ultimately encourage employees to seek other job opportunities. In other words, the higher the sense of insecurity perceived, the greater the likelihood that employees will have the intention to leave the company. According to Laeli (2021) Job insecurity is measured through indicators of perceived job uncertainty, unclear career prospects, concerns about job loss, and negative impacts on job satisfaction.

### Job Satisfaction

Job satisfaction is defined as a feeling of pleasure or positivity that arises when employees feel that their needs and expectations are fulfilled through their work. Putri & Fariana (2024) explains that job satisfaction arises from employees' perceptions of the rewards and value they receive from the company. Amalia and Makduani (2022) adds that job satisfaction is formed from the comparison between what is expected and what is received. If employees receive appropriate salaries, fair promotion opportunities, and a supportive work environment, they tend to be more loyal. Conversely, if job satisfaction is low, feelings of boredom arise and employees are more likely to choose to leave the company. Mehrad (2021)

Job satisfaction is measured by indicators of salary, the nature of the job, promotion, relationships with coworkers, and supervisor support.

### **Career Development**

Career development is a process that helps employees improve their skills, gain new experience, and achieve higher career positions. Siti In Meida Yasmin et al. (2024) states that career development can be carried out both individually and with company support, for example through training or clear career paths. A career is not limited to a position but encompasses an individual's entire work journey within an organization. When a company is able to provide structured career development opportunities, employees will feel valued and motivated to remain with the company. Conversely, if career development paths are unclear, employees may feel stagnant and prefer to seek opportunities in other companies. Menurut Sibarani and Sadalia (2023) Career development is measured through indicators of work competence, motivation, organizational responsibility, loyalty, and job training.

### **Turnover intention**

Turnover intention is the tendency of employees to leave the company. According to Sari Dewi, Alhadar, and Mustafa (2023), Turnover intention is the intensity of employees' desire to leave their jobs. This is not expected by companies because it can cause losses, including recruitment costs, training expenses for new employees, and the loss of experienced workers. The intention to leave is usually influenced by several factors, such as job dissatisfaction, feelings of insecurity about future employment, or a lack of opportunities for career development. By understanding these factors, companies can develop better strategies to reduce turnover and retain potential employees. Pertiwi and Panjaitan (2024) states that the indicators of turnover intention include the work environment, salary, training, and loyalty.

## **3. Research Method**

This study uses a quantitative method with a causal associative research design. Quantitative research is chosen because it focuses on processing numerical data so that the results obtained can be analyzed objectively and measurably. The causal associative research design is used to determine the relationship and influence between independent variables and dependent variables. Through this approach, the study not only describes the phenomena that occur but also examines the extent to which the variables studied affect turnover intention. This is in line with the research objective, which aims to empirically determine how job insecurity, job satisfaction, and career development influence employees' intention to leave their jobs.

This research was conducted at CV Padma Indoraya Semarang (Jepara Branch), which is located in Jepara. The selection of this location was based on the real phenomenon of high turnover intention within the company, making it relevant to the research topic. The research period lasted for three months, from April to June, covering the stages of preparation, data collection, data analysis, and the preparation of the research report. Within this time frame, the researcher was able to ensure that each stage was carried out systematically and produced comprehensive data. The selection of the research object also considered that the company is experiencing rapid growth but faces serious challenges related to employee loyalty.

The population in this study consisted of all employees of CV Padma Indoraya Semarang (Jepara Branch) with an age range of 15 to 40 years. Considering the relatively small population size, the sampling technique used was saturated sampling, in which all members of the population were included as research samples. Thus, the total number of respondents in



this study was 60 employees. Data collection was conducted using a questionnaire developed based on the indicators of the research variables and distributed via Google Form to facilitate distribution and save time. The questionnaire instrument was designed in the form of statements using a Likert scale to measure respondents' perceptions quantitatively.

