The Effect of Career Development on Turnover Intention with Job Satisfaction and Organizational Commitment as Mediators, Study at PT Control Systems Arena Para Nusa

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ABSTRACT

Human resources play an important role in supporting the success of a company. Losing competent employees is an important problem for a company. The goal of this research is to investigate the direct and indirect impacts of the career development towards the turnover intention by means of two mediators, those are job satisfaction and organizational commitment. The quantitative data of this research are in the form of questionnaires that are given to 132 respondents through purposive sampling using SEM-PLS method of analysis. The results of this study shows that career development has a negative effect on turnover intention, career development has a positive effect on job satisfaction, job satisfaction has no effect on turnover intention, career development has a positive effect on organizational commitment, organizational commitment has a negative effect on turnover intention, job satisfaction has a positive effect on organizational commitment, the inability of the job satisfaction to mediate the impact of career development towards turnover intention, and the role of the organizational commitment to mediate the impact of career development towards the turnover intention.

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

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I. INTRODUCTION

Employees hold an important role in supporting the continuity of business so that the company could be successful. PT Control Systems Arena Para Nusa is a company that runs business in control and instrumentation process. This company handles the project work that includes engineering design process, the integration from a meter and control system along with its instrumentation, valve automation & service, and after sales service from those products. As a company that handles the project work which in its business involves human resources and be restricted by determined time and cost, its company success depends on the employees' performance. Those employees hold an important role in producing good quality products or services effectively and efficiently in order to give the best service and create satisfaction to the customers.

The elevated level of the employees' turnover could influence towards the decrease of the work quality they produce whether in the form of time quality, cost, and the whole performance distraction. According to [1] the standard maximum rate of the employee's turnover is 10% per year and If the rate is more than 10% the company needs to interfere to prevent the decrease of the quality of the products. According to [2] the advantage of career development could decrease the turnover rate in a company because through the career development program, the employees could

understand how to develop their career and put an effort to achieve it so that it could give them the job satisfaction and eventually influence the increase of organizational commitment and at the end the employee turnover could be minimized.

This statement is also supported through the research conducted by [3] and [4] that the career development weighs negatively towards the turnover intention, [5] and [6] about the positive impact of career development towards job satisfaction, [7] and [8] about the negative impact of job satisfaction towards turnover intention, [6] and [9] about the positive impact of career development towards organizational commitment, [10] and [11] about positive impact of organizational commitment towards turnover intention, and [6] and [12] about the positive impact of job satisfaction towards organizational commitment.

Different with [13] who states that career development does not give impact towards turnover intention, [14] that career development does not give impact towards job satisfaction, [11] that job satisfaction does not give impact towards organizational commitment, [5] state that organizational commitment does not give impact towards turnover intention, [13] organizational commitment does not give impact towards turnover intention, and [5] that job satisfaction does not give impact towards organizational commitment.

Due to the research gap of the previous research, further research on the direct and indirect career development towards turnover intention is conducted by using two mediators, those are job satisfaction and organizational commitment.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

A. Turnover Intention

According to [15] turnover intention is a form of employee's judgement that has not been realized in real action towards his relation continuity with his current employer or company. In [15] turnover intention is influenced by individual factors (age, work duration, gender, education background, and status), job satisfaction (salary, work process, work quality, promotion, and company environment), and organizational commitment which is the employee's intention to stay or leave the company based on the existing deliberations. According to [15] the level of turnover rate will give impact both to the employees and the company. The high level of turnover rate will influence the effectivity and efficiency of the company, such as workload, recruitment cost, training cost, the decrease of work quality, improvidence, and the increase of stress among the employees. According to [15] the dimension of the turnover intention measurement are including the intention to quit the job, the intention to leave the company, and the intention to look for another job.

