

Research Article

The Role of Career Development and Job Satisfaction in Reducing Turnover Intention in the Broadcasting Industry

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Abstract: High turnover intention has become a critical issue in the broadcasting industry, especially in divisions that operate under fast-paced tasks and high levels of pressure. This study aims to analyze the influence of career development and job satisfaction on employees' intention to leave the organization. Career development is measured through indicators such as promotion opportunities, work experience, and training, while job satisfaction is assessed through compensation, work environment, and recognition. A quantitative research design was applied, utilizing Partial Least Square (PLS) to analyze data obtained from a survey of employees working in a broadcasting company in Surabaya. The findings demonstrate that both career development and job satisfaction have a significant negative relationship with turnover intention, meaning that improvements in these variables can effectively reduce employees' desire to quit. Among the career development indicators, work experience was found to be the most dominant factor influencing employee retention. On the other hand, recognition emerged as the most influential dimension of job satisfaction, showing that appreciation from the organization plays a crucial role in maintaining employee commitment. Overall, this study highlights the importance for broadcasting companies to implement effective career development strategies and enhance job satisfaction in order to minimize turnover intention and sustain organizational stability.

Keywords: Broadcasting Industry; Career Development; Employee Retention; Job Satisfaction; Turnover Intention

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1. Introduction

High turnover intention remains a critical challenge for many organizations, particularly in the broadcasting industry, which is characterized by high work pressure and dynamic creative demands. Turnover intention reflects the likelihood that an employee will choose to exit the organization, immediately or in the future. [1]. This issue is important to address since turnover not only incurs additional costs but also disrupts team stability and organizational continuity [2].

Career development is among the crucial elements that can help lower employees' turnover intention. When organizations provide clear career paths through training, work experience, promotion opportunities, or mentoring, employees are more likely to perceive long-term prospects within the company. Conversely, limited opportunities for personal and professional growth may create a sense of stagnation, which drives employees to seek alternative employment [3]. This phenomenon is particularly relevant among younger

employees in the broadcasting sector, who often expect diverse work experiences and continuous development opportunities [4].

Employee retention is not only affected by career development but is also strongly shaped by job satisfaction. Job satisfaction encompasses employees' perceptions of compensation, work environment, social relationships, and recognition systems [5]. When employees feel that their contributions are fairly appreciated—both financially and non-financially—they are more motivated to remain in the organization. On the other hand, dissatisfaction with compensation systems or recognition mechanisms tends to decrease loyalty and increase turnover intention [6].

Based on field observations, production divisions in the broadcasting industry often face issues such as limited work variety and dissatisfaction with compensation systems, particularly bonuses that are perceived as inconsistent and lacking transparency. This gap between employee expectations and organizational practices may trigger stronger intentions to leave the company. Therefore, this study is conducted to determine the impact of career development and job satisfaction on employees' turnover intention among employees in the broadcasting industry, with the expectation of providing both theoretical insights and practical implications for human resource management.

2. Theoretical Studies

Career Development

Career development is a structured organizational effort to enhance employees' skills, responsibilities, and career opportunities. It involves practices such as training, mentoring, job rotation, job enrichment, and promotion pathways [1], [7]. When employees perceive that their careers are progressing, they tend to feel more motivated and committed. In contrast, the absence of clear career opportunities often creates stagnation, which may encourage employees to leave the organization [8], [9].

Job Satisfaction

Job satisfaction reflects the pleasant emotional state employees feel when the reality of their work matches their anticipated expectations. It is influenced by compensation, work environment, relationships with colleagues, and recognition [4], [10]. Recognition and appreciation, both financial (e.g., bonuses) and non-financial (e.g., symbolic acknowledgment), are considered essential for maintaining satisfaction [11]. When employees feel dissatisfied—particularly due to unfair or inconsistent compensation—they are more likely to develop turnover intention [12], [13].

Turnover Intention

Turnover intention can be described as an employee's intentional and voluntary plan to resign from the organization. It is influenced by various organizational and individual factors, including career development opportunities and job satisfaction [5]. High turnover intention often reflects unmet expectations, lack of recognition, or limited professional growth [6], [14]. In the broadcasting industry, where workloads are demanding and career paths are not always clear, turnover intention becomes a significant challenge that requires strategic management interventions.

3. Research Methods

This study applied a quantitative research design with an explanatory approach, aiming to examine the influence of career development and job satisfaction on turnover intention. A survey method was selected because it enables the collection of standardized data from a relatively large group of respondents, making it suitable for hypothesis testing and model validation. The focus of the research was on employees working in the production division of a broadcasting company, as this division represents the operational core and has shown indications of high turnover intention based on preliminary observations and HR interviews.

Data Collection Technique

Data were collected through a structured questionnaire distributed to employees in the production division. The survey instrument contained items assessed with a five-point Likert scale, with responses ranging from 1 (strongly disagree) to 5 (strongly agree). The items were adapted from established instruments on career development, job satisfaction, and turnover intention that have been widely validated in previous studies [1], [5]. A purposive sampling technique was employed to select respondents directly involved in production activities, ensuring that the data accurately reflected the targeted population. A total of 60 responses were collected and deemed valid for further analysis.

