

# Career Development Strategies in Maintaining Turnover Intention Through Organizational Commitment

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**Background and purpose:** The results of calculating the turnover rate for the Indonesian Air Force in 2022, for officers reaching 17.4%, non-commissioned officers at 7%, and enlisted personnel at 3%. The objective of this study is to investigate the impact of career development on turnover intention and to examine the mediating role of organizational commitment in this relationship.

**Methodology:** This research is research with a quantitative approach. The samples tested in this study were 270 samples of a proportion of Indonesian Air Force officers. The statistical test tool used in this research is SmartPLS 3.

**Results:** The research results show that career development does not affect Turnover Intention. Furthermore, career development influences organizational commitment. Research findings indicate that turnover intention is adversely affected by organizational commitment. Furthermore, it has been established that organizational commitment acts as a mediator in the association between turnover intention and career development.

**Conclusion:** The Indonesian Air Force needs to increase organizational Commitment to the career development activities of each Indonesian Air Force personnel in order to reduce turnover intention that can arise in each member personnel. Further research can expand the research object to other Indonesian military organizations to obtain a more general view regarding the performance of human resources in the Defense of the Republic of Indonesia.

**Keywords:** *Organizational commitment, Career development, Turnover intention*

## 1 Introduction

The task of the Indonesian Air Force (TNI AU) as the main component of the national defense apparatus in the air is to carry out the tasks of the Indonesian Air Force in the domain of defense, uphold legal regulations, and ensure security within the airspace under national jurisdiction in accordance with ratified national and international law; execute the responsibilities of the Indonesian Air Force in development and development of air forces, implement-

ing the empowerment of air defense areas (Act No. 34 of 2004) Article 10. One of the problems in the Indonesian Air Force currently is the lack of personnel manning the Personnel Composition List (DSP) in the Indonesian Air Force organizational structure. Soldiers are grouped into officer, non-commissioned officer, and enlisted ranks (Act No. 34 of 2004). The percentage of manning in the officer group is 59%, non-commissioned officers 62%, and enlisted personnel 65%. The percentage of DSP manning for the officer class shows the most diminutive figure compared to the non-commissioned officer and enlisted soldiers. It con-

tradicts the significant duties, burdens, and responsibilities in the continuity of the Indonesian Air Force organization. The shortage of DSP manning, especially in the officer class, will significantly affect military strength, especially the Indonesian Air Force in the field, and will have a severe impact on the Indonesian Air Force's preparedness condition and will be a problem of great concern for national defense. The percentage of manning outside the TNI AU structure in the officer group is 13%, non-commissioned officers 4%, and enlisted personnel 2%. The percentage of officers serving outside the Indonesian Air Force structure is the largest compared to the non-commissioned officers and enlisted soldiers. It contradicts the percentage of DSP manning in the TNI AU officer structure, which is less (only 59%), especially at the rank of lieutenant to lieutenant colonel, compared to the non-commissioned officers and enlisted officers in the TNI AU structure.

Organizations need to maintain professional soldiers to maintain organizational continuity. In this case, soldiers become essential assets in the organization. Today, the world's militaries face the same problem in soldier turnover, for example, data on the military turnover rate of the US Army at 29.7%, it has the highest turnover compared to the Marines at 18.6% (Marrone, 2020 in Chetri, 2022), and the Indian Military is experiencing an officer shortage of approximately 24 percent (Thaindian News, 2008). The situation is comparable, albeit to a lesser degree, for the Indian Air Force and Navy. This deficiency is most prevalent among those less than the rank of lieutenant colonel (Kanwal, 2008 in Jaiswal et al., 2015). Replacement or rotation of Indonesian Air Force soldiers both within and outside the Indonesian Air Force structure is a phenomenon that often occurs. Turnover in the TNI AU organization can be interpreted as the replacement and resignation of soldiers either voluntarily (at their request/aps) or on orders from the TNI AU organization through the Tour of Area/Duty (TOA/TOD) program outside the TNI AU structure where TNI soldiers can occupy positions in the State civil service. In general, the turnover rate in the Indonesian Air Force can be calculated based on the latest statistical data from the Indonesian Air Force for the 2023 period in Table 1.

