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The Effect of Career Development and Job Stress on Turnover Intention Through Job Satisfaction at Character Education Foundation in Depok City

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Abstract: One of the organizations in Depok, which has a competitive advantage in the field of character education, requires quality human resources to realize its goals of creating a generation with character, creativity, and high thinking. The occurrence of employee turnover will be a problem for achieving the goals of the organization. This study aims to analyze the effect of career development and job stress on employee turnover intention using job satisfaction as a mediator. This research uses a quantitative approach and the SmartPLS 3.2.9 application. The population of this study was 174 organization employees with working periods of more than 1 year, and the sample of this study was 122 employees. The result of this study shows that career development has no significant effect on turnover intentions, but has a significant and positive effect on job satisfaction; job stress has a significant and positive effect on turnover intention, and has a significant and negative effect on job satisfaction. Job satisfaction has a significant and negative effect on turnover intentions. Job satisfaction has a mediating role in the influence of career development and job stress on employee turnover intentions. The implication of this research is that reducing employee job stress will increase job satisfaction and reduce employee turnover.

Keyword: Educational Foundation, Career Development, Job Stress, Job Satisfaction, Turnover Intention

INTRODUCTION

Human resources (HR) have an important role in a company or organization. In the era of globalization and intense competition, human resource development is a must for companies or organizations, including non-profit organizations engaged in education. Organizations engaged in education must be able to adapt to the changes that occur. To maintain their competitive advantage, organizations must manage their human resources to obtain quality human resources and perform well. One of the organizations engaged in the education sector

in Depok has a competitive advantage in the field of character education, requires quality human resources, and has the same commitment as the organization to achieve its lofty goal of creating a generation of character, creative and high-minded. According to Pratiwi and Johannes (2020), HR management must be managed properly so that policies and practices can work according to the wishes of the organization. Organizations often experience problems related to human resources, such as the difficulty of finding competent workers making it increasingly difficult to maintain existing resources, and a large number of employee shifts can cause losses in terms of time, labor, and costs.

According to Poeh & Soehari (2017), the turnover intention is a problem in educational institutions. At character education institutions in Depok, turnover has also experienced fluctuations, where the highest turnover occurred in 2021 with a turnover rate of 10%. This needs to be investigated considering the high employee turnover will cause harm to the organization. One form of employee behavior related to the turnover phenomenon is the desire to move (turnover intention) which results in the employee's decision to leave his job. One of the reasons for the emergence of turnover intention is that there is a fairly high level of work stress due to responsibilities that take up enough time and thought. This is in line with the pre-survey conducted by researchers on 30 respondents, that one of the highest factors triggering turnover intention is work stress where employees find it difficult to manage the workload given simultaneously. Other factors that affect turnover intention are limited career development within the organization, as well as job dissatisfaction because employees carry out tasks that are not to their abilities.

There is a gap in previous research, namely research conducted by Kurniawaty et.al. (2019) where work stress has a significant positive effect on turnover intention, with research conducted by Rahman & Syahrizal (2019) which states that work stress has a significant negative effect on turnover intention. Research conducted by Dewi & Nurhayati (2021), stated that career development had a significant negative effect on turnover intention, whereas research conducted by Pratiwi & Johannes (2020) stated that career development had a significant positive effect on turnover intention. The research conducted by Setiyanto & Selvi (2018), stated that job satisfaction has no effect on turnover intention, whereas the research conducted by NingTyas, et.al. (2020) states that job satisfaction has a significant positive effect on turnover intention. According to Mobley in Poeh & Soehari (2019), job satisfaction is the main determinant of the turnover intention variable so researchers add the job satisfaction variable as a mediating variable.

Although several previous studies have been found that examine the impact of career development, job stress, and job satisfaction on turnover intention, in the context of educational foundations in Indonesia it is still limited. Based on this and the phenomena that occur at character education foundations in Depok, further research is carried out regarding employee turnover intention, with the independent variables being career development and work stress, and the intervening variable being job satisfaction. Based on this research, it will be possible to identify which variables have the most influence on employee turnover intention, so that this can be used to reduce turnover intention in educational foundations.