B. Career Development

According to [16] career development is a series of activities for the employees to achieve their career plan. According to [2] this program includes setting the organizational structure, arranging the job desk, setting the job requirements which include the necessary requirement for a person to occupy a position (promotion), setting the level of work performance as a reference in arranging the career program, arranging mentor or sponsor to increase career enables an employee to be mentored and sponsored, arranging the training program, and arranging the career development procedure. The advantages of career development and career plan in a company according to [2] are decreasing the turnover rate in a company, increasing the employee's potential in working, giving job satisfaction to the employees, and giving a sense of justice or fairness. The dimensions to measure the career development according to [16] are individual career management and institutional career development.

C. Job Satisfaction

According to [17] job satisfaction is the expression that shows satisfaction towards the evaluation result on job and its characteristics. According to [18] job satisfaction is influenced by the employee himself, such as intelligence, ability, age, gender, physical state, education, level of education, experiences, length of work, personality, emotional level, mindset, and work manner. Whereas the factors from the job include type of work, organizational structure, position level, supervision quality, finance, career development, social, and industrial relation. According to [17] the job satisfaction dimensions encompass work

environment, salary, supervision, and supporting colleagues.

D. Organizational Commitment

According to [19] organizational commitment is a continuous loyalty gesture of the employees towards a company and attention giving towards the success and progress of the company. Fink in [20] says that the characteristics of organizational commitment are giving effort for the company success, giving attention to the company information, balancing the company and individual goals, maximally giving contribution to the company, giving attention among other work units, accepting critique from colleagues, prioritizing company interest over individual department, feeling satisfied towards the company in which an employee work, having faith that the company will continue growing, and having faith to the company top leaders. According to Gibson in [20] the attitudes reflected in the organizational commitment are the ability to identify self with the company goal, involvement in the company activities, and loyalty to the company. According to [19] the dimensions of organizational commitment are affective, normative, and continual commitments.

E. Hypothesis Development

Setting off from the research gap in the previous research and according to the theory explanation above, fig. 1 shows the research conceptual model to elaborate the following hypothesis:

According to [2] the level of turnover in a company could be diminished through career development. Good career development in an organization could motivate the employees in increasing and achieving the desired career so it could decrease the employee's intention to look for another better job because he knows how to achieve his desired career in his current company. Based on [3] and [4] that career development gives negative impact towards turnover intention and [21] promotion gives negative impact towards turnover intention, so that the hypothesis formula in this research is as followed:

H1: Career development gives negative and significant impact towards turnover intention.

According to [2] a good career development in an organization could create satisfaction to the employees in working and could increase the work performance, the better the work performance the more successful is the company. This corresponds with the research result of [5], [6], [4], and [22] career development gives positive impact towards job satisfaction, [21] promotion gives positive impact towards job satisfaction, and [23] that career management gives positive impact towards job satisfaction so that the hypothesis formula in this research is as followed:

H2: Career development gives positive and significant impact towards job satisfaction.

According to [24] employee's satisfaction in working has something to do with turnover intention that is if the turnover rate is high, the satisfaction rate is low, vice versa. Employee who has high level of job satisfaction tends to be more motivated in accomplishing every given job and eventually

reduces his intention to leave the current company. It is linear with the statement of [25], [7], and [8] that job satisfaction gives negative impact to the turnover intention so that the hypothesis formula of this research is as followed:

H3: Job satisfaction gives negative and significant impact towards turnover intention.

According to [2] the employee's turnover level could be minimized through career development program because the employee will know how to increase and achieve his desired career so that it will influence the employee's commitment. This statement is linear with [6] and [9] that career development gives positive impact to the organizational commitment so that the hypothesis formula of this research is as followed.

H4: Career development gives positive and significant impact towards the organizational commitment.

According to [19] organizational commitment is the state of the employee that characterizes his relation with the company in which he works through effective commitment, continuative commitment, and normative commitment. The higher the organizational commitment to the employees the lesser the employee's decision to leave the company. This statement is in alignment with [26], [10], and [11] who state that organizational commitment gives negative impact to the turnover intention so that the hypothesis formula of this research is as followed:

H5: Organizational commitment gives negative and significant impact towards turnover intention.