Based on the calculation results of the Indonesian Air Force turnover rate in the 2022 period, for the officer group, it reached 17.4%, non-commissioned officers 7%, and enlisted personnel 3%. Referring to Gallup (2023), the ideal turnover is 10% yearly. From this data, it was found that transfers from officers to agencies made a significant contribution to the turnover rate in the Indonesian Air Force. Suppose the turnover rate cannot be prevented, especially at the officer level. In that case, it will impact the lack of personnel manning the Personnel Composition List (DSP) in the organization. The Indonesian Air Force will also lose experienced soldiers in one position, burdening the organization because it has to start by searching and recruiting the best candidates who match the job qualifications, provide initial training, and guide soldiers until their skills are equivalent to soldiers who are outside the TNI AU organization so that more time is wasted, creating losses in terms of material, where the TNI AU has incurred costs from selecting, educating and caring for these personnel so that they can be used for the benefit of the organization and not achieving the ideal composition in organizational staffing. In general, manning is only 63.78%, which is still below the target of 80%, and there are many personnel shortages at the officer level. It contradicts the high/not ideal turnover rate, especially in the officer class at 17.4%. However, for the fulfillment of the DSP/colonel position box above 100%, in this case, turnover is a solution for the balance of the Indonesian Air Force organization. It is necessary to develop a complete understanding of soldier turnover intentions to reduce turnover intentions at the officer level, especially to find out the causes that trigger soldier turnover intentions (Elburdah, 2022).

Assignment at the officer level with the rank of colonel and above to be assigned outside the TNI AU structure as a solution for individual career development and balance for the TNI AU organization. However, at the rank of lieutenant to lieutenant colonel, the percentage of DSP fulfillment is less than 100%; there are even percentages below 50% in particular corps. It is contradictory where the hope of promotion to the rank of colonel will be difficult for a particular corps, where in the organizational structure, the implementation of career development reaches above 100%,

Table 1. TNI AU Turnover Calculation for the 2022 Period

Rate Turnover	2021			2022		
	Pa	Ba	Ta	Pa	Ba	Ta
	18%	8%	3%	17,4%	7%	3%

Source: Researchers' calculations (2022)

thus impacting the number of non-job officers with the rank of colonel in each corps. Workers who, by increasing their knowledge, skills, attitudes, and others, become more productive in terms of career development will have three alternatives in how the organization treats them, namely: a. The organization must retain him in his original position for a certain period by providing appropriate rewards; b. Organizations need to move these workers to other positions/positions horizontally that are more relevant to increasing and improving knowledge, skills, attitudes, and others. Its relevance is essential so that transferred workers can use their ability to achieve optimally; c. The organization needs to promote these workers vertically or to fill a position/position that is structurally higher in position.

However, the research gap shows that in other research by Pramudika et al. (2016), turnover intention is significantly and negatively impacted by organizational commitment and career development. Greater employee engagement and effort can result from strong organizational commitment (Johannes et al., 2023). Referring to the turnover data, where the number of officers was 17.4%, information was collected to determine the causes. According to Hilton (2015), organizational commitment is the firm belief that employees have in embracing the organization's objectives and core values, being eager to contribute to the organization's success, and sincerely wanting to stay on board. When someone enters the military, a particular commitment is made to the organization. This Commitment develops over time and results from experience gained within the organization. Turnover intentions will be studied in more depth to determine the strength of influence between variables with a narrower scope, namely at a specific level only in the Indonesian Air Force officer group. Given the context of the topic described above, it is possible to formulate specific issues that will be answered in this research as part of efforts to create a model. Turnover intentions among Indonesian Air Force officers, so based on this phenomenon, the problem formulated is as follows: 1.) Does career development directly influence turnover intention? 2.) Does organizational Commitment mediate the influence of career development on turnover intention?

## 2 Literature Review

Pramudika et al. (2016) found that on the impact of job satisfaction, career advancement, and organizational commitment on turnover intention suggests that career development significantly and negatively affects turnover intention. Employees will stay in an organization depending on their future (Kraemer, 2000; Annisa & Zulkarnain, 2013). Having clear and appropriate career development will significantly influence an employee to have high work enthusiasm and be motivated to work. Career development

is also one-way organizations attract and retain talented employees (Annisa & Zulkarnain, 2013).

