



## THE ROLE OF CAREER DEVELOPMENT IN MITIGATING EMPLOYEE TURNOVER INTENTION THROUGH ORGANIZATIONAL COMMITMENT

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### Abstract

This paper discusses the role of employee engagement in career development programs and its impact on their satisfaction and commitment to the organization. The analysis involves understanding work engagement as the level of employee participation in various organizational activities, particularly in career development programs. Studies have shown that work engagement has a significant effect on organizational commitment. Career development programs are a key focus in assessing employee engagement, understanding that they not only provide professional growth opportunities but also create a stronger attachment to the organization's vision and mission. Leadership is also a key element in this study, where effective leaders not only perform administrative duties but are also actively involved in managing and directing employee career development. The integration between effective leadership and purposeful career coaching is an important foundation to reduce employee turnover intention. A career coaching program that matches the leadership style can maximize benefits and create a dynamic work environment, motivate employees, and support professional growth.

Keywords: employee engagement, career development program, job satisfaction, organizational commitment, effective leadership, leadership style, career coaching, employee turnover intention, human resource management.

## Introduction

Human Resource Management (HR) has become a crucial element in achieving organizational goals. In a dynamic and rapidly changing business era, HRM plays a central role in ensuring the sustainability and success of organizations (Infante & Darmawan, 2022). Crucial elements in HR management are employee involvement, leadership roles and job satisfaction in creating a work environment that supports career development (Retnowati & Darmawan, 2023).

Work engagement, which includes employee participation in various organizational activities, especially in career development programs, is an important factor in shaping individual perceptions and attachment to the company. Work engagement is not just about participating in training and development but also involving employees in organizational decision making, internal communications, and ongoing career planning. The success of an organization is not only determined by collective achievements but also by the extent to which individuals in the organization feel involved and committed.

Job satisfaction is a critical dimension that not only reflects employee evaluations of the work environment, but is also a vital indicator related to the level of individual attachment to the organization. Research has consistently shown that the level of job satisfaction makes a significant contribution to employee motivation and commitment (Arifin & Irfan, 2021). Employees who experience job satisfaction tend to have a positive impact, are motivated to make maximum contributions, and are more willing to commit to contributing to achieving organizational goals.

Job satisfaction is not just a subjective assessment of work, but also reflects the psychological well-being of employees in the work environment (Radjawane & Darmawan, 2022; Retnowati et al., 2023a). Employees who feel fulfilled by their work are more likely to create positive relationships with coworkers, achieve higher levels of productivity, and contribute to a positive work climate.

Job dissatisfaction can create turmoil in employee-organization relationships. Employees who feel dissatisfied with their jobs may experience decreased motivation, a lack of desire to put forth additional effort, and may even experience distorted perceptions of the organization's goals and values. This dissatisfaction not only affects individual performance, but can also

reduce their attachment to the organization, shaking the basis of long-term commitment (Retnowati et al., 2023b).

Employee engagement goes beyond mere participation in career development programs; it is also a direct result of effective leadership within the organization. Leaders who have a deep understanding of employee needs and aspirations are able to create a work climate that supports and facilitates optimal engagement. This is in accordance with the opinion of Darmawan (2015), that comfortable and clean work facilities can improve worker welfare. On the other hand, inadequate working conditions, such as cramped spaces or lack of lighting, can have a negative influence and trigger the desire to move. This involvement not only includes formal aspects such as training and development, but also includes interpersonal dimensions, communication, and understanding individual career goals.

According to Darmawan (2022a), leaders who are able to respond proactively to employee needs, such as career aspirations and development hopes, can create a work climate that inspires stronger involvement and commitment. By fostering mutually beneficial relationships between leaders and employees, organizations can open effective communication channels, understand individual desires, and align the organization's vision with employee career goals.

Employee engagement is not just about following formal programs, but also involves feeling valued, heard, and recognized by leaders. By creating this climate, leaders can encourage employees to feel more involved overall, including in career development programs. Leaders who are able to create this climate not only support professional growth but also create a strong foundation for long-term commitment to the organization.

Organizational commitment which emphasizes employee involvement, job satisfaction and effective leadership has a crucial role in reducing employee turnover intentions (Mardikaningsih & Munir, 2021). Organizational commitment creates a strong foundation for employee involvement in various aspects, including career development programs. When employees feel emotionally and psychologically connected to the organization's vision and mission, they tend to be more actively involved in self-development efforts.

Looking at career development as an instrument for managing turnover intentions, organizations can design programs that not only

strengthen employees' technical skills but also pay attention to aspects of job involvement and satisfaction (Arifin et al., 2022). Through this strategy, organizations create an environment where employees feel valued, have clear career prospects, and are supported by caring leadership.

This study will explore the relationship between organizational commitment, job satisfaction, effective leadership, and career development as an effort to reduce employee turnover intentions. With a deeper understanding of how these factors are interconnected, organizations can design human capital management strategies that are more holistic and focused on long-term sustainability and growth.