According to [20] one of the attitudes in organizational commitment is the employee's sense of involvement in achieving the organization goal through his performance and the respect to his performance. The employee's satisfaction feeling towards his performance could increase his commitment and involvement to the company activities. It is in an alignment with [6] and [12] job satisfaction gives positive impact to the organizational commitment so that the hypothesis formula of this research is as followed:

H6: Job satisfaction gives positive and significant impact towards organizational commitment.

Based on the research gap on the research about career development towards turnover intention and according to [4] job satisfaction could mediate the career development towards turnover intention, [23] job satisfaction could fully mediate career management towards the turnover intention, and [21] job satisfaction mediates the promotion towards turnover intention so that advanced research is reconducted by shifting the direct impact of career development towards turnover intention to be the indirect impact by adding job satisfaction mediator so that the hypothesis formula of this research is as followed:

H7: Career development gives negative and significant impact towards turnover intention with job satisfaction as a

mediator.

Based on the research gap on the research about career development towards the turnover intention and according to [3] organizational commitment could mediate career development towards so that further research is reconducted by shifting direct career development towards turnover intention to the indirect impact by adding organizational commitment mediator so that the hypothesis formula of this research is as followed:

H8: Career development gives negative and significant impact towards turnover intention with organizational commitment as a mediator.

Fig.1. The Conceptual Model

III. RESEARCH METHODOLOGY

This research is conducted quantitatively. Based on the explanatory approach, it is an associative research conducted to examine the large or small variables that are independent in influencing the dependent variable [27]. Independent variable in this research is career development, which according to [16] is a series of employee's activities to achieve his career plan by measuring the dimensions of individual career management and institutional career management. The dependent variable this research investigates is the turnover intention, which according to [15] is a form of employee's judgment which has not been embodied in real life about his working continuity with his current employment by measuring through the dimensions of thinking out of the company, the desire to leave the company, and the desire to find another job. The mediating variable on this research is job satisfaction, which according to [17] is an expression that shows the satisfaction towards work evaluation result and its characteristics by measured through the dimensions of supporting work environment, salary, supervision and, colleagues. Another mediating variable in this research is organizational commitment, which according to [19] is a continuous loyalty attitude of the employees towards their workplace and the attention giving to the success and development of the company measured by the dimensions of affective, normative, and continuous commitments. Data retrieval is conducted using purposive sampling to 132 employees of PT Control Systems Arena Para Nusa with the length of work more than 2 years through questionnaires using 1-5 likert scale. The data analysis is done using the Structural Equation Modelling-Partial Least Square (SEM-PLS), which according to [28] is able to do path analysis the latent variable with the aim to develop theory.

IV. RESEARCH RESULT

A. Descriptive Statistic of Demographic Characteristic

Table 1 serves the result of 132 respondents responses based on the demographic characteristic by grouping the appraisal through the mean value using the Five Box Method guidance, according to [29] those are very low (1.00-1.80), low (1.81-2.60), fair (2.61-3.40), high (3.41-4.20), and very high (4.21-5.00).

The answer distribution based on age is dominated by the age between 26-30 years in the amount of 41% categorized as fair on variables of career development, job satisfaction, and organizational commitment and categorized as high on the variable of turnover intention. The answer distribution based on gender is dominated by male in the amount of 52% categorized as fair on the variables of career development, job

satisfaction, organizational commitment, and turnover intention. The answer distribution based on status is dominated by married in the amount of 68% and categorized as fair on the variables of career development, job satisfaction, organizational commitment, and turnover intention. The answer distribution based on working experience is dominated by >5 years in the amount of 60% categorized as fair on the variables of fair on the variables of career development, job satisfaction, organizational commitment, and turnover intention. The answer distribution based on educational background is dominated by bachelor in the amount of 87% categorized as fair on the variables of career development, job satisfaction, and organizational commitment and high on the variable of turnover intention.