LITERATURE REVIEW

Human Resources Management

Human resource management is the process of acquiring, training, appraising, and compensating employees, paying attention to their work relations, health, safety, and fairness issues (Dessler, 2016). Human Resources is a major factor in the success of an organization. In an organization, competent human resources are needed because human resources are the

most valuable asset in an organization. Improving the effectiveness and success of an organization is highly dependent on quality human resources, therefore an organization must be able to manage its human resources so that it can support the achievement of an organization's goals (Margaretta & Riana, 2020). Employees as human resources have work functions in organizational activities or activities by the systems, processes, and goals to be achieved by the organization. Without good performance from employees, the sustainability of the organization will not be achieved. Thus, employees are assets or human resources that are very important to the organization (Choiriyah & Riyanto, 2021).

Career Development

According to Kasmir (2016), employee development is a process to refresh and develop the abilities, skills, talents, interests, and behavior of employees. With a good career development program in a company and the ability of employees to structure their careers, employee careers will run as they should. The form of career development depends on the existing career path and according to the needs. A career path is a pattern of work sequence that employees must go through to achieve a career goal (Elmi, 2018). According to Sinambela (2016), career development is highly expected by employees because it can motivate them to work well. An organization that pays attention to the clarity and career development of each employee will lead to job satisfaction for its employees because employees think they are treated fairly by the company or organization to which they work or devote their energy, time, and thoughts (Saputra, 2022).

Job Stress

Fierce job competition in today's life can make people experience stress, one of the reasons is the increasing workload. Employees who are given responsibilities that take up enough time and mind feel a fairly high level of stress. The existence of deadlines in various projects with limited available resources and requiring a long time to be added creates its own pressure. This (work stress) becomes a trigger, aka the triggering aspect for the desire to leave (turnover intention) of the employee. Having a high turnover rate indicates that things are not going well. When in the organization there is dissatisfaction among employees, many of them work to leave for other companies. Many employees who leave, lower the morale of employees who still survive because they feel left to suffer. This causes them to build a negative attitude toward everything in the organization (Poeh & Soehari, 2017).

Job Satisfaction

According to Ganyang (2018), job satisfaction is employees' feelings toward their work, either in the form of pleasant or unpleasant feelings. If employees feel happy about their work, it will lead to motivation to work as well as possible. Conversely, if employees feel dissatisfied with their work, motivation to carry out work will also be low, so productivity will also be low. Overall, an individual's job satisfaction is the sum of job satisfaction (every aspect of work) multiplied by the level of job importance. Individual satisfaction or dissatisfaction with his work is something personal that depends on how he perceives the suitability or conflict between his desires and the results. It can be concluded that a sense of job satisfaction is a positive attitude of the workforce which includes feelings and attitudes through an assessment of a job as respect in achieving one of the important values of work (Pawirosumarto et al., 2017). Job satisfaction is one of the most important factors to get optimal work results. When someone feels satisfied at work, the employee tries his best with all his abilities to complete the job task. Thus, productivity and work results increase optimally (Zamzami, 2022). Job satisfaction is influenced by what employees expect. Employees will feel satisfied when what

is expected is lower than what is obtained, conversely, when what is obtained is lower, employees will feel dissatisfied (Hadaitana & Iqbal, 2023).

Turnover Intention

According to Salimah (2021) where the turnover intention is the desire or intention of an employee to move or leave a company voluntarily to get a better and more promising job in the future. Employee turnover is an important aspect in a company because it can affect the performance and costs of the company. Performance means that if employee turnover is high, it can disrupt the company's performance process. Regarding costs, the higher the employee turnover, the higher the costs that will be incurred by the company, both for recruiting and training them (Setiyanto & Selvi, 2018).

METHODS

The research method used in this study is a quantitative method. The research design used is survey research which is included in quantitative research to examine the behavior of an individual or group. In general, survey research uses a questionnaire as a data collection tool. Survey research is research that takes samples from one population and uses a questionnaire as the main data collection tool (Siyoto & Sodik, 2015).

In this study, there were 2 independent variables, namely Career Development (X1) and Job Stress (X2), 1 intervening variable, namely Job Satisfaction (Y), and the dependent variable, namely Turnover Intention (Z). The method used in this research is using SEM-PLS with the help of the SmartPLS application version 3.2.9. According to Suharyadi in Nurhasanah (2019), the population is defined as the entire subject or object of research. The population is all the data that becomes the center of attention of a researcher within a specified scope and time. The population in this study were all employees at character education institutions with a working period of more than 1 year, totaling 174 people. obtained the number of representative samples in this study as many as 122 respondents.