The data analysis process was carried out through several stages. Agung (2025) The initial stage involved validity and reliability tests to ensure that the research instrument truly measures what it is intended to measure and remains consistent when used repeatedly. Furthermore, descriptive analysis was conducted to describe the respondents' profiles and their responses to each indicator. Ilmu et al. (2024) Classical assumption tests, such as normality, multicollinearity, and heteroscedasticity tests, were also conducted to ensure the feasibility of the analytical model. Habib, Suhairi, and Daulay (2025) Hypothesis testing was conducted using multiple linear regression with the assistance of statistical software to determine both the simultaneous and partial effects of job insecurity, job satisfaction, and career development on turnover intention. Through this analysis, the study is expected to provide valid results in accordance with the established objectives.

This study was conducted with due consideration of research ethics. Prior to distributing the questionnaire, the researcher first obtained official permission from the company's management to ensure that the study was conducted legally. Respondents were provided with a clear explanation of the research objectives as well as assurances that their personal data would be kept confidential. Respondents' participation was voluntary, meaning they had the full right to accept or decline participation without any negative consequences. Through the application of these ethical principles, the study is expected not only to produce valid data but also to uphold academic integrity and respect the rights of research participants.

#### 4. Results and Discussion

##### Outer Model Testing

Table 2. Outer Loading Results

	Job Insecurity	Job Satisfaction	Career Development	Turnover Intention
Jl-1	0.835			
Jl-2	0.804			
Jl-3	0.833			
Jl-4	0.792			
KK-2		0.878		
KK-3		0.859		
KK-4		0.807		
KK-5		0.855		
PK-1			0.765	
PK-2			0.874	
PK-3			0.822	
PK-4			0.876	
PK-5			0.814	
TI-1				0.889
TI-2				0.946
TI-3				0.901

Based on Table 2, each indicator in each construct—Job Insecurity (JI), Job Satisfaction (JS), Career Development (CD), and Turnover Intention (TI)—shows values exceeding 0.70, indicating that all indicators have substantial convergent validity and strongly represent their respective constructs. The indicator with the highest value is TI-2 at 0.946, while the indicator with the lowest value is PK-1 at 0.765; nevertheless, this value remains within an acceptable range. Consequently, all indicators can be retained in the model because they meet the minimum required outer loading criteria, thereby confirming the reflective validity of the measurement model.

#### Average Variance Extracted (AVE)

**Tabel 3. Average Variance Extracted**

Variable	Average Variance Extracted	Criteria	Description
Gender	1.000	>0.50	Valid
Job Insecurity	0.666	>0.50	Valid
Job Satisfaction	0.722	>0.50	Valid
Career Development	0.691	>0.50	Valid
Turnover Intention	0.833	>0.50	Valid

Based on Table 3, all constructs included in this analysis show AVE values exceeding the 0.50 threshold, thereby indicating that each construct meets the criteria for convergent validity. The construct related to Turnover Intention shows the highest AVE value of 0.833, while the construct related to Job Insecurity records the lowest AVE value of 0.666; nevertheless, it remains above the required minimum threshold. Consequently, it can be stated that all constructs are considered valid, as they consistently and reliably explain more than 50% of the variance in their respective indicators within the measurement model.

#### Discriminant Validity (Fornell–Larcker Criterion)

**Table 4. Fornell–Larcker Criterion**

	JK	JI	KK	PK	TI
JK	1.000				
JI	0.275	0.816			
KK	-0.185	-0.272	0.850		
PK	-0.147	-0.437	0.627	0.831	
TI	-0.316	-0.284	-0.135	0.126	0.913

Based on Table 4, the square roots of each Average Variance Extracted (AVE) value, as shown on the diagonal of the table, exceed the correlation coefficients among constructs located off the diagonal. This observation indicates that each construct demonstrates a satisfactory level of discrimination relative to other constructs. For example, the square root of the AVE for the Turnover Intention (TI) construct is measured at 0.913, which exceeds its correlations with other constructs such as Career Development (CD) at 0.126 and Job Satisfaction (JS) at -0.135. This supports the assertion that each construct in the model has a superior ability to explain its own indicators compared to indicators associated with other constructs. Consequently, it can

be concluded that the model has successfully met the discriminant validity criteria as established by the Fornell–Larcker framework.