## Method

The research method used in this study is a literature study approach, a strategy that explores and analyzes information from related literature. In achieving a deep understanding of the role of career development and leadership in reducing employee turnover intentions, the first step is to conduct a literature selection. This process involves identifying scientific works that are related to employee engagement, career development programs, job satisfaction, organizational commitment, effective leadership, and their impact on employee turnover intentions.

By combining the latest literature, this research aims to provide in-depth insight into the role of career development and leadership in effective human resource management. The literature study approach is expected to provide a strong theoretical foundation, guide analysis, and lead to findings and recommendations that are relevant for the general human resource management context.

## Result and Discussion

### Employee Involvement in Career Development Programs

Analysis of the level of employee involvement in career development programs and its impact on their satisfaction and commitment to the organization is a prominent issue in the realm of human resource management. Work engagement, which includes the level of employee participation in various organizational activities, including career development programs, plays a role in shaping individuals' perceptions and attachment to the company where they work.

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Job satisfaction itself is a significant indicator of employee engagement. Employees who feel satisfied with their jobs tend to be more motivated to work hard and are committed to the organization. However, if employees feel less than satisfied, this can reduce their engagement and negatively impact their commitment to the organization. For this reason, motivated employees tend to work more efficiently and productively. High motivation provides extra encouragement to complete tasks faster and better which provides positive performance (Darmawan, 2022b; Munir et al., 2022).

Studies have consistently shown that work engagement has a significant influence on the level of employee commitment to the organization (Mardikaningsih & Arifin, 2022). Employee engagement not only includes aspects such as participation in training and development, but also involves them in organizational decision making, internal communications, and ongoing career planning.

In particular, a focus on career development programs is key in analyzing employee engagement. In an effort to understand the extent to which involvement in the program can influence employee satisfaction and commitment, in-depth research needs to be conducted. Effective career development programs not only provide opportunities for professional growth, but also create a stronger sense of engagement and attachment to the organization's vision and mission.

Good career development can increase job satisfaction and employee commitment. This is because it gives them the opportunity to grow and develop in their careers, which ultimately drives their motivation and dedication to the organization. When employees feel not involved in career development or feel that their career development potential is not being addressed by the organization, this can reduce their satisfaction and commitment.

In the opinion of Masnawati and Darmawan (2022), human resource management needs to pay attention to the role of employee involvement in career development programs as a strategy to increase employee satisfaction and commitment. By understanding the complex relationship between work engagement and organizational commitment, companies can develop policies that support employee growth and well-being, which in turn will have a positive impact on overall organizational productivity and performance. Strong organizational commitment shows a desire to remain in the organization and continue its work.

Active involvement in career development is an effective strategy to overcome employee turnover intentions. Intention to change can be triggered by various factors, such as feeling dissatisfied with work, unfairness in rewards, or lack of bright career prospects (Darmawan, 2019; Mardikaningsih & Hariani, 2020). By giving employees concrete reasons to invest their time and energy in career development, organizations can build strong engagement that will motivate employees to commit long-term. Here are some ways in which active engagement in career development can be used to overcome turnover intentions:

- a. **Increased Employee Participation:** By allowing employees to be directly involved in the career development process, they will feel that they have control over their career future. This can increase their loyalty and prevent them from looking for opportunities elsewhere.
- b. **Competency Development:** Career development programs that emphasize developing specific competencies can help employees see the value they add to the organization. This shows them that there are bright career prospects within the company, which may reduce the desire to move.
- c. **Providing Constructive Feedback:** Providing regular and constructive feedback about an employee's performance can help them understand areas where they need to improve and where they are already doing well. This shows that the organization cares about their career growth and aims to help them achieve their career goals.
- d. **Professional Footprint:** Helping employees build a strong professional footprint, such as writing articles or presenting at conferences, can increase their visibility in the industry and make them more motivated to commit to the organization.
- e. **Fair Promotion System:** A transparent and fair promotion system can ensure that every employee has an equal opportunity to advance. This can reduce resentment and increase employee satisfaction, which in turn can reduce turnover intentions.
- f. **Development of Interpersonal Relationships:** Creating a work environment that supports interpersonal relationships between employees can help build positive sentiment and loyalty towards the organization. When employees feel part of a strong, supported team, they are more likely to commit to the organization.

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By implementing this approach, organizations can create a work environment that encourages employees to commit to the organization and reduces the likelihood of them looking for work elsewhere (Bangsu et al., 2023). This not only helps organizations to retain employee talent but also ensures that employees feel valued and that there are bright career prospects within the company.

**The Role of Leadership and Career Coaching in Reducing Turnover Intentions**

The role of a leader in an organization is not just an administrative responsibility, but has a significant impact on employee well-being and satisfaction. An effective leader not only carries out routine managerial tasks, but is also actively involved in managing and directing employee career development.

Leaders who understand their strategic role in career development are able to create a work environment that supports employees' professional and personal growth. They not only focus on achieving overall organizational goals, but also pay attention to the needs of the individuals working under their leadership. By building good relationships and listening to employee aspirations, leaders can ensure that individual needs and expectations are accommodated.

