


The Influence Of Career Development On Employee Retention With Job Satisfaction As An Intervening Variable PT. Socfindo Tanah Besih

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Article Info	ABSTRACT
Keywords: Career Development, Employee Retention, Job Satisfaction	The study's overarching goal is to identify how PT. Socfindo Tanah Besih's career development programs affect staff retention rates, with work satisfaction serving as a moderating variable. Company's capacity to maintain high personnel retention is the driving force behind the company's growth. In this quantitative study, 57 participants were selected at random from among the staff of PT. Socfindo Tanah Besi. Validity, reliability, normalcy, multicollinearity, and heteroskedasticity are the analytical criteria used in this study. This study used SPSS version 25 for data processing and hypothesis testing, which included a t-test, determinant coefficient, and path analysis. Testing the hypotheses reveals that career development has a substantial impact on work satisfaction, but neither career development nor job satisfaction has any bearing on employee retention, and neither factor can mediate the link between the two.
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INTRODUCTION

In this age of rapid technical advancement and intense worldwide rivalry, a company's human resources are its most valuable asset in reaching its objectives. Companies that have reliable and qualified human resources will be able to answer the latest competitive challenges, this is in line with research (Luh De Puryatini Putri, 2017) stated that Company leaders need to be aware of several aspects to assess human resource performance, such as the leadership style they display towards their subordinates, teamwork between employees and well communication between leaders and employees and between fellows. An organization's human resources department is strategically located, which implies it plays a key role in accomplishing the company's objectives. Organizational or business success is dependent on human resources. (Cia Cai Cen, 2023). According (Handayani & Puji Astuti, 2023) according to which human resources are an integral part of every successful business and play a key role in its operations. A firm's modern and sophisticated technology won't amount to much if its people resources aren't up to snuff, yet strong human resources may still push the company to greater heights.

Advancement opportunities are a part of human resource management. Employees' long-term professional goals might be better met via career development programs offered

by their current employers. Having a career development program in a company, either through increasing competency, increasing work experience, and structured promotion, will have an impact on the future of employees. A guaranteed future makes employees feel calm at work so that employees are sure to work with the company, then the employees retention program will be achieved (Zhafira Disa & Djastuti, 2019). In achieving company's goals, having a well-developed career in the company will create effectiveness for every individual who works. An employee can be said to be successful if the employee can be promoted to a higher position or level than his previous position, Based on research (Handayani & Puji Astuti, 2023) Lack of fair treatment in a career result in the employees less enthusiastic about their work. The career development indicators according to Hani Handoko stated by (Rafsanzhani, 2023) is job training. Based on data in 2021-2023, the number of employees who have not participated in training tends to increase. The case that many employees do not participate in training is that training programs are not created in relation to employee performance, and there is no appreciation giving by the leader after completing work that is in accordance with company's targets, causing many employees who feel that career development has not been effective. The study lends credence to this (Elsa et al., 2019) claimed that the Bintang Kuta Hotel's retention rate is positively and significantly impacted by career development opportunities. It demonstrates that when one rises through the ranks of an organization, employee retention also increases.

PT, Socfindo is a company engaged in palm oil and rubber plantations. This company was founded in 1927 under the name Socfin Medan (Societe Financiere Des Conshochocs Medan Siciete Anonyme) by the Belgians in 1965. PT. Socfindo has to face a very tight competition so that to survive, it requires maximum management effort. One effort to survive amidst intense competition is through the support of employees who remain loyal to the company.

Employee retention is a company's ability to retain employees for a long period of time. Retaining talented workers from leaving the company is the primary objective of employee retention programs, Based on research (Ardana, 2019) Many employees often think about leaving the company, leaving their jobs, not having a certain future regarding their work at the company where they work, According to (Ginting Suka, 2022) Employee turnover is a direct result of low retention rates. The following table shows the personnel turnover rate for the production sector of PT. Socfindo Tanah Besih in 2021:

Table 1. Data of Employee Turnover in Production Sector at PT. Socfindo Tanah Besih 2021-2023

Year	Number of employees	Number of Incoming Employees	Incoming Employees (%)	Employee Leaves	Employee Leave (%)	Retention Rate (%)
2021	50	5	10	8	16	85.45
2022	47	8	17.02	11	23.40	93.61
2023	44	9	20.45	8	18.18	102.2

Source: Data processed 2024

Based on data on employee turnover rates in production sector of PT. Socfindo in 2021-2023 show a high turnover rate. According to Gillies that is quoted by (Mulyana, 2019), identifies a typical annual rate of staff turnover as between 5 and 10% and a high rate as above 10%. After looking into the matter, it is clear that the firm is struggling to keep its employees. In order to keep productivity high, businesses need to be able to keep their employees. Research supports this (Nugraha et al., 2022) Companies may maximize their workers' potential, accomplish their objectives, and save time, energy, and money by using effective employee retention strategies.