#### Reliability Test (Composite Reliability & Cronbach's Alpha)

Table 5. Composite Reliability & Cronbach's Alpha

	JK	Jl	KK	PK	TI	Criteria	Description
<b>Composite Reability</b>	1.000	0.889	0.912	0.918	0.937	>0.60	Reliable
<b>Cronbarch's Alpha</b>	1.000	0.834	0.872	0.891	0.899	>0.60	Reliable

Based on Table 5, the results of the reliability testing indicate that all constructs achieved Composite Reliability and Cronbach's Alpha values exceeding 0.80, demonstrating that the research instrument exhibits a high level of reliability and consistency. The Turnover Intention construct recorded the highest values, while the Job Insecurity construct presented the lowest values; nevertheless, all constructs exceeded the minimum threshold of >0.60, thereby confirming the statistical reliability of the model.

#### Inner Model Testing

##### R Square

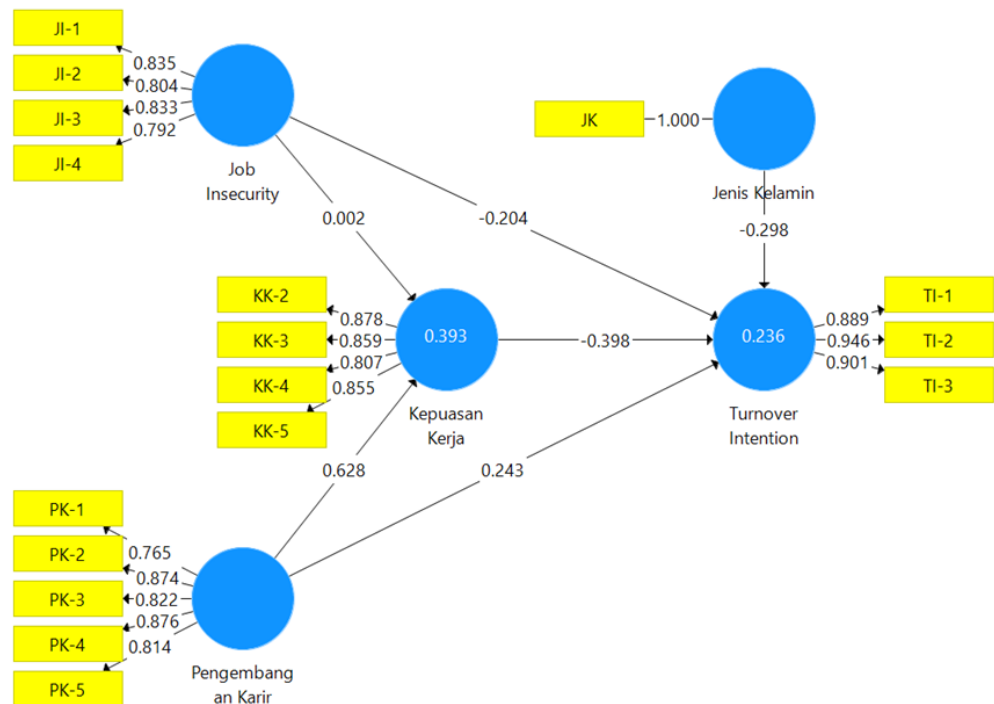
Table 6. R Square

Variable	R Square	R Square Adjusted
<b>KK</b>	0.393	0.372
<b>TI</b>	0.236	0.181

Based on Table 6, it is determined that the Job Satisfaction (JS) construct has an R-square value of 0.393, indicating that 39.3% of the variability in Job Satisfaction can be explained by the independent constructs included in the model. In contrast, the Turnover Intention (TI) construct shows an R-square value of 0.236, indicating that 23.6% of its variability can be explained by the predictor variables. Although both values are categorized as moderate to weak, they still indicate a relevant influence of the explanatory constructs on Job Satisfaction and Turnover Intention within the context of the research model.