TABLE I: THE ARRANGEMENT OF CHANNELS

TABLE I: THE DISTRIBUTION OF ANSWERS BASED ON THE DEMOGRAPHICS CHARACTERISTICS

Category	Description	Percentage	Variable Mean Value			
			Career Development	Job Satisfaction	Organizational Commitment	Turnover Intention
Age	<25 Years	2%	3.1	3.4	3.5	3.1
	26-30 Years	41%	3.1	3.4	3.2	3.5
	31-35 Years	33%	3.0	3.3	3.2	3.5
	36-40 Years	15%	3.1	3.5	3.5	3.5
	>40 Years	8%	3.4	3.4	3.6	3.1
Gender	Male	52%	3.2	3.4	3.3	3.4
	Female	48%	3.0	3.3	3.3	3.5
Status	Single	32%	3.0	3.3	3.1	3.5
	Married	68%	3.2	3.4	3.4	3.4
Working Experience	2-3 Year	24%	3.0	3.3	3.2	3.4
	3-5 Year	16%	3.0	3.6	3.2	3.6
	> 5 Year	60%	3.4	3.4	3.3	3.4
Educational Background	High School	5%	3.6	3.5	3.7	2.8
	Associate's Degree	2%	3.4	3.8	4.1	2.5
	Bachelor	87%	3.0	3.4	3.3	3.5
	Master	5%	3.7	3.6	3.5	3.2
	Etc	2%	3.9	3.4	3.5	2.9

B. Outer Model Measurement

TABLE II: LOADING FACTOR, AVE, COMPOSITE REABILITY, AND CRONBATCH'S ALPHA

Variables	Indicators	Loading Factor	AVE	Composite Reability	Cronbatch's Alpha
Career Development	Interest for promotion (PK1)	0.913	0.72	0.94	0.923
	Dedication and Loyalty to the company (PK3)	0.829			
	Job satisfaction and achievement (PK4)	0.869			
	Tasks division based on ability and authority (PK5)	0.835			
	Attention from superior to the inferior (PK7)	0.815			
Job Satisfaction	Career equality (PK8)	0.833	0.66	0.921	0.896
	Job placement (KK2)	0.824			
	Salary standard conformity (KK3)	0.840			
	Overtime allowance (KK4)	0.760			
	Job supervision (KK5)	0.847			
Organizational Commitment	Work process (KK6)	0.878	0.660	0.921	0.896
	Colleagues relation (KK7)	0.717			
	Emotional (KO1)	0.815			
	Employee's identification (KO2)	0.811			
	Employee's involvement (KO3)	0.753			
Turnover Intention	Responsibility (KO4)	0.839	0.730	0.931	0.908
	Employee's obligation (KO5)	0.894			
	Organization as employee's investment (KO8)	0.753			
	Job dissatisfaction (TI1)	0.824			
	Thought of leaving the company (TI2)	0.896			
	Desire to leave the company (TI3)	0.887			
	Desire to leave the company in he near future (TI4)	0.840			
	Desure to look for better job (TI5)	0.823			

TABLE III: FORNELL-LARCKER CRITERIA

	Job Satisfaction	Organizational Commitment	Career Development	Turnover Intention
Job Satisfaction	0.813			
Organizational Commitment	0.808	0.812		
Career Development	0.829	0.791	0.850	
Turnover Intention	-0.632	-0.661	-0.675	0.855

The first stage of validity test is testing the convergent validity by examining the loading factor with the provision of the value >0.7 and the average variance extracted in the provision of the value >0.50 according to [28]. The loading factor with the value ≤ 0.7 is excluded from the research model because the value does not fulfil the convergent viz on the career development on the indicator code of cooperation with the superior (PK2) and promotion information (PK6), job satisfaction on the indicator code of job suitability (KK1) and reciprocal help (KK8), organizational commitment on the indicator code of employees require organization (KO6) and organization as an investment (KO7), and the turnover intention on the indicator code of the desire to leave the company if there is better opportunity (TI6). The AVE value on the table 2 is >0.50 . The conclusion is the research has fulfilled the convergent validity.

