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The Effect of Career Development and Work-Life Balance on Turnover Intention Mediated by Employee Job Satisfaction (Study on Employees of PT Fajar Cahaya Cemerlang Convenience Store Mandalajaya Branch)

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ABSTRACT

This study aims to test and analyze the influence of career development and work-life balance on turnover intention with employee job satisfaction as a mediating variable. The population in this study was 54 employees (salespersons) of PT. Fajar Toserba Cahaya Cemerlang Cabang Mandalajaya as a sample calculated using the saturated sampling method (taking the entire population). The data collection method used a survey method, with a questionnaire as the research instrument. The data analysis method used Partial Least Square. This study proves that career development has a negative and significant effect on turnover intention. Career development has a positive and significant effect on job satisfaction. Work-life balance has a positive and significant effect on turnover intention. Work-life balance has a positive and significant effect on job satisfaction. Job satisfaction has a negative and significant effect on turnover intention. Career development has a negative and significant effect on turnover intention mediated by job satisfaction. Work-life balance has a negative and significant effect on turnover intention mediated by job satisfaction.

Keywords: Career Development; Work-Life Balance; Turnover Intention; Employee Job Satisfactio; Salesperson.

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RESEARCH BACKGROUND

Industrial advancements and increased environmental awareness have transformed the PT. Fajar Toserba Cahaya Cemerlang Mandalajaya Branch is an organization. Every organization needs a foundation and employees are part of the pillars of the organization. Through its characteristics, namely being valuable, rare, difficult to predict and organized, it makes it the most important resource for a company (Juariyah, 2020). Therefore, its existence needs to be managed properly. Human resource management includes two things, namely how the company gets quality human resources and how to maintain its existence so that it continues to contribute to the company.

HR management is a complete process of planning, organizing, directing and supervising the procurement, selection, training, placement, compensation, development, integration, maintenance, and release of human resources to achieve various individual and societal goals (Marlapa & Sugianto, 2023).

This research was conducted at PT. Fajar Cahaya Cemerlang Convenience Store Mandalajaya Branch. Data was obtained that PT. Fajar Cahaya Cemerlang Department Store Mandalajaya Branch is experiencing problems related to the number of cases of employee entry and exit.

It is known that every year there are those who come out. The employee's decision to resign makes the company suffer losses because it has to recruit new employees which requires large costs/expenses that can hinder the company's activities in achieving its goals (Pramesti et al., 2021). Employee turnover burdens organizations more than 2.5 times the salary of employees to refill positions (Barentsz et al., 2015). So it can be said that the occurrence of employee turnover is a phenomenon that is a problem at PT. Fajar Toserba Cahaya Cemerlang Mandalajaya Branch).

The termination of employees from the company starts from the intention to leave the company, this intention is called turnover intention (Mahrofi et al., 2019). Turnover intention is the degree of attitude tendency possessed by employees to look for a new job elsewhere or there is a plan to leave the company in the next three months, the next six months, one next year, and the next two years (Nurfutriani & Hidayati, 2023). The occurrence of the turnover intention of PT. Fajar Toserba Cahaya Cemerlang Mandalajaya Branch due to two factors, namely career development and the absence of work-life balance.

Regarding the existing phenomenon, a pre-survey test was carried out. Existing data proves that there are problems with career development, work-life balance, job satisfaction and employee turnover intention. From several previous researchers, different results were found. To close the gap, the researcher approaches by adding a mediation variable, namely job satisfaction.

Based on the background that occurred, the objectives of this research are 1. Knowing and analyzing the influence of career development on the turnover intention of employees of PT. Fajar Cahaya Cemerlang Convenience Store Mandalajaya Branch. 2. Knowing and analyzing the influence of career development on the job satisfaction of employees of PT. Fajar Cahaya Cemerlang Convenience Store Mandalajaya Branch. 3. Knowing and analyzing the influence of work-life balance on the turnover intention of PT. Fajar Cahaya Cemerlang Convenience Store Mandalajaya Branch. 4. Knowing and analyzing the influence of work-life balance on the job satisfaction of employees of PT. Fajar Cahaya Cemerlang Convenience Store Mandalajaya Branch. 5. Knowing and analyzing the effect of job satisfaction on the

turnover intention of employees of PT. Fajar Cahaya Cemerlang Convenience Store Mandalajaya Branch. 6. Knowing and analyzing the influence of career development on turnover intention through job satisfaction as a mediating variable. 7. Knowing and analyzing the influence of work-life balance on turnover intention through job satisfaction as a mediating variable.