#### Figure 1. Conceptual Framework





### Outer Model Analysis

Structural model analysis or inner model analysis is used to examine the relationships between variables in this study. The purpose of this analysis is to determine how strong the influence of the independent variables, namely Job Insecurity and Career Development, is on the dependent variable Turnover Intention, both directly and indirectly through Job Satisfaction as a mediating variable. The evaluation of this model is conducted in order to understand the direction and strength of the influence among variables in the tested model. As explained by Habib et al. (2025), The structural model is used to examine the relationships among variables as a whole within a single analytical system.

### Path Coefficient Test & Bootstrapping

The path coefficient test is conducted to determine the magnitude and significance of the relationships among variables in the study. If the t-statistic value is greater than the t-table value and the p-value is less than 0.05, the hypothesis is considered accepted. In this study, with a total of 60 respondents and an error level of 0.025, the t-table value used is 1.996. Therefore, a hypothesis can be declared significant if the t-statistic value is greater than 1.996 and the p-value is less than 0.05. The results of the path coefficient test obtained through the bootstrapping method are presented in the following table.

**Table 7. Bootstrapping**

Model	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T Statistics	P Value

<b>Job Insecurity -&gt; Turnover Intention</b>	-0.204	-0.219	0.124	1.646	0.050
<b>Job Satisfaction -&gt; Turnover Intention</b>	-0.398	-0.416	0.126	3.165	0.001
<b>Job Insecurity -&gt; Job Satisfaction</b>	0.002	-0.005	0.095	0.024	0.490
<b>Career Development -&gt; Job Satisfaction</b>	0.628	0.643	0.097	6.453	0.000
<b>Career Development -&gt; Turnover Intention</b>	0.243	0.243	0.151	1.610	0.054
<b>Gender -&gt; Turnover Intention</b>	-0.298	-0.305	0.126	2.355	0.009
<b>Job Insecurity -&gt; Job Satisfaction -&gt; Turnover Intention</b>	-0.001	0.006	0.043	0.022	0.491
<b>Career Development -&gt; Job Satisfaction -&gt; Turnover Intention</b>	-0.250	-0.265	0.088	2.838	0.002

### The Effect of Job Insecurity on Turnover Intention

Based on the results of the structural model analysis, the relationship between Job Insecurity and Turnover Intention shows an Original Sample (O) value of  $-0.204$  with a T-statistics value of 1.646, which is smaller than 1.96. This result indicates that Job Insecurity does not have a significant effect on Turnover Intention. Although the coefficient direction is negative, indicating a tendency that higher job insecurity may reduce the intention to leave, this effect has not been statistically proven.

Aprilria and Kurniasih (2025) Job insecurity provides a beneficial effect on turnover intention due to the deep uncertainty it creates regarding an individual's future job status. This finding is supported by previous studies conducted by Collins et al. (2021) When individuals perceive their job security to be threatened, they tend to experience increased levels of stress and anxiety, which compel them to seek more stable employment opportunities. This sense of insecurity may stem from organizational restructuring, declining company performance, or ambiguous management policies, all of which contribute to employees' concerns that their commitment to the organization will not lead to long-term stability. The psychological consequences of job insecurity significantly contribute to the escalation of turnover intention. Employees who perceive their jobs as insecure typically report lower job satisfaction, reduced organizational commitment, and a weakened sense of belonging within the company. Sari, Rahmania, and Anshori (2023) The ambiguity surrounding their professional future complicates their ability to formulate long-term career development strategies, prompting them to actively explore employment opportunities that offer greater security and predictability as a means of adapting to an uncertain work environment.