*H1. Career development is negatively related to turnover intention*

The definition of career, Rivai (2010) defines job positions as all the roles a person occupies throughout their professional career. According to Handoko (2013), a career is all jobs or positions handled or held during a person's work. The career development of soldiers essentially aims to ensure the implementation of educational norms, ranks, positions, and assignment shifts for the development of organizational abilities and skills relatively following applicable regulations and in line with the organization's interests so that the implementation of basic tasks can be achieved. With appropriate soldier career development, the soldier's organizational Commitment to duty can be maintained. A career that suits individual needs can increase loyalty and commitment to the organization (Werther & Davis, 1996). Dessler (2013) also said that individual Commitment to the organization can be obtained by providing career development that suits individual needs. Findings from a discussion led by (Valentine et al., 2002) show that Commitment to the organization is positively related to the fit of the person to the organization.

*H2. Career development is positively related to organizational Commitment*

Commitment to an organization does not just happen but through a relatively long and gradual process. Several factors also determine employee commitment to the organization. Various factors influence commitment to the organization. According to Winarta (2008), organizational commitment factors include: a) Work characteristics, namely work that demands great responsibility and wide open promotional opportunities, will have higher organizational Commitment; b) Reasonable, fair, and satisfying employee rewards will result in higher Commitment; c) Opportunity to get alternative work. Employees with confidence who can get work elsewhere will have lower organizational Commitment; d) Treatment of new employees. Selection and training methods, good communication, and clear organizational values will influence employee commitment, e) Personal characteristics. a) Organizations with a good position and long tenure tend to have higher Commitment than those with a new tenure. From the perspective of Organizational Identification, the psychological relationship between employees and the company organization where they work. Employees who are identified with their organization have a self-image that is mixed with the values and image of the organization; b) Job involvement. Employees with high levels of work engagement strongly identify with the type of work they do and genuinely care about that type of work. For example, employees contribute ideas for work progress, happily comply with company regulations, and support company policies; c) Organizational loyalty. Organizational loyalty

is the extent to which employees are loyal to the organization and have feelings of attachment and devotion. It can also be described as the extent to which there is an employee's willingness to make personal investments or sacrifices for the good of the organization.

*H3. Organizational Commitment is negatively related to turnover intention*

Turnover intention is a conscious and planned desire to leave the company. Oehley (2007) argues that specific competencies influence the intention to leave an organization, but these competencies do not all have a direct causal

influence on turnover intention but somewhat indirectly through constructs such as job satisfaction and organizational Commitment. Turnover intention is also considered a proximal antecedent refers to a factor that is closely related to or directly influences something else. In this case, it pertains to the capturing of employees' views and assessments of career choices, as mentioned (Allen et al., 2003). Paramarta and Reny (2014) the turnover intention is the desire of an organization/employee to leave or stop working voluntarily. Mahdi et al. (2012) state that turnover intention is a form of withdrawal behavior in the world of

Table 2: Outer Loading Before Deleting Invalid Items

Career Development (X)	PK1	0.751	0.5	Valid
	PK2	0.774	0.5	Valid
	PK3	0.781	0.5	Valid
	PK4	0.808	0.5	Valid
	PK5	0.754	0.5	Valid
	PK6	0.934	0.5	Valid
	PK7	0.935	0.5	Valid
	PK8	0.882	0.5	Valid
	PK9	0.851	0.5	Valid
	PK10	0.826	0.5	Valid
	PK11	0.893	0.5	Valid
	PK12	0.928	0.5	Valid
	PK13	0.911	0.5	Valid
Organizational Commitment (Y)	KO1	0.676	0.5	Valid
	KO2	0.854	0.5	Valid
	KO3	0.038	0.5	Invalid
	KO4	-0.015	0.5	Invalid
	KO5	0.029	0.5	Invalid
	KO6	-0.006	0.5	Invalid
	KO7	0.080	0.5	Invalid
	KO8	0.889	0.5	Valid
	KO9	0.834	0.5	Valid
	KO10	0.932	0.5	Valid
	KO11	0.475	0.5	Invalid
Turnover Intention (Z)	T1	0.836	0.5	Valid
	T2	0.921	0.5	Valid
	T3	0.738	0.5	Valid
	T4	0.794	0.5	Valid
	T5	0.588	0.5	Valid