Lack of effective of career development has an impact on job satisfaction, this is in line with research (Pradipta & Suwandana, 2019) who stated that job satisfaction is an employee's emotional attitude that can increase work morale, dedication, discipline, enjoyment and love of their work, According to (Nugraha et al., 2022) Employee satisfaction is determined by what they want and the feedback they got from the organization they work for. Employees are generally satisfied with their jobs when they are treated well at work. Employees who are satisfied with the company's policies will feel happy and at home working at the company, so the more satisfied the employees, the higher the employee retention (Zhafira Disa & Djastuti, 2019). One of the indicators of job satisfaction according to Mangkunegara quoted by (Rafsanzhani, 2023) is an employee incentive. Based on the pre-survey results, 87.5% agreed with job satisfaction and 12.5% disagreed. The percentage of 87.5% shows that the majority of employees are satisfied with the incentives and salaries implemented by the company. A high level of approval salary can also show that employees feel appreciated and the compensation they received is in accordance with their performance and abilities. However, it is also important to understand employee dissatisfaction which causes an imbalance between the compensation received and employee expectations and contributions. Employee job satisfaction can be caused by a heavy workload, salaries that are not in accordance with the workload, and salaries that are balanced with other employees in the company. Where it is necessary to take into account pay provision as a kind of employee welfare in order to impact employee work satisfaction and retention. All of this aligns with research (Ayu & Adnyani, 2020) said that there is a favorable and statistically significant relationship between employee happiness on the work and their likelihood of staying with BPR Lestari Teunku Umar Denpasar.

METHODS

Quantitative research methodologies are used in this study. For studies involving specific populations or samples, researchers often turn to quantitative approaches, which have their roots in positivism (Sugiyono, 2019). Personnel from PT. Socfindo Tanah Besih make up the 130-person population studied here. There were 57 workers in the whole sample. Simple Random sample is one of the sample strategies used in this investigation. If one believes (Sugiyono, 2019) In simple random sampling, the stratification of the population is not taken into consideration while selecting sample members. Primary data sources are what this study relies on for its information. Methods for gathering information in the field include surveys, in-depth interviews, and careful observation. Analysis of the survey results based on the Likert

scale. Validity, reliability, normalcy, heterosdasticity, path analysis, determinant coefficient, and t test are some of the tests that are used. There are three types of variables employed in this study: independent, dependent, and intervening. Job satisfaction (Z) serves as an intermediary variable between career progression (X), employee retention (Y), and other dependent variables.

RESULTS AND DISCUSSION

Result

Validity Test

This experiment was conducted with 30 participants, resulting in a df-value of 0.361 (Ghozali, 2016) and a k-value of 28 (with $\alpha = 5\%$). The computed r-value will thereafter be compared to the table r-value, which can be found in Table 2. in the following manner :

Table 2. Validity Test Results

Variable Y (Employee Retention)			
Statement	r_{count}	r_{table}	Validitas
1	0,548	0,361	Valid
2	0,523	0,361	Valid
3	0,453	0,361	Valid
4	0,631	0,361	Valid
5	0,476	0,361	Valid
Variable Z (Job Satisfaction)			
Pernyataan	r_{hitung}	r_{tabel}	Validitas
1	0,534	0,361	Valid
2	0,428	0,361	Valid
3	0,799	0,361	Valid
4	0,762	0,361	Valid
5	0,508	0,361	Valid
Variable X (Career Development)			
Statement	r_{count}	r_{table}	Validitas
1	0,553	0,361	Valid
2	0,510	0,361	Valid
3	0,583	0,361	Valid
4	0,636	0,361	Valid
5	0,525	0,361	Valid
6	0,530	0,361	Valid

Source: Data processed 2024

All assertions of each variable are deemed valid, as shown in Table 2, where the r-value for the career development variable (X), the employee retention variable (Y), and the work satisfaction variable (Z) is larger than the r-value of the table.