These theoretical findings reinforce the Theory of Planned Behavior (TPB), which posits that perceptions of uncertainty and individuals' evaluations of their working conditions can influence turnover intention. This study is consistent with previous research conducted by Syamsul et al. (2022) which stated that job insecurity has a significant effect on turnover

intention. Meanwhile, according to Irawati (2021) it was found that the job insecurity variable does not have a significant effect on turnover intention.

#### **The Effect of Job Satisfaction on Turnover Intention**

Based on the model testing results, the variable Job Satisfaction has an effect on Turnover Intention with an original sample (O) value of  $-0.398$ . This negative coefficient indicates that the higher the level of employee job satisfaction, the lower their tendency to intend to leave the company, meaning that the relationship between job satisfaction and turnover intention is negative. The sample mean (M) value of  $-0.416$ , which is close to the O value, shows that the model estimation is stable, while the standard deviation (STDEV) of  $0.126$  indicates a moderate variation in the data.

The significance test results show a T-statistics value of  $3.165$ , which is greater than the critical value of  $1.96$ , and a P-value of  $0.001$ , which is smaller than  $0.05$ . This confirms that the effect of job satisfaction on turnover intention is statistically significant. Therefore, it can be concluded that job satisfaction plays an important role in reducing employee turnover intention.

#### **The Effect of Job Insecurity on Job Satisfaction**

In the relationship between Job Insecurity and Job Satisfaction, the analysis yields an Original Sample (O) value of  $0.002$  with a T-statistics value of  $0.024$ , indicating no significant effect. This result implies that the level of job insecurity perceived by employees does not have a meaningful impact on their level of job satisfaction.

When individuals face uncertainty in the workplace, the effect on job satisfaction largely depends on how they perceive and respond to the situation. Some employees may demonstrate considerable resilience and effective coping mechanisms, thereby maintaining relatively stable levels of job satisfaction despite looming threats of job termination. In contrast, individuals who are highly sensitive to uncertainty may experience an immediate decline in job satisfaction when confronted with the prospect of job instability. This finding is consistent with previous research conducted by Helbling & Kanji (2018) that Job Insecurity does not directly affect job satisfaction.

#### **The Effect of Career Development on Job Satisfaction**

The relationship between Career Development and Job Satisfaction shows an Original Sample (O) value of  $0.628$  with a T-statistics value of  $6.453$ , which exceeds the threshold of  $1.96$ . This result confirms that career development has a positive and significant effect on job satisfaction. In other words, the better the career development opportunities provided by the company, the higher the level of employee job satisfaction.

By providing employees with a sense of progress and achievement in their professional journey, career development enhances job satisfaction. When organizations offer clear career paths, training programs, and promotion opportunities, employees feel valued for their contributions and perceive promising future prospects. This, in turn, strengthens their sense of ownership and engagement in their work.

Moreover, job satisfaction is influenced by career development because it facilitates self-actualization and competency development. Employees experience a strong sense of personal accomplishment when they have access to diverse work experiences and training opportunities that enable continuous growth. Well-structured career development also fosters a sense of security, as employees feel more confident about having stable employment in the future. This reduces anxiety and enhances job satisfaction. This finding is consistent with previous research conducted by Dwi Febriana et al., (2024) that career development has an effect on job satisfaction.

### **The Effect of Career Development on Turnover Intention**

The relationship between Career Development and Turnover Intention shows an Original Sample (O) value of 0.243 with a T-statistics value of 1.610, indicating that the effect is not significant because it falls below the threshold of 1.96. The positive coefficient direction suggests that improvements in career development do not necessarily encourage employees to remain with the company. This condition may occur because when organizations provide career development opportunities, employees become more confident, gain greater experience, and acquire broader opportunities to seek alternative employment that is perceived as better. In other words, career development programs do not automatically reduce employees' turnover intention if they are not accompanied by high levels of job satisfaction.

These findings also indicate that the effect of career development on turnover intention is likely to be indirect, operating through job satisfaction. This implies that effective career development can first enhance job satisfaction, and it is this sense of satisfaction that subsequently reduces employees' intention to leave. If career development initiatives do not produce tangible benefits for employees' well-being or personal growth, their influence on turnover intention becomes less apparent.