Source: Data Processed (2023)

Table 3: Outer Loading After Deleting Invalid Items

Career Development (X)	PK1	0.758	0.5	Valid
	PK2	0.782	0.5	Valid
	PK3	0.789	0.5	Valid
	PK4	0.816	0.5	Valid
	PK5	0.762	0.5	Valid
	PK6	0.929	0.5	Valid
	PK7	0.932	0.5	Valid
	PK8	0.877	0.5	Valid
	PK9	0.848	0.5	Valid
	PK10	0.826	0.5	Valid
	PK11	0.892	0.5	Valid
	PK12	0.925	0.5	Valid
	PK13	0.909	0.5	Valid
Organizational Commitment (Y)	KO1	0.666	0.5	Valid
	KO2	0.875	0.5	Valid
	KO8	0.908	0.5	Valid
	KO9	0.873	0.5	Valid
	KO10	0.949	0.5	Valid
	KO11	0.533	0.5	Valid
Turnover Intention (Z)	T1	0.817	0.5	Valid
	T2	0.911	0.5	Valid
	T3	0.736	0.5	Valid
	T4	0.815	0.5	Valid
	T5	0.609	0.5	Valid

Source: Processed Data (2023)

work. Nevertheless, it is ultimately the responsibility of each corporation to decide whether to retain their employees or allow them to depart from the company. Intention to turnover signifies the voluntary inclination to depart from the company, a factor that can influence both the company's reputation and the productivity of its employees (Issa et al., 2013). The level of job satisfaction is related to thoughts about leaving work. Late turnover in the Indian military stems from various factors, like limited or delayed career progression, familial challenges, and premature retirement or settlement problems, and others. With the improvement of the economy, an increasing number of soldiers are enticed to transition from the barracks to the commercial sphere (Abdi, 2007).

*H4. Organizational Commitment mediates the relationship between career development and turnover intention*

### 3 Methodology

The population in this study was officers with the rank of lieutenant to lieutenant colonel in the Indonesian Air Force work unit, totaling 5,167 personnel. If the sample is not representative, it will be difficult to conclude a phenomenon being studied (Hair et al., 2006), suggesting

the significance of the research sample size lies in its being at least five times greater than the variables or indicators analyzed. The indicators from this research totaled 54, so the sample calculation results were as follows: Number of samples =  $5 \times 54 = 270$  samples. Following the problem to be researched, this research is classified as associative descriptive quantitative research. From these research variables, the indicators, research instruments, and sample design used can be determined. The next step is to collect data, either by means of observation, interviews, or

the distribution of questionnaires, the quantitative analysis method employed is multiple regression analysis. Next, researchers collected data by interviews and then analyzed the interview results. Analysis results from questionnaires and interviews using a 1-7 Likert scale. The independent variable in this research is career development; indicators of career development include Organizational wisdom, work performance, educational background, training at-

tended, work experience, loyalty to the organization, and relationships between people (Gouzali, 1996). The dependent variable in this research is Turnover Intention, with indicators including turnover intention, namely thinking of quitting and intention to search (Mobley, 1978).

Meanwhile, measuring organizational Commitment using a questionnaire can be done using the Organizational Commitment Scale (OCS) developed by Meyer and Allen

Table 4: Average Variance Extracted (AVE)

Variabel Laten	AVE
Career Development (X3)	0.726
Organizational Commitment (Y)	0.663
Turnover Intention (Z)	0.615

Source: Processed Data (2023)

Table 5: Cross Correlation

Indicator	Y	X	Z
KO1	<b>0.666</b>	0.646	-0.100
KO10	<b>0.949</b>	0.330	-0.272
KO11	<b>0.533</b>	0.139	-0.139
KO2	<b>0.875</b>	0.324	-0.190
KO8	<b>0.908</b>	0.346	-0.376
KO9	<b>0.873</b>	0.317	-0.222
PK1	0.250	<b>0.758</b>	-0.073
PK10	0.431	<b>0.826</b>	-0.152
PK11	0.410	<b>0.892</b>	-0.095
PK12	0.552	<b>0.925</b>	-0.184
PK13	0.467	<b>0.909</b>	-0.090
PK2	0.281	<b>0.782</b>	-0.045
PK3	0.300	<b>0.789</b>	-0.038
PK4	0.284	<b>0.816</b>	-0.053
PK5	0.237	<b>0.762</b>	-0.036
PK6	0.507	<b>0.929</b>	-0.132
PK7	0.490	<b>0.932</b>	-0.082
PK8	0.440	<b>0.877</b>	-0.057
PK9	0.412	<b>0.848</b>	-0.088
T1	-0.090	-0.062	<b>0.817</b>
T2	-0.307	-0.126	<b>0.911</b>
T3	-0.030	0.020	<b>0.736</b>
T4	-0.226	-0.087	<b>0.815</b>
T5	-0.017	-0.012	<b>0.609</b>