The second stage of validity examination is the discriminant validity test through the value of the AVE square root that should have the highest construct value in the group by looking at the Fornell-Larcker value according to [28]. Table 3 shows the value of the AVE square root has the highest value in its own group. The conclusion is this research is valid by the discriminant.

According to [28] the reliability measurement of a construct

is referred to the value of composite reliability and Cronbach's alpha, a reliable construct if the value is >0.7 . The conclusion is that this research has already had a reliable construct because its value is >0.7 .

C. Inner Model Measurement

TABLE IV: R² VALUE, Q², AND GOF

Constructs	R ²	Q ²	GOF
Career Development	-	0.953	0.660
Job Satisfaction	0.687		
Organizational Commitment	0.700		
Turnover Intention	0.501		

The value of R² is to measure the ability of the model in influencing the dependent variable. The value of R² variable of job satisfaction is 68.7% influenced by the variable of career development, the value of R² variable of organizational commitment is 70% influenced by both variables of career development and job satisfaction and the value of R² variable of turnover intention is 50.1% influenced by the variables of career development, job satisfaction, and organizational commitment.

The aim of the predictive relevance (Q²) is to validate the model. The value of Q² on this research is 0.953 which means this model has a strong predictive relevance (Q²) because the value is Q² >0.35 according to [28].

The value of Goodness of Fit (GoF) on this research is 0.660 which means the performance of the merger between measurement and the structural model has the high GoF because its value is GoF >0.36 [28].

The hypothesis value is shown on the table 5 by using signification value (two tailed) t-value >1.96 with the signification level $<5\%$ [28].

TABLE V: THE VALUE OF PATH COEFFICIENT, T-STATISTICS, AND P-VALUES

Relationship among Constructs	Original Sample	T Statistics	P Values	Influence
Direct Relation				
Career Development -> Turnover Intention	-0.365	2.433	0.015	Significant
Career Development -> Job Satisfaction	0.829	36.985	0.000	Significant
Job Satisfaction -> Turnover Intention	-0.082	0.487	0.627	Not Significant
Career Development -> Organizational Commitment	0.385	4.363	0.000	Significant
Organizational Commitment -> Turnover Intention	-0.306	2.382	0.018	Significant
Job Satisfaction -> Organizational Commitment	0.489	5.269	0.000	Significant
Indirect Relation				
Career Development -> Job Satisfaction -> Turnover Intention	-0.068	0.484	0.629	Not Significant
Career Development -> Organizational Commitment -> Turnover Intention	-0.118	1.995	0.047	Significant

H1 is accepted that career development gives negative impact towards turnover intention through the path coefficient -0.365, t-statistics 2.433, and p-value 0.012. H2 is accepted that career development gives positive impact to job satisfaction through the path coefficient 0.829, t-statistics 36.985 and, p-value 0.000. H3 is rejected that job satisfaction does not give impact towards turnover intention through the path coefficient 0.385, t-statistics 4.363, and p-value 0.000. H4 is accepted that career development gives positive impact towards organizational commitment, referred by the path coefficient 0.385, t-statistics 4.363, and p-value 0.000. H5 is accepted that organizational commitment gives negative impact towards turnover intention through the path coefficient -0.306, t-statistics 2.382, and p-value 0.018. H6 is accepted that job satisfaction gives positive impact towards organizational commitment through the path coefficient

0.489, t-statistics 5.269 and, p-value 0.000. H7 is rejected that job satisfaction is proven to be incapable to mediate career development towards turnover intention through the value of path coefficient -0.068, t-statistics 0.484, and p-value 0.629. H8 is accepted that organizational commitment is proven to be partially capable of mediating career development on the turnover intention through the value of path coefficient 0.118, t-statistics 1.995 and, p-value 0.047.

D. Discussion

H1 is accepted that career development gives negative impact towards turnover intention. It shows that the indicator of desire to be promoted has big impact towards turnover intention. It means that career development given to the employees, especially for the employees who want to develop their career, is conducted well and better so that the company could decrease the turnover intention towards the employees,

especially those who always think for leaving the company. According to [2] the benefit of career development is the ability to decrease the turnover intention level, and the employees would know how to increase their career and achieve it through the career development program. This research result is supported by [3] and [4] that career development gives negative impact towards turnover intention, [21] promotion gives negative impact towards turnover intention, however it is not supported by the research result conducted by [13] that states that career development does not give impact towards turnover intention and [23] that states that career management does not give significant impact towards turnover intention.