The results of this study are consistent with previous research conducted by Situmorang and Ramli (2023) which found that career development does not have a significant effect on turnover intention because employees maintain a high level of commitment to the company despite limited career opportunities.

### **The Effect of Gender on Turnover Intention**

Based on the model testing results, the variable Gender has an effect on Turnover Intention with an original sample (O) value of -0.298. This negative coefficient indicates that gender differences tend to reduce the level of turnover intention, meaning that gender has an effect opposite to the increase in turnover intention. The sample mean (M) value of -0.305, which is close to the O value, shows that the model estimation is stable, while the standard deviation of 0.126 indicates a relatively moderate variation in the data.

Furthermore, the significance test results show a T-statistics value of 2.355, which is greater than the critical value of 1.96, and a P-value of 0.009, which is smaller than 0.05. This confirms that the effect of Gender on Turnover Intention is statistically significant. Therefore, it can be concluded that Gender plays an important role in influencing Turnover Intention in this company.

### **The Mediating Role of Job Satisfaction in the Relationship between Job Insecurity and Turnover Intention**

Based on the mediation path analysis, the relationship between Job Insecurity and Turnover Intention through Job Satisfaction shows an Original Sample (O) value of -0.001 with a T-statistics value of 0.022, which is lower than the threshold value of 1.96. These results indicate that the effect is not statistically significant. Therefore, it can be concluded that job satisfaction does not function as a mediating variable in the relationship between job insecurity and turnover intention. Accordingly, the level of job insecurity perceived by employees does not influence their intention to leave through job satisfaction.

Because job insecurity operates as a buffering mechanism that moderates its direct impact, employees who maintain high levels of job satisfaction despite experiencing job insecurity tend not to immediately develop intentions to leave the organization, as positive aspects of the job may offset the negative effects of job insecurity.

Job satisfaction reflects that employees' decisions to leave are influenced not only by job insecurity but also by their overall evaluation of work experiences. If management is able to maintain job satisfaction, the effect of job insecurity on turnover intention can be reduced. Thus, job satisfaction serves as a protective factor that decreases the likelihood of employees leaving the organization even when they experience job insecurity. This finding is consistent with previous research conducted by Di Stefano et al., (2020) that Job Insecurity reduces its negative effect on Turnover Intention through the mediating variable of Job Satisfaction.

#### **The Mediating Role of Job Satisfaction in the Relationship between Career Development and Turnover Intention**

The indirect effect of Career Development on Turnover Intention through Job Satisfaction shows an Original Sample (O) value of  $-0.250$  with a T-statistics value of  $2.838$ , which exceeds the threshold of  $1.96$ . These results indicate a significant effect, suggesting that job satisfaction significantly mediates the relationship between career development and turnover intention. The negative coefficient direction illustrates that the better the career development perceived by employees, the higher their job satisfaction and the lower their tendency to leave the organization.

When organizations provide clear career development opportunities, employees feel valued and perceive a promising future, leading to higher job satisfaction and a reduced intention to leave. Thus, career development influences turnover intention indirectly by enhancing job satisfaction and serving as a protective factor against turnover intention.

From the perspective of job satisfaction mediation, career development opportunities do not directly affect employees' intention to leave; rather, employees who experience greater job satisfaction due to career development are more motivated to remain with the company and exhibit lower turnover intention. This finding is consistent with previous research conducted by Maleka, (2024) that career development has a positive effect on turnover intention through the mediating variable of job satisfaction.

## **5. Conclusion**

Based on the results of this study, it can be concluded that job insecurity does not have a direct effect on either job satisfaction or turnover intention. This indicates that even when employees perceive insecurity in their jobs, it does not necessarily lead to dissatisfaction or intentions to leave the organization. In contrast, career development is proven to have a positive effect on job satisfaction. The clearer the career opportunities provided by the company, the higher the level of job satisfaction experienced by employees. However, career development does not have a direct effect on turnover intention; its influence only becomes evident through job satisfaction. In other words, career development can reduce employees' intention to leave when it first enhances their job satisfaction.