Source: Processed Data (2023)



(1990). This questionnaire measures organizational commitment through the three dimensions of organizational commitment, as posited by Meyer and Allen (1990), consist of affective commitment, normative commitment, and continuance commitment. The statistical testing tool chosen in this research is SmartPLS 3.

## 4 Results and Discussion

The assessment of the reflective model's validity aims to ascertain the validity of indicators in measuring reflective variables, achieved through the calculation of convergent validity and discriminant validity. Convergent validity is determined by outer loading, with an instrument passing the convergent validity test if its outer loading exceeds 0.5. The findings from the convergent validity assessment are outlined in Table 2.

Based on the table above, some indicators measure the Organizational Commitment (Y) variable, which has an Outer Loading value smaller than 0.5. These indicators are declared invalid for measuring the variables, so they need to be removed individually so that an SEM-PLS model is obtained where all the indicators for each variable are valid. After re-analysis after removing the invalid indicators, the outcomes of the convergent validity test are displayed in Table 3.

Apart from seeing convergent validity through Outer Loading, it can also be seen through The Average Variance Extracted (AVE) is displayed in Table 4 along with the results of convergent validity testing.

Table 4 show the variables Career Development (X), Organizational Commitment (Y), and Turnover Intention (Z) produce Average Variance Extracted (AVE) values above 0.5.

Thus, the variable indicator is deemed valid for assessing the variable. Subsequently, discriminant validity is determined by cross-correlation, where an indicator is deemed valid in measuring the corresponding variable

if its Outer Loading value surpasses the correlation value of the indicator in other variables. The results of the cross-correlation calculation are presented in Table 5.

Table 5 show that overall, the indicators measuring the variables Career Development (X), Organizational Commitment (Y), and Turnover Intention (Z) yield a higher outer loading than the cross-correlation value observed in other variables. Consequently, each indicator is capable of gauging the latent variable associated with it. To assess construct reliability, calculations such as Cronbach's Alpha, rho A, and composite reliability are employed. The reliability of an indicator is affirmed if Cronbach's Alpha, rho A, and composite reliability exceed 0.7. The outcomes of these calculations are summarized in Table 6.

The goodness-of-fit model assesses the extent to which exogenous variables account for the variance in endogenous variables, essentially measuring the contribution of exogenous variables to endogenous variables. In PLS analysis, this assessment is conducted through R-Square (R<sup>2</sup>). The goodness of fit Model results are summarized in Table 7.

The R-square for the Organizational Commitment (Y) variable is 0.254 or 25.4%. It shows that the diversity of the Organizational Commitment variable can be explained by the Career Development variable (X<sub>3</sub>) of 25.4%. Then the Turnover Intention (Z) variable is 0.074 or 7.4%. It shows that the diversity of TurnOver Intention variables can be explained by Career Development (X) and Organizational Commitment (Y) of 7.4%. If you look at the Q-Square predictive relevance (Q<sup>2</sup>), it is also 0.309 or 30.9%. It indicates that 30.9% of the variability in the data can be accounted for by the entire model, suggesting a satisfactory explanation of the available data. Significance testing is employed to determine if there is an effect of the independent variable on the dependent variable. According to the test criteria, if the p-value < significance level (alpha = 0.05), it confirms the presence of an influence of the independent variable on the dependent variable. The outcomes of significance testing are presented in Table 8.