RESULT AND DISCUSSION

Result

Respondent Characteristic

The characteristics of the respondents are described based on gender, age, length of work, employment status, and last education. The description of the respondents consisted of gender, education level, years of service, and age of the respondents who were organization employees with a total of 122 people. Respondents were taken with a working period of more than one year; because during this period of service, the rights and obligations carried out are the same as the rights and obligations carried out by permanent employees.

Table 1. Respondent's Characteristic

Characteristics	Description	Total	Prosentase
Gender	Men	37	30 %
	Women	85	70 %
Education Level	High school equivalent	23	18,9 %
	Diploma (D3)	2	1,6 %
	Bachelor (S1)	72	59 %
	Master (S2)	25	20,5 %
Length of Service	1 – 5 years	68	55,7 %
	6 – 10 years	23	18,9 %
	11 – 15 years	21	17,2 %
	16 – 20 years	8	6,5 %
	>20 years	2	1,6 %

Age	<=25 years old	72	59 %
	26 – 35 years	9	7,4 %
	36 – 45 years	35	28,7 %
	>45 years	6	4,9 %
Marriage Status	Unmarried	38	31 %
	Married	84	69 %

Sources: Processed Data (2022)

**Analysis of the Measurement Model (Outer Model).
Convergent Validity**

Validity testing is carried out through convergent validity and discriminant validity. The result of the validation test, the loading factor values of each indicator in the variables and dimensions are above 0.7. This proves that all indicators used in this study are valid or have met convergent validity. Convergent validity can also be known through the Average Variance Extracted (AVE).

Table 2. Average Variance Extracted (AVE)

Variable	Dimension	AVE	Description
Career Development	Career Management (PKMK1)	0,624	Valid
	Career Planning (PKPK2)	0,608	Valid
Job Stress	Workload (SKBK1)	0,755	Valid
	Role Conflict (SKKP2)	0,696	Valid
	Role Ambiguity (SKAP3)	0,807	Valid
	Responsibility for other people (SKTJ4)	1,000	Valid
Job Satisfaction	Work (KKPJ1)	0,880	Valid
	Wage (KKUP2)	0,898	Valid
	Supervisor (KKSP3)	0,860	Valid
	Promotion (KKPO4)	0,946	Valid
	Co-Worker (KKRK5)	0,894	Valid
Turnover Intention	Thought of Quitting (TIPK1)	0,659	Valid
Intention	Intention to Quit (TINK2)	0,653	Valid
	Intention to search for another (TINC3)	0,835	Valid

Sources: Result of analysis using SmartPLS 3.2.9

Shows the AVE value on the career development variable, job stress, job satisfaction and turnover intention has an AVE value > 0.50. It can be concluded that the variables and dimensions used in this study have good convergent validity and the indicators are stated to be valid for measuring the dimensions or variables.

Composite Reliability dan Cronbach’s Alpha

The reliability test aims to find out how far a measuring instrument can be relied upon or trusted (Sugiyono, 2016). A construct is declared reliable if it has a Composite Reliability value above 0.70 with a Cronbach's Alpha value above 0.60 (Ghozali and Latan, 2015).

Table 3. Cronbach’s Alpha dan Composite Reliability Value

Variable	Dimension	Composite Reliability	Cronbach's Alpha	Description
Career Development	Career Management (PKMK1)	0.892	0.848	Reliable
	Career Planning (PKPK2)	0.885	0.837	Reliable
Job Stress	Workload (SKBK1)	0.902	0.838	Reliable
	Role Conflict (SKKP2)	0.873	0.782	Reliable
	Role Ambiguity (SKAP3)	0.893	0.761	Reliable

	Responsibility for other people (SKTJ4)	1.000	1.000	Reliable
Job Satisfaction	Work (KKPJ1)	0.936	0.864	Reliable
	Wage (KKUP2)	0.946	0.887	Reliable
	Supervisor (KKSP3)	0.925	0.837	Reliable
	Promotion (KKPO4)	0.973	0.943	Reliable
	Co-Worker (KKRK5)	0.944	0.881	Reliable
Turnover Intention	Thought of Quitting (TIPK1)	0.885	0.827	Reliable
	Intention to Quit (TINK2)	0.849	0.735	Reliable
	Intention to search for another (TINC3)	0.938	0.901	Reliable

Sources: Result of analysis using SmartPLS 3.2.9 (2023)

The results showed that each variable had a Composite Reliability value of >0.7. While the Cronbach's Alpha value of the research model shows that each variable has a Cronbach's Alpha value > 0.6 with the lowest value of 0.735 from the variable turnover intention and the highest value of 1,000 from the work stress variable. From these results, it can be concluded that the research model meets the values of Composite Reliability and Cronbach's Alpha so the research model meets the reliability criteria and is a reliable and reliable measuring tool.