LITERATURE REVIEW

Human Resource Management

Human resource management is a process of planning, organizing, controlling activities, related to the analysis and evaluation of work, procurement, development, compensation, promotion, and termination of employment to achieve predetermined goals. According to Bintoro & Daryanto (2017) in Husaini & Sutama (2021), human resource management or abbreviated (MSDM) is a science or way of how to manage the relationship and role of resources (workforce) owned by individuals efficiently and can be used optimally so that the common goals of the company, employees and society are maximized.

Career Development

According to Kasmir (2016) in Rahayu & Irawan (2023), the definition of career is the position and rank obtained by an employee as long as the employee works for a company. This means that while someone is working, they will experience a change in position or rank, whether it is up, fixed or decreasing. According to Hasibuan (2011) in Sismawati & Lataruva (2020), career development is an effort to improve the ability of employees both technically, theoretically, conceptually, and morally in accordance with the needs of a job or position through education and training.

Work-Life Balance

According to Ganapathi (2016) in Fauzi et al. (2023), *work-life balance* is a person's ability to balance the demands of work with their personal and family needs. Meanwhile, according to Westman et al. (2009) in Nawarcono & Setiono (2021), *work-life balance* is a state where a person can manage and divide between work responsibilities, family life and others.

Turnover Intention

Turnover intention is the behavior of individuals who want to move or leave the organization or company, this is a behavior that is difficult to prevent. The desire to move (*turnover intention*) will eventually result in an individual's decision to leave their job Purwanto et al. (2021) in Khomaryah et al. (2020). According to Kartono (2017) in Ardiyanti (2019), *turnover intention* is a subjective perception of organizational members to quit their current job with the aim of finding other opportunities.

Previous Research

According to Rahayu & Irawan (2023), Career Development has a negative and significant effect on *Turnover Intention*. According to Fahrizi et al. (2021), Career Development has a positive effect on Job Satisfaction. According to Fauziyyah et al. (2021), *Work-Life Balance* has a negative and significant effect on Turnover Intention. According to Nawarcono & Setiono (2021), the *Work-Life Balance* variables (PLIW, WIPL, PLEW, WEPL) together have a positive and significant effect on Job Satisfaction. According to Nurfitriani &

RESULTS AND DISCUSSION

Data Quality Test Results

1. Measurement Model Test Results (*Outer Model*)

a. Convergent Validity

Referring to the existing data, all indicators meet convergent validity with a loading factor value, which is > 0.50 so that all of them have a contribution to explain the latent construct.

b. Discriminant Validity

Discriminant validity testing aims to verify that the variables or indicators in the research have distinct values and are specifically associated with their own variables, rather than with variables or indicators outside their intended scope. To evaluate whether the research model demonstrates strong discriminant validity, two procedures are required: analysis of cross-loading values and assessment using the Fornell-Larcker criterion.

Table 1. Results of Discriminant Validity Test (Cross Loadings)

Indicator	Career Development	Work-Life Balance	Job Satisfaction	Turnover Intention
P1	0,682	0,226	0,359	-0,533
P2	0,833	0,575	0,633	-0,530
P3	0,677	0,386	0,411	-0,336
P4	0,718	0,147	0,435	-0,640
P5	0,655	0,358	0,442	-0,448
P6	0,782	0,421	0,563	-0,401
P7	0,854	0,484	0,685	-0,530
P8	0,736	0,614	0,582	-0,287
P9	0,592	0,446	0,343	-0,228
WLB1	0,457	0,858	0,482	-0,281
WLB2	0,422	0,760	0,409	-0,278
WLB3	0,368	0,761	0,361	-0,221
WLB4	0,514	0,779	0,527	-0,119
WLB5	0,568	0,776	0,575	-0,268
WLB6	0,339	0,781	0,321	-0,057
WLB7	0,413	0,897	0,564	-0,074
WLB8	0,343	0,867	0,427	-0,036
WLB9	0,507	0,835	0,547	-0,108