Reliability Test

Table 3. Reality Test Results

Variable	Cronbach Alpha	Konstanta	Reliability
Employee Retention (Y)	0,684	0,6	Reliable
Job Satisfaction (Z)	0,737	0,6	Reliable
Career Development (X)	0,714	0,6	Reliable

Source: Data processed 2024

All of the research variables were determined to be trustworthy according to the Cronbach Alpha reliability test, which yielded values higher than 0.6. This means that the measurement instrument employed in this study is reliable and may be utilized for future research.

Normality Test

Equation I

Table 4. Uji *One Sample Kolmogorov Smirnov Test*

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		57	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	1.22263195	
Most Extreme Differences	Absolute	.070	
	Positive	.066	
	Negative	-.070	
Test Statistic		.070	
Asymp. Sig. (2-tailed)		.200 ^{c,d}	
Monte Carlo Sig. (2-tailed)	Sig.	.965 ^e	
	99% Confidence Interval	Lower Bound	.902
		Upper Bound	1.000

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Based on 57 sampled tables with starting seed 2000000.

Sumber: Data diolah 2024

Equation II

Table 5. Uji One Sample Kolmogorov Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		57	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	1.17477671	
Most Extreme Differences	Absolute	.073	
	Positive	.070	
	Negative	-.073	
Test Statistic		.073	
Asymp. Sig. (2-tailed)		.200 ^{c,d}	
Monte Carlo Sig. (2-tailed)	Sig.	.860 ^e	
	99% Confidence Interval	Lower Bound	.741
		Upper Bound	.978

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Based on 57 sampled tables with starting seed 299883525.

Source: Data processed 2024

All variables had significance values (Monte Carlo Sig) of 0.965 and 0.860, respectively, as shown in tables 4 and 5. We may infer that all variables follow a normal distribution if the significance level is greater than 0.05, which indicates that the residual value is normal.

Multicollinearity Test

Equation II

Table 6. Multicollinearity Test Results

		Coefficients ^a	
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Career development	.700	1.428
	Job satisfaction	.700	1.428

a. Dependent Variable: Retensi karyawan

Source: Data processed 2024

By examining table 6, we can see that all variables have tolerance values more than 0.10 and VIF values less than 10. The absence of multicollinearity symptoms among the independent variables in the regression model leads to this conclusion.

Heteroscedasticity Test Equation II

Table 7. Glesjer Test Results

		Coefficients ^a		Standardized Coefficients	T	Sig.
		Unstandardized Coefficients				
Model		B	Std. Error	Beta		
1	(Constant)	.713	1.106		.644	.522
	Career development	-.062	.051	-.192	-1.202	.235
	Job satisfaction	.083	.071	.188	1.176	.245

a. Dependent Variable: ABS_RES2

Sumber: Data diolah 2024

Table 7 shows that both the career progress (X) and work satisfaction (Z) variables are statistically significant with p-values of 0.235 and 0.245, respectively. Regression models do not exhibit signs of heteroscedasticity when the significance level is greater than 0.05.

Linear Regression Analysis Equation I

Table 8. Linier Regression Results

		Coefficients ^a		Standardized Coefficients
		Unstandardized Coefficients		
Model		B	Std. Error	Beta
1	(Constant)	9.885	1.624	
	Career development	.396	.082	.547

a. Dependent Variable: Kepuasan kerja

Source : Data processed (2024)

These findings provide the groundwork for formulating the multiple linear regression equation:

$$Z = a + \beta 1X + \epsilon, \text{ so that the equation is obtained: } Z = 9.885 + 0.396 X$$

Equation II

Table 9. Linier Regression Results

Model	Coefficients ^a		
	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	10.159	2.037	
Career development	.159	.095	.247
Job satisfaction	.217	.131	.243

a. Dependent Variable: Retensi karyawan

Source : Data processed (2024)

Based on these results, the multiple linear regression equation has the formulation: $Y = a + \beta_2X + \beta_3Z + \epsilon$, so that the equation is obtained: $Y = 10.159 + 0.159 X + 0.217 Z$.