**Analysis of the Structural Model (Inner Model)
Determination Coefficient**

R Square analysis (R²) is performed on each endogenous latent variable which shows how much influence the endogenous latent variable receives from each exogenous variable that contributes to it. The greater the R² value indicates the greater the influence received by the endogenous variables (Hair et al, 2014).

Table 4. Deteremination Coefficient/ R Square (R²) Value

Variable	R Square	R Square Adjusted
Turnover Intention	0,444	0,430
Job Satisfaction	0,676	0,671

Sources: Result of analysis using SmartPLS 3.2.9

From the table above, it is known that the relationship between constructs based on the R Square value can be explained that the R Square value for the variable turnover intention is 0.444. This indicates that 44.4% of the variable turnover intention can be influenced by career development, job stress, and job satisfaction variables, while 55.6% is influenced by other variables outside those studied. The R Square value of the turnover intention variable is 44.4% which can also mean that exogenous latent variables (career development, job stress, job satisfaction) have a moderate effect on predicting endogenous latent variables (turnover intention). While the R Square value of the job satisfaction variable is 0.676. This indicates that 67.6% of the job satisfaction variables can be influenced by career development and job stress variables, while the remaining 32.4% are influenced by other variables outside those studied. The R Square value of the job satisfaction variable is 67.6% which can also mean that exogenous latent variables (career development and job stress) have a strong influence in predicting endogenous latent variables (job satisfaction).

Goodness of Fit (Gof)

Model fit test using Goodness of Fit (GoF) was conducted to validate the performance of the combined measurement model (outer model) and structural model

(inner model). This describes the fit of the model as a whole, both for the outer model and for the inner model.

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

$$GoF = \sqrt{0,556 \times 0,560}$$

$$GoF = \sqrt{0,311}$$

$$GoF = 0,558$$

The calculation results obtained a high GoF value of 0.558. This means that the model has a very high fit, the difference between the observed value and the expected value is low. Based on these results, it can be concluded that the combined performance of the measurement model (outer model) and the structural model (inner model) as a whole is good because the Goodness of Fit Index (GoF) value is $0.558 > 0.36$ (GoF scale category is large).

Hypothesis Test Result

Hypothesis testing is used to test the presence or absence of the influence of the independent variables on the dependent variable. In SmartPLS test the significance of the path coefficient using bootstrap.