Indicator	Career Development	Work-Life Balance	Job Satisfaction	Turnover Intention
K1	0,473	0,327	0,547	-0,418
K2	0,211	0,135	0,516	-0,405
K3	0,474	0,450	0,760	-0,379
K4	0,530	0,477	0,549	-0,325
K5	0,348	0,493	0,767	-0,252
K6	0,569	0,611	0,884	-0,412
K7	0,634	0,538	0,870	-0,469
K8	0,607	0,506	0,823	-0,456
K9	0,498	0,133	0,540	-0,444
K10	0,389	0,368	0,710	-0,404
TI1	-0,538	-0,204	-0,526	0,911
TI2	-0,562	-0,114	-0,469	0,965
TI3	-0,625	-0,208	-0,526	0,939
TI4	-0,612	-0,289	-0,615	0,933
TI5	-0,553	-0,143	-0,494	0,961
TI6	-0,602	-0,154	-0,554	0,958

Source: Primary data processed with SmartPLS program, 2025

Table 2. Correlation Between Constructs and Root Squares of AVE

	Job Satisfaction	Career Development	Turnover Intention	Work-Life Balance
Job Satisfaction	0,710			
Career Development	0,694	0,730		
Turnover Intention	-0,563	-0,618	0,945	
Work-Life Balance	0,595	0,552	-0,197	0,814

Source: Primary data processed with the SmartPLS program, 2025

From the existing data, it shows that Discriminant Validity is quite good from two factors. First, the value of each indicator on its latent variable with the correlation between the indicators that exist on other variables is different from the higher meaning of the latent variable value. Second, the acquisition of value due to the relationship between the variables for the variable itself and those formed with other variables is different from the higher meaning of the value of the variable itself.

c. Reliability Test

Table 3. Reliability Test Results

Variabel	Cronbach's Alpha	Composite Reliability
Career Development	0,889	0,910
Work-Life Balance	0,936	0,946
Job Satisfaction	0,883	0,907
Turnover Intention	0,976	0,980

Source: Primary data processed with the SmartPLS program, 2025

From the available data, the four variables have a value of > 0.70 so that they are declared reliable, which means that if measurements are repeated or repeated, the results remain consistent.

2. Structural Model Testing (*Inner Model*)

Table 4. Hypothesis Test Results

Relationships between variables	Original Sample	T-Statistics	P-Values	Information
Career Development → Turnover Intention	-0,526	3,886	0,000	Significant Negatives
Career Development → Job Satisfaction	0,525	4,809	0,000	Significant Positives
Work-Life Balance → Turnover Intention	0,327	2,373	0,009	Significant Positives
Work-Life Balance → Job Satisfaction	0,304	2,497	0,006	Significant Positives
Job Satisfaction → Turnover Intention	-0,393	2,617	0,005	Significant Negatives
Career Development → Job Satisfaction → Turnover Intention	-0,206	2,237	0,013	Mediating Partially
Work-Life Balance → Job Satisfaction → Turnover Intention	-0,120	1,785	0,037	Mediating Partially

Source: primary data processed with the SmartPLS program, 2025

Discussion

1. The Influence of Career Development on Turnover Intention

The H1 Acquisition of PT. Fajar Toserba Cahaya Cemerlang Mandaljaya Branch consists of *original sample values*, *t-statistics*, and *p-values*, namely -0.526, 3.886, and 0.000 which means that career development has a negative and significant effect on *turnover intention* showing that H1 is accepted. Just like Rahayu & Irawan, = (2023) who indicated that the lack of transparency in existing career development makes an employee disappointed, increasing his decision to look for another job that better supports his hopes and desires.

2. The Effect of Career Development on Job Satisfaction

The H2 Acquisition of PT. Fajar Toserba Cahaya Cemerlang Mandaljaya Branch consists of *original sample values*, *t-statistics*, and *p-values*, namely 0.525, 4.809, and 0.000 which means that career development has a positive and significant effect on job satisfaction showing that H2 is accepted. The same results as Fahrizi et al. (2021) that the driving factor for increased employee work outcomes is due to career development. Appropriate career support for

employees will make them enjoy the work they do even more, causing satisfaction with the existing work.

3. The Effect of *Work-Life Balance* on *Turnover Intention*

The acquisition of H3 PT. Fajar Toserba Cahaya Cemerlang Mandaljaya Branch consists of *original sample values*, *t-statistics*, and *p-values*, namely 0.327, 2.373, and 0.009 which means that *work-life balance* has a positive and significant effect on *turnover intention* showing that H3 is rejected. This finding is different from Fauziyyah et al. (2021), but supports the research of Ningrum (2013), that stress, fatigue and dissatisfaction with work are caused by *unwork-life balance*. Employees who feel overly pressured by the demands of work and have little time to rest, relax, and carry out personal activities, are more likely to experience burnout and burnout. This can affect their motivation in the job and allow them to look for new companies.