Coefficient of Determination (R²)

Equation I

Table 10. Coefficient of Determination (R²)

Model	Model Summary ^b								
	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.547 ^a	.300	.287	1.234	.300	23.520	1	55	.000

a. Predictors: (Constant), Pengembangan Karir

b. Dependent Variable: KepuasanKerja

Source: Data processed 2024

Table 10. Coefficient of Determination (R²)

Model	Model Summary ^b								
	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.547 ^a	.300	.287	1.234	.300	23.520	1	55	.000

a. Predictors: (Constant), Pengembangan Karir

b. Dependent Variable: KepuasanKerja

Source: Data processed 2024

Equation II

Tabel 11. Coefficient of Determination (R^2)

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.431 ^a	.185	.155	1.196	.185	6.146	2	54	.004

a. Predictors: (Constant), KepuasanKerja, Pengembangan Karir

b. Dependent Variable: RetensiKaryawan

Source: Data processed 2024

According to the data in the table, the adjusted R square values for career development (X) and job satisfaction (Z) are 0.287 and 0.155, respectively, which means that these two variables account for 15.5% of the variance in employee retention (Y), leaving 84.5% (100% - 15.5%).

Partial Test (t) Equation I

Tabel 12. Partial Test (t)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.885	1.624		6.089	.000
	Career development	.396	.082	.547	4.850	.000

a. Dependent Variable: Kepuasan kerja

Source: Data processed 2024

How Advancement in One's Career Affects Contentment on the Work With $\alpha = 5\%$ and ttable (5%; $n-k = 56$) yielded a ttable value of 2.003, a tcount value of 4.850 was derived from table 12. Based on the above information, it is evident that the calculated t-value is 2,003 and the significance level is $0.000 < 0.05$. Therefore, we may accept the first hypothesis, which states that career advancement influences work satisfaction.

Equation II

Table 13. Partial Test (t)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.159	2.037		4.987	.000
	Career development	.159	.095	.247	1.680	.099
	Job satisfaction	.217	.131	.243	1.656	.104

1. A Study on the Impact of Professional Growth on Staff Retention
A tcount value of 1.680 was derived from table 13, and a ttable value of 2.004 was achieved with $\alpha = 5\%$ and ttable (5%; n-k = 56). Based on this description, it is clear that the second hypothesis is rejected, indicating that career development does not impact employee retention, according to the computation of $1,680 < t_{table} 2,004$ and the significance value of $0.099 > 0.05$.
2. Employee Satisfaction and Its Impact on Retention
With $\alpha = 5\%$ and ttable (5%; n-k = 56), a ttable value of 2.004 was produced from table 13, which yielded a tcount value of 1.656. The third hypothesis is rejected, indicating that the work satisfaction variable does not impact employee retention, since the calculation is $1,656 < t_{table} 2,004$ and the significant value of $0.104 > 0.05$ are clearly shown in this description.

Path Analysis

Equation I

Table 14. Standardized Coefficients Value

Model	Coefficients ^a		
	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	9.885	1.624	
Career development	.396	.082	.547

a. Dependent Variable: Kepuasan kerja

Source : Data processed (2024)

Equatio

Tabel 15. Standardized Coefficients Value

Model	Coefficients ^a		
	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	10.159	2.037	
Career development	.159	.095	.247
Job satisfaction	.217	.131	.243

a. Dependent Variable: Retensi karyawan

Source : Data processed (2024)

Furthermore, *the standardized coefficients beta* values will be included in the path analysis figure as follows:

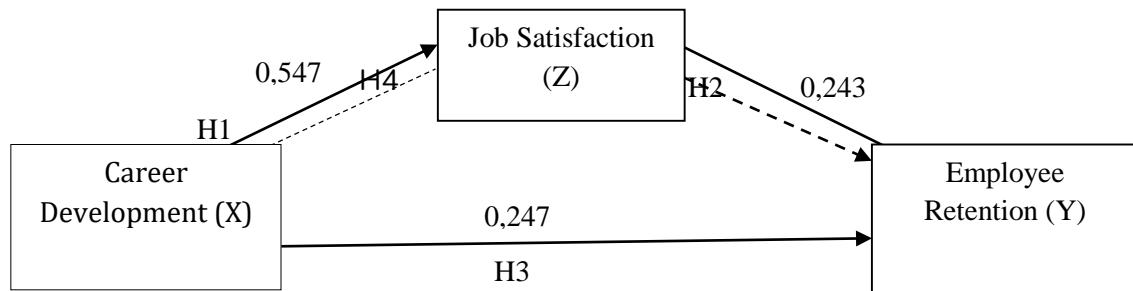


Figure 1. Path Analysis

The figure from the path analysis demonstrates that career development factors have a direct effect of 0.247 on employee retention. In the meanwhile, the indirect effect via the work satisfaction variable is 0.132, which is calculated as 0.547 times 0.243. An examination of the computed effects reveals that the direct effect on the retention of employees is larger than the indirect effect via work satisfaction. As a result, we can rule out the possibility that career advancement influences employee retention via the mediating variable of work satisfaction (the fourth hypothesis). Work experience as an Interventional Variable in PT. Socfindo Tanah Besih.

Discussion

Career development (X) affects job satisfaction (Z)

Career development affects job satisfaction at PT. Socfindo Tanah Besih because good career development in the company can cause effectiveness for every individual who works. The results of this study are in line with (Sismawati & Lataruva, 2020) which states that the better the career development, the higher the job satisfaction of employees. Therefore, the company must be able to develop an effective career development program to maintain employee job satisfaction.

Career development (X) has no effect on employee retention (Y)

There is no correlation between career development and employee retention, as career development is only one factor among several that influence retention rates. Consequently, businesses should focus on and enhance other areas of human resource management to increase employee retention, in addition to their commitment to provide excellent career development options. Research does not support this. (Safira Nurmalitasari, 2021) PT. BPR Restu Artha Makmur's permanent workers in Semarang City are more likely to stay with the company if they have opportunities to advance in their careers. Employees are more invested in making their organization a great place to work if they are given opportunity to further their careers.

Job satisfaction (Z) has no effect on employee retention (Y)

Because the organization takes other factors into account when determining how good it is at retaining employees, job satisfaction has little impact on retention rates. Thus, it is critical for PT. Socfindo Tanah Besih to maintain a focus on employee happiness in the workplace by fostering an encouraging atmosphere, outlining opportunities for advancement, paying competitive wages, and fostering trust between supervisors and workers. This is in

line with research (Ramapriya & Sudhamathi, 2020), Zebua (2022) and Millena & Donal Mon (2022) that work happiness has little to no role in keeping employees around. Therefore, employee happiness on the work will not lead to a higher retention rate.

Career development has no effect on employee retention through job satisfaction as an *intervening variable*

Job satisfaction caused by career development is not always a key indicator in employee retention. Therefore, the relationship of job satisfaction can be influenced by the career development that exists in the organization and can affect employee retention. Despite the company's best efforts to offer effective career development, this study found that employees of PT. Socfindo Tanah Besih still do not feel satisfied with their advancement opportunities. Since employees' personal priorities differ, career development cannot be used as a metric to determine whether or not an employee will remain with the organization. Research does not support this (Zhafira Disa, 2019) that work happiness acts as a go-between for advancement opportunities and staff retention.

CONCLUSION

Extensive study has shown that professional growth significantly impacts contentment in one's work environment. The findings of the data analysis indicate that the first hypothesis is accepted, since the t test value of 4.850 is more than the t table value of 2.003, and the significance value is 0.000, which is less than 0.05. The second hypothesis cannot be accepted since career development does not significantly impact employee retention, as shown by the analysis findings (t test value 1.680 < t table 2.004), and a significance value of 0.099 > 0.05. Employee retention is unaffected by job satisfaction. The analysis findings indicate that the third hypothesis cannot be accepted, since the t-test value of 1.656 is less than the t-table value of 2.004, and the significance value of 0.104 is more than 0.05. However, even controlling for work satisfaction, career advancement at PT. Socfindo Tanah Besih did not significantly impact employee retention. The direct effect of the career development variable on employee retention, as shown by shoen, is 0.247. At the same time, 0.547 times 0.243 is 0.132, which is the indirect impact via the work satisfaction variable. The results of the calculations indicate that the direct effect on the employee retention variable is greater than the indirect influence via the work satisfaction variable, therefore rejecting the fourth hypothesis.

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