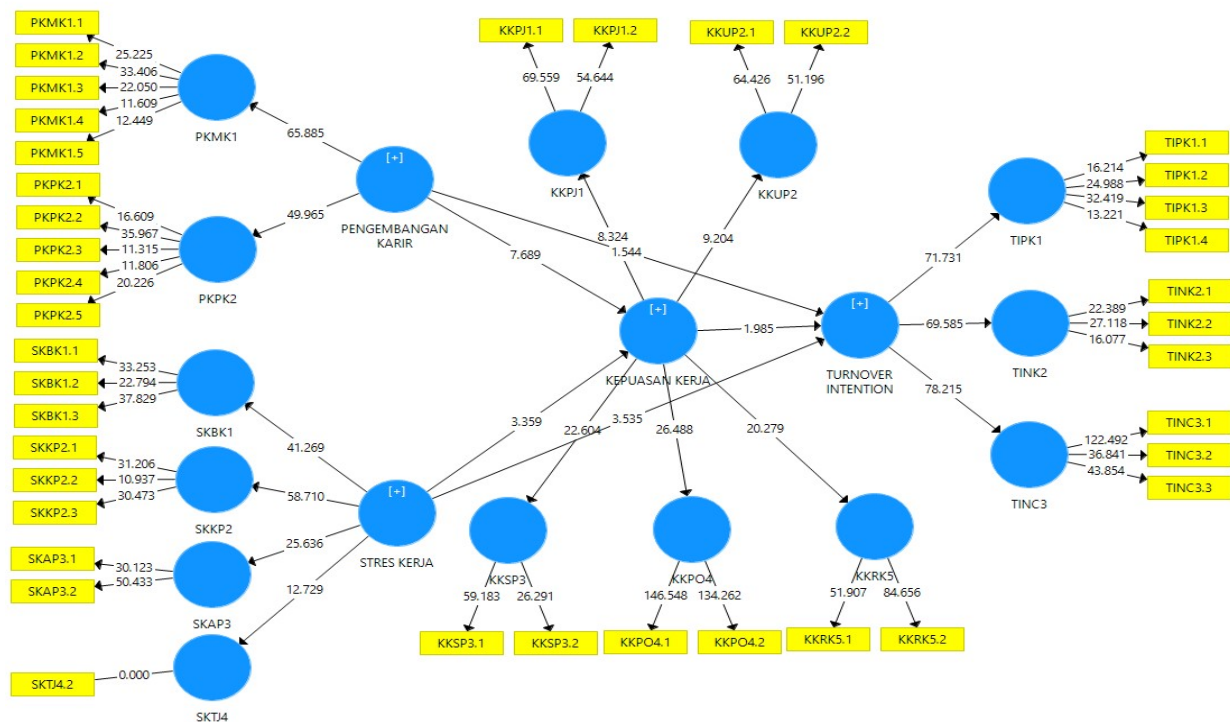


Figure 1. Bootstrapping Path Diagram Output
Sources: Result of analysis using SmartPLS 3.2.9

Table 5. Path Coefficient, t-Statistics, and P-Values Test Result

Relation Among Construct	Original Sample	T Statistics	P Values	Conclusion
Direct Relation				
Career Development -> Turnover Intention	-0,144	1,524	0,064	H1 is rejected
Career Development -> Job Satisfaction	0,622	7,719	0,000	H2 is accepted
Job Stress -> Turnover Intention	0,372	3,966	0,000	H3 is accepted

Job Stress -> Job Satisfaction	-0,271	3,382	0,000	H4 is accepted
Job Satisfaction -> Turnover Intention	-0,227	1,963	0,025	H5 is accepted
Indirect Relation				
Career Development ->Job Satisfaction -> Turnover Intention	-0,141	1,877	0,030	H6 is accepted
Job Stress -> Job Satisfaction -> Turnover Intention	0,061	1,704	0,044	H7 is accepted

Sources: Result of analysis using SmartPLS 3.2.9

Seeing the results of data processing above, the results of this study can be explained as follows:

First Hypothesis (H1)

Based on the test results, it is known that the path coefficient value is negative, namely -0.144. While the t-statistic value is $1.524 < 1.64$ and the p-value is $0.064 > 0.05$. Thus, career development has no effect on turnover intention in character education institutions, and hypothesis H1 in this study which states that 'Career development has a significant negative effect on turnover intention' is rejected.

Second Hypothesis (H2)

Based on the test results, it is known that the path coefficient value is positive, which is equal to 0.622, meaning that the career development variable has a positive effect on job satisfaction. Meanwhile, the t-statistic is $7.719 > 1.64$ and the p-value is $0.000 < 0.05$. Thus, career development has an effect on job satisfaction in character education institutions, and the H2 hypothesis in this study which states that 'Career development has a significant positive effect on job satisfaction' is accepted.

Third Hypothesis (H3)

Based on the test results, it is known that the path coefficient value is positive, which is equal to 0.372, meaning that the work stress variable has a positive effect on turnover intention. While the t-statistic value is $3.966 > 1.64$ and the p-value is $0.000 < 0.05$. Thus, work stress has an effect on turnover intention in character education institutions, and hypothesis H3 in this study which states that 'work stress has a significant positive effect on turnover intention' is accepted.

Fourth Hypothesis (H4)

Based on the test results, it is known that the path coefficient value is negative, which is equal to -0.271, meaning that the work stress variable has a negative effect on job satisfaction. Meanwhile, the t-statistic is $3.382 > 1.64$ and the p-value is $0.000 < 0.05$. Thus, work stress has an effect on job satisfaction in character education institutions, and the H4 hypothesis in this study which states that 'Job stress has a significant negative effect on job satisfaction' is accepted.

Fifth Hypothesis (H5)

Based on the test results, it is known that the path coefficient value is negative, which is equal to -0.227, meaning that the variable of job satisfaction has a negative effect on turnover intention. While the t-statistic value is $1.963 > 1.64$ and the p-value is $0.025 < 0.05$. Thus, job satisfaction has an effect on turnover intention in character education institutions, and hypothesis H2 in this study which states that 'Job satisfaction has a significant negative effect on turnover intention' is accepted.