4. The Effect of *Work-Life Balance* on Job Satisfaction

The acquisition of H4 PT. Fajar Toserba Cahaya Cemerlang Mandaljaya Branch consists of *original sample values*, *t-statistics*, and *p-values*, namely 0.304, 2.497, and 0.006 which means that *work-life balance* has a positive and significant effect on job satisfaction showing that H4 is accepted. Just like Fatmawati (2019), the emergence of a positive attitude towards work is due to employees feeling balance in their work. This positive attitude that employees have will add a feeling of satisfaction to the work done, so that it makes employee job satisfaction high.

5. The Effect of Job Satisfaction on *Turnover Intention*

The acquisition of H5 PT. Fajar Toserba Cahaya Cemerlang Mandaljaya Branch consists of *original sample values*, *t-statistics*, and *p-values*, namely -0.393, 2.617, and 0.005 which means that job satisfaction has a negative and significant effect on *turnover intention* indicating that H5 is accepted. Just like Khomaryah et al. (2020) who provide an understanding of job satisfaction, namely how employees' desires are fulfilled and satisfied with work, satisfied with salaries, satisfied with promotions, and their relationships with their superiors and colleagues. The feeling of satisfaction will encourage them to stay and not look for another job.

6. The Effect of Career Development on *Turnover Intention* Mediated by Job Satisfaction

The acquisition of H6 PT. Fajar Toserba Cahaya Cemerlang Mandaljaya Branch consists of *original sample values*, *t-statistics*, and *p-values*, namely -0.206, 2.237, and 0.013 which means that career development has a negative and significant effect on *turnover intention* mediated by job satisfaction. Thus, H6 was accepted. This result is the same as that of Dumadi (2022) that if in career development employees feel dissatisfaction at work as they have been *trained*, but their career does not change as expected. This condition causes a feeling of disappointment so that the thought arises to stop. Thus, career development with employee satisfaction considerations will result in an increase in their commitment to stay at their jobs and not quit their jobs.

7. The Effect of *Work-Life Balance* on *Turnover Intention* Mediated by Job Satisfaction

The acquisition of H7 PT. Fajar Toserba Cahaya Cemerlang Mandaljaya Branch consists of *original sample values*, *t-statistics*, and *p-values*, namely -0.120, 1.785, and 0.037 which means that *work-life balance* has a negative and significant effect on *turnover intention* mediated by job satisfaction showing H7 is accepted. The same results as Grahita (2016) that

balance in work occurs when employees can rest enough to carry out worship, refresh their minds, and can carry out their personal lives such as spending time with family/friends and carrying out hobbies. This condition creates a feeling of comfort which means they are satisfied with the existing work atmosphere so that they will be more attached to their company and also motivated to stay and not leave the company.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

There are several points from the existing data, namely:

1. Career development has a negative and significant effect on *turnover intention*.
2. Career development has a positive and significant effect on job satisfaction.
3. *Work-life balance* has a positive and significant effect on *turnover intention*.
4. *Work-life balance* has a positive and significant effect on job satisfaction.
5. Job satisfaction has a negative and significant effect on *turnover intention*.
6. Career development has a negative and significant effect on *turnover intention* mediated by job satisfaction.
7. *Work-life balance* has a negative and significant effect on *turnover intention* mediated by job satisfaction

Suggestion

Referring to the conclusions that have been presented above, there are suggestions, among others: 1. Suggestions for PT. Fajar Cahaya Cemerlang Convenience Store Mandalajaya Branch, namely a. Provide clear career planning so that employees know the career path that can be achieved. b. It is recommended that employees be involved in the regulations made for the company. c. Open up wider communication, for example by scheduling regular meetings or discussions to provide information, receive feedback and discuss challenges faced. d. Take proactive steps, including evaluating internal policies (career and *work-life balance*), improving communication, and providing appropriate solutions for each individual. By taking these steps, the company can demonstrate a commitment to creating a positive work environment, supporting employee career development, and increasing employee job satisfaction, which can ultimately reduce *turnover rates* and increase employee retention at PT. Fajar Cahaya Cemerlang Convenience Store Mandalajaya Branch. 2. Suggestions for future researchers. Based on the results of this study, there are limitations, namely the number of samples and non-homogeneous samples, so suggestions for future researchers that this study can be used as a reference and the number of samples or respondents is multiplied so that the results of the research data test are more accurate. In addition, it is expected to be able to add other variables as independent variables. Considering that there are many other factors that can affect the level of *turnover intention*.

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