Table 6: Construct Reliability

Latent Variables	Cronbach's Alpha	Rho A	Composite Reliability
Career Development (X)	0.969	0.984	0.972
Organizational Commitment (Y)	0.894	0.928	0.919
Turnover Intention (Z)	0.866	1.011	0.887

Source: Processed Data (2023)

Table 7: Coefficient of Determination

Variable	$R^2$
Organizational Commitment (Y)	0.254
Turnover Intention (Z)	0.074
$Q^2 = 1 - (1 - ) * (1 - )$ $Q^2 = 1 - (1 - 0.254) * (1 - 0.074)$ $Q^2 = 0.309$	

Source: Processed Data (2023)

Table 8: Hypothesis Testing

Hypothesis	Path	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Description
H1	$X \rightarrow Z$	0.059	0.122	0.484	0.629	Rejected
H2	$X \rightarrow Y$	0.679	0.116	5.842	0.000	Accepted
H3	$Y \rightarrow Z$	-0.287	0.061	4.703	0.000	Accepted
H4	$X \rightarrow Y \rightarrow Z$	-0.195	0.053	3.677	0.000	Accepted

Source: Processed Data (2023)

Examining the impact of career development (X) on Turnover Intention (Z) yields a t-statistic of 0.484, with a corresponding p-value of 0.629. The findings indicate that the obtained p-value (0.629) exceeds the significance level ( $\alpha = 0.05$ ), suggesting that, at the 5% significance level, there is no significant influence of career development on Turnover Intention. The positive path coefficient of 0.059 states that career development has the potential to have a positive relationship with Turnover Intention, but it is not significant, or it can be said that the test results are rejected. Career Development Priansa (2014) stated that Career Development is a formal approach in institutions and organizations to ensure qualification standards and experience align with needs. Meanwhile, career coaching targets aim to increase employee career effectiveness, including performance, attitude, adaptability, and identity. So, the better the career development carried out by an organization, the lower the employee turnover rate. The results of this study show different things at the level of relationship between career development, which is positively but not significantly related to intern turnover. The portrayal of career development is exemplified by a scenario demonstrating an elevation in an individual's position within an organization as they progress along the career trajectory established by the organization. Researchers suspect that

this positive relationship is actually due to the tendency of individuals to want good career development, which triggers them to leave their old positions rather than intending to leave their agency. It is supported by previous research, which states that career development is a form of the planning process that tends to motivate employees to identify career targets and paths that lead to specific targets/goals, for example, job rotation (Nurmasari, 2015). Meanwhile, according to Ardana (2012), in particular research objects, it is necessary to refresh employees in occupying higher positions. However, this needs more attention. It is because, in management, particular gangs are more dominant and can occupy higher positions even though they do not meet the requirements.

Testing the effect of career development (X3 on Organizational Commitment (Y) produces t statistics of 5,842 with the p-value obtained is 0.000. This indicates that the test results reveal a p-value (0.000) < the significance level ( $\alpha = 0.05$ ), it implies that the level 5% shows a significant influence of career development on Organizational Commitment. The positive path coefficient of 0.679 states that career development exerts a notable positive impact on Organizational Commitment. It means that better career development can increase Organizational Commitment. Career is a predictor of the causes of turn-



over employee intention. According to Nawaz and Pangil (2016), if employees are very concerned about their career development, they may intend to leave their organization, especially if their prospects for advancing their careers are unclear or non-existent. Employees intend to leave their organization when another organization offers a better salary or position for employees. Previous research findings corroborate the results of this study, indicating that the strength of Commitment is positively related to perceived suitability of values, support from instructors and fellow employees, and well-being (Andersen et al., 2021).

Testing the effect of Organizational Commitment (Y) on Turnover Intention (Z) produces *t* statistics of 4.703, with the obtained *p*-value is 0.000, indicating that it is less than the significance level ( $\alpha = 0.05$ ). This suggests that at a significance level of 5%, there is a significant impact of Organizational Commitment on Turnover Intention. The path coefficient displays a negative value of -0.287, signifying that Organizational Commitment significantly decreases Turnover Intention. This implies that higher levels of Organizational Commitment correspond to lower levels of Turnover Intention. Prior research findings reinforce the outcomes of this study, demonstrating a notable correlation between turnover intention and organizational commitment. Additionally, Wang (2016) asserts a significant impact of employee job satisfaction and turnover intention on organizational commitment. As organizational commitment increases, turnover intention carried out by TNI AU individuals decreases. Previous research results that are in line with the results of this research are Srimindarti & Hardiningsih (2017), Susanti & Palupiningdyah (2016), Pramudika (2016), and Widyantara (2015).