Sixth Hypothesis (H6)

Based on the test results, it is known that the path coefficient value is negative, which is equal to -0.141, meaning that the career development variable has a negative effect on turnover intention through the mediation of job satisfaction. While the t-statistic value is $1.877 > 1.64$ and the p-value is $0.030 < 0.05$. Thus, career development has an effect on turnover intention through job satisfaction in character education institutions, and hypothesis H6 in this study which states that 'Career development has an indirect effect on turnover intention through job satisfaction' is accepted.

Seventh Hypothesis (H7)

Based on the test results, it is known that the path coefficient value is positive, which is equal to 0.061, meaning that the work stress variable has a positive effect on turnover intention through the mediation of job satisfaction. Meanwhile, the t-statistic is $1.704 > 1.64$ and the p-value is $0.044 < 0.05$. Thus, work stress affects turnover intention through job satisfaction in character education institutions, and hypothesis H7 in this study which states that 'Job stress has an indirect effect on turnover intention through job satisfaction' is accepted.

Discussion

The Effect of Career Development on Turnover Intention.

The career development variable has no significant effect on the turnover intention variable. This shows that good career development in the organization is not able to influence the employee's intention to leave. The results of this study support research conducted by Yuningsih (2020) and research by Elian, et.al. (2020) which states that career development has no significant effect on turnover intention. However, the results of this study do not support the research conducted by Pratiwi & Johannes (2020) and research by Dewi & Nurhayati (2021) which states that career development has a significant negative effect on turnover intention. The phenomenon that occurs in organizations is that the various choices of career paths in organizations have not been matched by good career development programs and leadership regeneration. The employee is satisfied with his appointment to fill a certain position, but actually, he feels that he has not been well prepared to occupy that position so in the end he feels that he is not optimal in leading his team. This explains that employees not considering career development as one of the factors determining their decision to leave the organization.

The Effect of Career Development on Job Satisfaction.

The career development variable has a significant positive effect on the job satisfaction variable. This shows that good career development in the organization will increase employee job satisfaction. The results of this study support research conducted by Aritonang, et al (2019) and research conducted by Suriani & Kadek (2019) which states that career development has a significant positive effect on job satisfaction. However, the results of this study do not support the research conducted by Mabruroh, et al. (2017) which states that career development has no significant effect on job satisfaction. In organizations, the availability of various career paths motivates employees to choose a career according to their interests and abilities. All employees have equal opportunities in their careers. This can create a sense of satisfaction at work so that in the end it will encourage employees to excel and contribute to the progress of the organization. Organizations need to carry out systematic management of career development programs so that the level of employee satisfaction at work will increase.

The Effect of Job Stress on Turnover Intention.

The work stress variable has a significant positive effect on the turnover intention variable. This shows that high work stress will increase employee intentions to leave. The results of this study support the research conducted by Hakro, et.al. (2022) and research conducted by Wahyono & Riyanto (2020), which state that work stress has a positive and significant effect on turnover intention. However, the results of this study do not support the research conducted by Rahman & Syahrizal (2019) which states that work stress has a significant negative effect on turnover intention. The phenomenon that occurs in organizations is the occurrence of role conflict, where employees feel that their superiors are not given the freedom to carry out tasks in the way that is desired by employees. In this case, employees feel that they are not given trust when they want to do tasks in a way that is different from what is determined by their superiors, which ultimately causes work stress, and if this is not managed properly, it can lead to employee intentions to leave their jobs.

The Effect of Job Stress on Job Satisfaction.

The job stress variable has a significant negative effect on the job satisfaction variable. This shows that when work stress is high it will decrease employee job satisfaction. The results of this study support the research conducted by Kurniawaty et.al. (2019) which states that work stress has a negative effect on job satisfaction. Research conducted by Yasa & Dewi (2018) and research conducted by Asofa & Prasetio (2018) also revealed the same thing work stress has a significant negative effect on job satisfaction. However, the results of this study do not support research conducted by Rauan & Tewal (2019) which states that job stress has a positive effect on job satisfaction. The phenomenon that occurs in organizations is that there are employees who get promotions, but feel they are not given trust when they want to do tasks in a way that is different from what is determined by their superiors, such as the task of leading their team. Organizations need to manage employee stress levels properly so that employee job satisfaction increases.