H2 is accepted that career development gives positive impact towards job satisfaction. It shows that the desire to be promoted indicator gives the biggest impact towards job satisfaction. It means that the better career development program for the employees, especially the statement that employees desire to keep developing their career, the more increasing is the job satisfaction of the employees, especially on the statement of superior is willing to give the guidance when the employees do not understand the job assigned to them. This research is supported by [5], [6], [4], and [22] that career development gives positive impact towards job satisfaction, [23] that promotion has positive influence towards career satisfaction, but [14] does not support the statement by saying that career development does not give impact on the job satisfaction.

H3 is rejected that job satisfaction does not give impact towards turnover intention. It shows that job satisfaction could not decrease the level of turnover intention through the most dominant indicator, which is work process indicator. This means employee's job satisfaction, whether in the form of work environment, salary and relation with colleagues, could not significantly decrease the rate of turnover intention, especially to those who often think to leave the company, where they have already experienced optimal job satisfaction. When better opportunity come, the employees still have the desire to leave the company. This research is supported by [11] that job satisfaction does not give impact towards turnover intention, but it is not supported by [25], [7], and [8] that job satisfaction gives negative impact towards turnover intention.

H4 is accepted that career development gives positive impact towards organizational commitment. It shows that the desire to be promoted indicator has the biggest influence on the organizational commitment which generates better career development to the employees, especially on the statement of employees have interest to keep developing career in the company, and gives high level of organizational commitment to the employees, especially on the statement of the employees compulsorily keep working in the company. According to [2], the advantage of career development is it could decrease the level of turnover intention on the employees because through the career development program the employees will know how to develop and achieve their career so that they endure and be happy with what the company has planned for their career. It will eventually give impact towards the organizational commitment. This research is supported by [6], [9], and [12] that career development gives positive impact towards organizational commitment,

but it is not supported by [5] that career development does not give impact towards organizational commitment.

H5 is accepted that organizational commitment gives negative impact towards turnover intention. It shows that the employee's obligation indicator has the biggest influence in decreasing the level of turnover intention which generates a better organizational commitment of the employees, especially through the statement the employees compulsorily keep working in the company, which could decrease the level of turnover intention on the employees, especially on the statement employees think to leave the company. This research result is supported by [26], [10], and [11] that organizational commitment gives negative impact towards turnover intention, but it is not supported by [30] and [13] that organizational commitment does not give impact towards turnover intention.

H6 is accepted that job satisfaction gives positive impact towards organizational commitment. It shows that work process indicator has the biggest influence on organizational commitment which generates a better job satisfaction for the employees, especially on the statement superior is willing to give guidance when the employees do not understand the assigned job, which could give high impact towards organizational commitment of the employees, especially on the statement employees have the sense of obligation to continue working in the company. This research result is supported by [6] and [12] that job satisfaction gives positive impact towards organizational commitment, but it is not supported [5] that job satisfaction does not give impact to the organizational commitment.

H7 is rejected that job satisfaction is proven to be unable to mediate career development on turnover intention. It shows that job satisfaction could not mediate the relation between career development and turnover intention, even through the most dominant indicator which is work process. This means that a better career development program given to the employees through the most dominant indicator which is desire to be promoted could decrease the level of turnover intention, but if job satisfaction mediator is added, it will weaken the relation of career development towards turnover intention. This also means the better the career development program the more increasing the job satisfaction of the employees, but without high commitment of the employees, they still have desire to leave the company when they have better opportunity in another company although they have a high level of job satisfaction in the current company. This research result is not supported by [4] that job satisfaction mediates the career development variable towards turnover intention, [23] that job satisfaction could fully mediate career management towards turnover intention, and [21] that career satisfaction could mediate promotion on the turnover intention.