Furthermore, job satisfaction itself plays a crucial role in reducing turnover intention. Employees who feel comfortable, valued, and satisfied with their work tend to have a lower desire to change jobs. This finding also reinforces the result that job satisfaction functions as a mediating variable in the relationship between career development and turnover intention, but does not mediate the relationship between job insecurity and turnover intention. Overall, this study suggests that in order to reduce turnover intention, organizations should focus on improving job satisfaction and clarifying career development pathways. Meanwhile, although job insecurity should still be considered, it is not the primary factor determining whether employees choose to stay with or leave the organization.



## 6. Bibliography

- Agung, Anak Agung Gede. 2025. "Basic Statistics for Education." Qosim Journal of Social and Humanities Education
- Alifah, Qatrunnada, and Dian Indiyati. 2023. "The Effect of Job Stress on Turnover Intention among the Indonesian Millennial Generation." *Journal of Management, Economics, & Accounting (MEA)*
- Amalia, Amalia, and Rivai Makduani. 2022. "The Effect of Organizational Culture, Work Spirit, and Job Satisfaction on Employee Performance." Seiko: Journal of Management.
- Aprilria, Irene Paskah Aprilria, and Retno Kurniasih. 2025. "The Effect of Job Insecurity on Employee Performance Mediated by Subjective Well-Being: The Role of Psychological Capital as a Moderator." (DFAME) Digital Financial Accounting Management Economics Journal
- Ardiansyah Toy, Prihatin, Wibowo. 2025. "The Effect of Career Development Performansi The Effect Of Work Environment , Work Motivation , And Career."
- Collins, Sean P., Alan Storrow, Dandan Liu, Cathy A. Jenkins, Karen F. Miller, Christy Kampe, and Javed Butler. 2021. Entrepreneurship Guidance and Counseling.
- Dwi Febriana, Shintya, Mia Ajeng Alifiana, and Dian Wismar'ain. 2024. "The Influence of Career Development and Providing Compensation on Job Loyalty and Job Satisfaction As Intervening Variables in Pdam Kudus (Perumda Tirta Muria)." KnE Social Sciences
- Habib, Muhammad Fahmi, Suhairi Suhairi, and Aqwa Naser Daulay. 2025. "The Effect of Job Stress and Job Insecurity on Turnover Intention with Job Satisfaction as an Intervening Variable." *Educatio Journal: Indonesian Journal of Education*.
- Helbling, Laura, and Shireen Kanji. 2018. "Job Insecurity: Differential Effects of Subjective and Objective Measures on Life Satisfaction Trajectories of Workers Aged 27–30 in Germany." *Social Indicators Research*
- Faculty of Education, Christian Religious Education, and Religious Education, IAKN Tarutung. 2024. "Multidisciplinary Scientific Journal."
- Irawati, Rina. 2021. Job Insecurity, Work Environment, Job Satisfaction, and Organizational Commitment and Their Effects on Employee Turnover Intention." *Economic Bulletin: Management, Development Economics, and Accounting*.
- Kristianingrum, Adriana, Sulis Mariyanti, and Amalia Adhandayani. 2022. "Employee Organizational Commitment as an Impact of Job Insecurity (A Study at PT X)." *Jurnal JCA Psikologi*.
- Maleka, Molefe Jonathan. 2024. "Job Satisfaction." *Elgar Encyclopedia of Organizational Psychology*.
- Maulana, Dikdik. 2020. "Keywords." The Effect of Auditor Competence, Ethics, and Integrity on Audit Quality.
- Mehrad, Aida. 2021. "Salary, Promotion, Work, Supervision, and Coworkers as Dimensions of Academic Job Satisfaction at Public Research Universities in the Klang Valley, Malaysia."
- Muafi, Laeli Masykuroh. 2021. "The Effect of Job Insecurity and Person–Job Fit on Turnover