Data Analysis Technique

The data obtained were examined through Partial Least Squares – Structural Equation Modeling (PLS-SEM). This method is considered appropriate because it can handle complex models, is robust with smaller sample sizes, and does not require data normality. The analysis consisted of two stages: (1) Measurement model evaluation, by evaluating the validity and reliability of the constructs through outer loadings, Average Variance Extracted (AVE), and composite reliability. (2) Structural model evaluation, which assessed the relationships among variables through path coefficients, t-statistics, and R-square values.

All statistical procedures were conducted using SmartPLS software version 4.

4. Results and Discussion

Table 1. Career Development, Job Satisfaction and Turnover Intention

Indicator	Career Development (X1)	Job Satisfaction (X2)	Turnover Intention (Y)
X1.1	0,916		
X1.2	0,892		
X1.3	0,960		
X1.4	0,726		
X2.1		0,830	
X2.2		0,778	
X2.3		0,904	
X2.4		0,929	
Y.1			0,837
Y.2			0,893
Y.3			0,799

Table 1 presents the outer loading values for each indicator in the model. All indicators exceeded the threshold of 0.70, confirming their validity in measuring the respective constructs. The highest outer loading was found in the career development construct, specifically the work experience indicator (0.960). This result suggests that work experience plays a crucial role in reflecting employees' career development. When employees gain diverse experiences, they perceive stronger professional growth, which in turn reduces their tendency to consider leaving the organization [15].

Table 2. Construct Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability	AVE	Remarks
Career Development (X1)	0,897	0,930	0,771	Valid and Reliable
Job Satisfaction (X2)	0,883	0,920	0,744	Valid and Reliable
Turnover Intention (Y)	0,797	0,881	0,712	Valid and Reliable

The results in Table 2 demonstrates that each construct obtained Cronbach's Alpha and Composite Reliability scores exceeding the minimum acceptable value of 0.70. Likewise, the Average Variance Extracted (AVE) values were above 0.50, suggesting that the indicators explained a sufficient proportion of variance in each construct. These results demonstrate that the model possesses both internal consistency and convergent validity, meaning that career development, job satisfaction, and turnover intention were measured accurately and reliably. The consistency of these measures strengthens the credibility of the subsequent structural model evaluation, showing that the constructs are statistically sound for hypothesis testing.

Tabel 3 R Square

Variable	R Square
Turnover Intention (Y)	0,810

As presented in Table 3, the R^2 value for turnover intention was 0.810. This means that 81% of the variation in turnover intention can be explained by career development and job satisfaction, while the remaining 19% is determined by other factors not included in this model. This value falls into the substantial category. The implication is that turnover intention among employees is largely shaped by how well the organization manages career development and job satisfaction. In practical terms, this means that enhancing both factors could serve as a strong foundation for retaining employees. On the other hand, external variables such as leadership style, organizational culture, and work stress may also influence turnover intention, which can be explored in further studies [4], [5].

Tabel 4 Path Coefficients

	Original Sample (O)	T Statistics (O/STDEV)	P Values
X1 (Career Development) -> Y (Turnover Intention)	-0,324	2,996	0,003
X2 (Job Satisfaction) -> Y (Turnover Intention)	-0,598	5,557	0,000

Table 4 presents the results of the path coefficient analysis. Career development was found to have a negative and significant effect on turnover intention, with a coefficient of -0.324 and a p-value of 0.003. This result suggests that employees who perceive clearer career development opportunities are less likely to think about leaving their organization. However, the effect of job satisfaction proved to be stronger. With a coefficient of -0.598 and a p-value of 0.000, job satisfaction emerged as the dominant factor influencing turnover intention. This finding underlines that employees' sense of appreciation, fair rewards, and supportive working conditions are critical in fostering loyalty.

These results confirm the assumption in the background that dissatisfaction with the bonus system, limited training opportunities, and unclear career paths contributed to higher turnover intention. When employees feel that their expectations are not aligned with reality, particularly in terms of rewards and recognition, they are more inclined to seek employment elsewhere. These results align with previous literature, suggesting that effective career growth strategies and employee satisfaction can considerably decrease the likelihood of turnover [4], [5].

5. Conclusions and Suggestions

The results of this study demonstrate that career development and job satisfaction play a significant role in reducing employees' turnover intention, particularly in the production division of the broadcasting industry. Career development was found to be most strongly reflected through work experience, which appeared as the indicator with the highest outer loading value. This finding suggests that employees perceive growth and advancement primarily through opportunities to gain diverse and meaningful experiences in their work. When such opportunities are absent, employees are more likely to feel stagnant, which may lead to an increased intention to leave the organization. On the other hand, job satisfaction emerged as the dominant factor influencing turnover intention, with recognition and appreciation serving as the key elements. Both financial rewards, such as fair and consistent bonus distribution, and non-financial recognition, such as acknowledgment from supervisors, were shown to be crucial in shaping employees' sense of satisfaction and loyalty to the organization.

These findings underline the importance of strengthening both career development initiatives and job satisfaction strategies as a means of reducing turnover intention. Organizations should focus on providing structured opportunities for employees to develop, such as job rotation, involvement in strategic projects, and regular mentoring from senior staff. At the same time, management needs to ensure that the reward system is transparent and equitable, with bonuses distributed in a timely manner and complemented by non-financial recognition to acknowledge employee contributions. In addition, proactive

measures are required to identify and address turnover risks, especially among younger employees who dominate the production division and often seek greater development opportunities. By fostering a supportive environment, maintaining open communication, and providing clear career pathways, organizations can enhance employee motivation, strengthen emotional attachment, and ultimately reduce the likelihood of turnover.

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