Testing the influence of career development (X) on Turnover Intention (Z) through Organizational Commitment (Y) produces *t* statistics of 3,677 with a *p*-value of 0.000. The test findings indicate that the *p*-value (0.000) is less than the level of significance ( $\alpha = 0.05$ ). At a basic level of 5%, career development has a notable impact on Turn Over Intention through Organizational Commitment. Organizational Commitment serves as a mediator for the impact of career advancement on Turnover Intention. The negative path coefficient of -0.195 states that the higher the Organizational Commitment caused by high career development, the lower the Turnover Intention can be. The findings of this study suggest that career development does not directly influence turnover intention. The mediating variable developed represents a positive increase, so the Organizational Commitment felt by each individual in the Indonesian Air Force will stimulate their career development to maintain the stability of their institution so that they refuse to leave the Air Force institution. The existence of organizational Commitment triggers TNI AU personnel to explore the true meaning and goals of the organization so that TNI AU personnel tend to put aside turnover intentions. The findings of this study align with previous re-

search, which highlights the mediating function of organizational commitment in the inverse association between career development and turnover intention (Wang, 2016; Yamazakia, 2015).

## 5 CONCLUSION

The results of this research show that: 1) Turnover intention is not directly influenced by career development. 2) Career development has been proven to influence organizational Commitment. 3) Organizational Commitment has been proven to influence turnover intention. 4) Organizational Commitment is proven to mediate the correlation between career advancement and turnover intention. The results of this research prove that the organizational Commitment of Indonesian Air Force personnel mediates a response from career development to the turnover intention of each personnel. The Indonesian Air Force needs to raise the spirit of Commitment of each of its personnel in career development activities to build understanding regarding the ideals and goals of the institution. The understanding that is interpreted by Indonesian Air Force personnel will encourage and build the tendency of personnel to put aside turnover intentions, and this is because the encouragement of personnel to show the best performance is supported by internal Commitment that has been formed through career development. The results of this research can provide input to the Indonesian Air Force to consider organizational Commitment as a focus for achieving optimal organizational performance. Furthermore, this research can be researched further on a broader scope in a more comprehensive line of Indonesian Defense, for example, the Indonesian Navy (TNI AL) and the Indonesian army (TNI AD), to fully represent the generalized meaning of the existing defense system in the Republic of Indonesia.

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### **Vloga organizacijske zavezanosti pri karierni rasti in nameri odhoda zaposlenih v javnem sektorju**

**Ozadje in namen:** Rezultati izračuna stopnje fluktuacije indonezijskih zračnih sil v letu 2022, za častnike (17,4 %), podčastnike (7 %) in vojaško osebje (3 %). Cilj te študije je raziskati vpliv razvoja kariere na namero menjave in preučiti posredniško vlogo organizacijske predanosti v tem odnosu.

**Metodologija:** Uporabili smo raziskavo s kvantitativnim pristopom. V vzorec je bilo zajetih 270 pripadnikov indonezijskih letalskih sil. Orodje za statistično testiranje, uporabljeno v tej raziskavi, je SmartPLS 3.

**Rezultati:** Rezultati raziskave kažejo, da razvoj kariere ne vpliva na namero menjave. Poleg tega razvoj kariere vpliva na organizacijsko predanost. Ugotovitve raziskave kažejo, da organizacijska zavezanost negativno vpliva na namero menjave. Poleg tega je bilo ugotovljeno, da organizacijska predanost deluje kot posrednik v povezavi med namero menjave in razvojem kariere.

**Zaključek:** Indonezijske zračne sile morajo povečati organizacijsko zavezanost dejavnostim razvoja kariere vsakega osebja indonezijskih zračnih sil, da bi zmanjšale namere menjave, ki se lahko pojavijo pri vsakem članskem osebju. Nadaljnje raziskave lahko razširijo predmet raziskovanja na druge indonezijske vojaške organizacije, da bi pridobili bolj splošen pogled na uspešnost človeških virov v obrambi Republike Indonezije.

**Ključne besede:** Organizacijska predanost, Razvoj kariere, Namero menjave