The Effect of Job Satisfaction on Turnover Intention

The job satisfaction variable has a significant negative effect on the turnover intention variable. This shows that when employee job satisfaction is high, it will reduce the employee's intention to leave. This explains that the higher the level of job satisfaction of an employee, the lower the intention to leave the organization where they work. The results of this study support research conducted by Lu, et.all (2017) which states that job satisfaction has a direct and negative effect on turnover intention. Research conducted by William & Riyanto (2022), as well as research conducted by Alam & Asim (2019) also stated the same thing. However, the results of this study do not support the research conducted by Andriani (2019) which states that job satisfaction has no effect on turnover intention, and the research conducted by Ningtyas, et al. (2020) which states that job satisfaction has a significant positive effect on turnover intention. The phenomenon that occurs in organizations is that employees feel job satisfaction, especially satisfaction with the promotion of positions given, namely positions in the field of education, but on the other hand, employees who come from various backgrounds in this field of expertise want to try to work in accordance with their areas of expertise, and according to them this is can only be fulfilled by the type of work that is outside the organization. Organizations can organize activity programs aimed at accommodating employee aspirations including aspirations related to the field of work they want to work in, and organizations can arrange appropriate career paths, so that employees are satisfied with getting promotions in accordance with their areas of expertise, and this can reduce turnover rates employee intentions.

Job Satisfaction Mediates Career Development on Turnover Intention.

Based on the results of hypothesis testing, shows that career development has an effect on turnover intention mediated by employee job satisfaction an organization. This means that the variable job satisfaction is able to strengthen the effect of career development on turnover intention. The results of this study support research conducted by Elian, et.al. (2020) which states that job satisfaction fully mediates career development on turnover intention, because before the insertion of the job satisfaction variable as mediation, career development does not have a significant effect on turnover intention. Several other studies conducted by Rahman & Syahrizal (2019), as well as research conducted by Olivia, et al (2020) also state that career development influences turnover intention through job satisfaction as a mediating variable. However, the results of this study do not support the research conducted by Dewi & Nurhayati (2021) which state that job satisfaction is unable to mediate the effect of career development on turnover intention. A better career development program for employees is able to influence high employee job satisfaction, and higher job satisfaction will reduce the desire of employees to leave the organization even though there are better opportunities in other organizations.

Job Satisfaction Mediates Job Stress on Turnover Intention.

Based on the results of hypothesis testing, shows that work stress affects turnover intention mediated by employee job satisfaction. This means that the variable job satisfaction is able to strengthen the effect of work stress on turnover intention. The results of this study support research conducted by Pratiwi & Johannes (2020) which states that job satisfaction mediates work stress on turnover intention, and research conducted by Nasution (2017) states that work stress affects turnover intention mediated by job satisfaction. However, the results of this study do not support the research conducted by Balqis, et.al. (2022) which states that job satisfaction is unable to mediate the effect of work stress on turnover intention. Employees who have high work stress will certainly encourage employees to have the desire to leave the organization and at the same time, the level of job satisfaction is low, which can further increase the desire of employees to leave the organization. On the other hand, even though employees have high work stress, at the same time these employees feel job satisfaction, namely satisfaction with the promotion opportunities provided, this reduces the employee's desire to leave the organization. Therefore, job satisfaction is able to mediate the effect of work stress on employee turnover intention.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of the study, it can be concluded that job satisfaction can mediate the effect of career development and job stress on turnover intention in character educational foundations in Depok City. Career development directly has no significant effect on employee turnover intention but has a positive and significant effect on employee job satisfaction. Job stress directly has a positive and significant effect on employee turnover intention, but has a negative and significant effect on employee job satisfaction; Job satisfaction has a negative and significant effect on employee turnover intention; Job satisfaction is able to mediate in full (full mediation) the effect of career development on employee turnover intention; Job satisfaction is able to mediate partially (partial mediation) the effect of work stress on employee turnover intention.

Recommendation

This study has limitations where the variable turnover intention is not only influenced by the variables career development, job stress, and job satisfaction but also influenced by other variables outside those studied. So, it is recommended that further research will be able to

develop this research by adding other factors, such as work-family conflict, leadership style, organizational commitment, and employee engagement so that it will be known which factors have a more dominant influence. extensively on employee turnover intention.

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