## Intention Mediated by Job Satisfaction.”

- Nurfauzan, Muhammad Iqbal, and Ii Halilah. 2024. “The Effect of Job Insecurity on Turnover Intention.” *Journal of Business and Investment Research*.
- Oley, SM, B Tewal, Loh Dotulong, Shinta Maria Oley, Bernhard Tewal, Lucky OH Dotulong, Department of Management, Faculty of Economics and Business. 2023. “Study On Manado Quality Hotel Employees.”
- Pada, Studi, Perbankan Syariah, and Bumn Jawa. 2022. “Antecedents of Employee Engagement.” Doctoral Program, Faculty of Business and Economics, Universitas Islam Indonesia, Yogyakarta, March 2022.
- Pertiwi, Nisa Indah, and Yoko Jimmy Panjaitan. 2024. “Quality of Work Life as a Predictor of Employee Turnover Intention.”
- Putri, Gessela Anantha, Zulkifli Umar, and M. Ardan. 2025. “Analysis of the Effect of Career Development Opportunities on the Level of Employee Performance Satisfaction.” *Jambura Journal of Educational Management*.
- Saputri, Pebrida, Tetra Hidayati, and Dirga Lestari. 2020. “, Tetra Hidayati.” *Journal of Business and Management*.
- Sari Dewi, Nurul Ulfa, Fadhiah M. Alhadar, and Ikrima M. Mustafa. 2023. “The Effect of Workload and Job Stress on Turnover Intention through Burnout among Employees of PT BNI Ternate Branch.” *Eqien – Journal of Economics and Business*.
- Sari, Helen Novita, Nur Rahmania, and Mochammad Isa Anshori. 2023. “Fraktur Olecraninsinistr.” *Bintang Manajemen Journal (Jubima)*.
- Sibarani, Elisabeth, and Isfenti Sadalia. 2023. “The Effect of Employee Involvement and Training on Employee Performance: Performance Through Organizational Commitment.”
- Siti In Meida Yasmin, Muhammad Risky Afandi, Aulia Rahmayanti, and Mochammad Isa Anshori. 2024. “Literature Review: Effective Career Development in the Era of 4.0.” *Journal of Management and Creative Business*.
- Situmorang, Netty, and Ramli. 2023. “The Effect of Career Development on Turnover Intention Through Employee Performance Moderated by Organizational Culture.” *Lentera Bisnis Journal*.
- Soleha, Nadia, and Diah Retno Wulandaru. 2025. “J-Fine “The Influence of Work–Life Balance on Turnover Intention with Job Satisfaction as a Mediating Variable among Generations Z The Influence Of Work-Life Balance On Turnover Intention With Job Satisfaction As A Mediating.”
- Solihin, Agung. 2021. “A Model of the Relationship between Workload, Compensation, and Career Development on Employee Loyalty at PT ABC.” *Journal of Business, Economics, Management, and Entrepreneurship*.
- Di Stefano, Giovanni, Gaetano Venza, and Davide Aiello. 2020. “Associations of Job Insecurity With Perceived Work-Related Symptoms, Job Satisfaction, and Turnover Intentions: The Mediating Role of Leader–Member Exchange and the Moderating Role of Organizational Support.” *Frontiers in Psychology*.

Syamsul, Syamsul, Syaiful Pakaya, Musafir Musafir, and Siti Tarwiyah Karim. 2022. "The Effect of Job Insecurity and Workload on Turnover Intention at PT Telkom Akses Gorontalo." *Journal of Technopreneurship on Economics and Business Review*.

Vasantham, Dr. S. Tephilla., and Dr. P. S. Aithal. 2022. "A Systematic Review on Importance of Employee Turnover with Special Reference to Turnover Strategies." *Irish Interdisciplinary Journal of Science & Research*.