H8 is accepted that organizational commitment is proven to be able to partially mediate career development on turnover intention. It shows that organizational commitment could partially mediate career development towards turnover intention through the most dominant indicator, which is employee's obligation. This means the better the career development program given to the employees through the most dominant indicator, which is interest to be promoted, the lesser the level of turnover intention. When organizational

commitment mediator is added, the relation between career development and turnover intention is stronger. This also means that a better career development program on the employees could give high impact towards the organizational commitment. The higher the employee's commitment the lesser the employee's desire to leave the company although there is a better opportunity in another company, the employees will consider not to leave the current company because they have a sense of obligation to stay in the current company because the company has given many to the employees. This research result is supported by [3] that career development gives negative impact towards turnover intention mediated by the organizational commitment.

V. CONCLUSION AND SUGGESTION

A. Conclusion

The conclusions based on the research result on PT Control Systems Arena Para Nusa are career development gives negative impact towards turnover intention through the desire to be promoted indicator which gives the biggest impact to lessen the level of turnover intention, career development gives positive impact towards job satisfaction through the desire to be promoted indicator which gives the biggest impact in increasing the job satisfaction, job satisfaction does not give impact towards turnover intention even though through the most significant indicator which is work process could not decrease the level of turnover intention significantly, career development gives positive impact towards organizational commitment through the desire to be promoted indicator which has the biggest impact in increasing the organizational commitment, organizational commitment gives negative impact towards turnover intention through the employee's obligation indicator which has the biggest impact in lessening the level of turnover intention, job satisfaction gives positive impact towards organizational commitment through the work process indicator which has the biggest impact towards the high level of organizational commitment, job satisfaction is proven to be unable to mediate the impact of career development towards turnover intention even though through the work process indicator which has the biggest impact, and organizational commitment is proven to be able to partially mediate the impact of career development towards turnover intention through the employee's obligation indicator which has the biggest impact.

B. Suggestion

The recommendations that could be given to support career development program based on the explanation of the research result are conducting employee's competence management and filling the competence gap by arranging training program, arranging career path based on position competence and this career path is informed to all employees, doing position analysis periodically for each position, and applying coaching to the employees in career development program of the employees (coaching could be given whether by internal or external party of the company). The recommendations to increasing job satisfaction of the employees are periodically conducting socialization about job desk and responsibility, company policy, company

regulations, procedure and other information in the company to all employees or when there is change or amendment, increasing a transparent communication in completing the work through routine meetings in the form of weekly meeting/ biweekly meeting/ monthly meeting, and giving appreciation to the best employees in the form of increasing the amount of paid leave, special incentive and other rewards. The recommendations to increase the organizational commitment are maintaining and increasing job satisfaction (satisfaction towards work environment, salary, and work relation), implementing 360 degree feedback performance assessment method to increase the employee's involvement in company's activities and making training program based on the necessary competency needed by the employees. Recommendations to decrease the turnover intention are periodically measuring the target achievement of the turnover level of the employees and planning and implementing talent management.

C. Limitations and Further Directions

The data retrieval on this research uses purposive sampling, which is a limited generalization technic, the suggestion for the next researcher is to use different data retrieval method. The data retrieval is done online via google form so that supervision is limited and could cause bias result, the suggestion for the next researcher is doing data retrieval directly so that the questionnaires filling could be monitored to prevent bias. The cause of turnover intention which is researched is limited to the variables of career development, job satisfaction, and organizational commitment, the suggestion for the next researcher is making turnover intention research through other variables such as talent management, compensation, leadership style, etc. The research location is limited to one location, which is PT Control Systems Arena Para Nusa so that the result of this research could not necessarily implemented in other company, the suggestion for the next researcher is to replicate the research using different population. The result of the research shows the insignificant impact between job satisfaction towards turnover intention and when using the job satisfaction mediator, the suggestions for the next researcher are adding mediating variable for direct relation research and adding mediating variable for indirect relation research.

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