The importance of leaders in designing career development programs that suit organizational goals is also an important aspect. Proactive leaders can guide employees to identify their potential, provide opportunities to improve skills, and create clear career paths. Thus, career development is not only a personal responsibility, but also an integral part of the organization's vision and mission.

In carrying out this role, leaders need to always communicate effectively with their teams. Transparent and open communication helps create trust and motivates employees to contribute optimally. Leaders who understand the individual dynamics within their teams can provide the support necessary to achieve shared goals. Leaders who have good leadership skills can hone their employees' own leadership skills, support employee career growth and development, and increase motivation and job satisfaction. This process involves leaders in creating a supportive work environment, including providing guidance that is relevant and appropriate to employee needs.

Thus, the role of a leader in an organization is not only limited to administrative aspects, but also involves the ability to understand, manage and advance employee career development. Through effective leadership in this case, organizations can achieve an optimal balance between achieving business goals and the personal welfare of their members.

Career development efforts carried out by leaders also play an important role in increasing job satisfaction. Good career coaching not only includes improving employee skills but also creates opportunities for employees to see and achieve their career goals within the organization. Increasing employee performance can be achieved through increasing work experience and quality of work life (Eddine & Darmawan, 2023). When employees feel that they have bright career prospects and that the organization supports their development, this can increase their satisfaction and commitment.

Good leadership can overcome these problems by creating a fair and objective career development system, as well as providing rewards and recognition to employees who have contributed significantly. Leaders who have this approach can not only increase employee job satisfaction but also create a supportive work environment, which in turn can increase employee productivity and overall performance (Arif & Mardikaningsih, 2021; Irfan & Hariani, 2022; Masnawati & Hariani, 2023). It can be explained that employees who behave innovatively tend to bring new ideas, creative solutions, and can increase efficiency and productivity (Mardikaningsih & Darmawan, 2022).

Effective leadership and targeted career coaching are not just strategies, but a solid foundation in preventing employee turnover intentions. Skilled leadership not only involves efforts to achieve organizational targets, but also empowerment and attention to the individual welfare of employees. Leader involvement in career coaching creates an environment where every team member feels recognized, supported, and has opportunities to grow.

First of all, effective leadership involves the ability to understand the needs and aspirations of each individual on the team. Leaders who have this insight are able to identify the potential of each employee, provide constructive feedback, and design career paths that suit personal and organizational goals. In doing so, employees feel valued and appreciated, which in turn reduces the desire to look for opportunities elsewhere.

Additionally, targeted career coaching is a key component in building sustainable relationships between leaders and their team members. Leaders who involve themselves in career guidance demonstrate a commitment to employees' long-term development. This creates a strong emotional bond, where employees feel connected to the vision and values of the organization.

Furthermore, career coaching can serve as an effective incentive to retain employees. By offering professional development opportunities and clear career paths, organizations provide intrinsic motivation for employees to continue to contribute optimally. This not only creates stability within the team, but also reduces the likelihood of turnover intentions, as employees feel that their needs for growth and recognition are being met.

Therefore, the integration of effective leadership and targeted career coaching is not just a business strategy, but also an investment in human capital. Through this approach, organizations can create a productive work environment, build employee loyalty, and prevent potential turnover that could be detrimental to the company's growth and sustainability (Hariani & Irfan, 2022; Putra et al., 2022).

Leadership style not only acts as an element of strength, but can also be a catalyst that encourages the creation of effective career development for employees. Various leadership styles have their unique impact on organizational dynamics and interactions between leaders and team members (Al Hakim & Hariani, 2021). Through a deep understanding of leadership styles, organizations can design appropriate career coaching approaches and empower employees optimally (Lestari & Mardikaningsih, 2020).

Laissez-Faire leadership style, where the leader gives full freedom and responsibility to employees, is not just a managerial approach, but also has significant implications for motivation and job satisfaction (Chaudhry & Javed, 2012). In this leadership framework, Laissez-Faire leaders adopt an empowering attitude, providing space for employees to overcome challenges and solve problems without excessive interference.

Laissez-Faire leaders, through a policy of providing autonomy in managing their own tasks, signal to employees that they are valued as individuals capable of taking initiative and taking responsibility.

Employees feel they have control over their work, which can increase their sense of ownership and commitment to the results achieved (Ernawati et al., 2022). Career coaching in this context is not just about providing guidance or direction, but creating an environment where employees feel supported to develop their abilities and manage their own career paths.

In a team led with a Laissez-Faire style, employees feel recognized for their contributions, creating a strong sense of belonging to the organization. The freedom to make decisions and manage their own tasks can provide additional encouragement to increase motivation and productivity (Uzonna, 2013). Career coaching, in this case, can be focused on helping employees plan and achieve their career goals without excessive restrictions, thereby creating conditions that support professional growth and long-term job satisfaction.

By reducing excessive interference, Laissez-Faire leaders can create an environment where employees feel valued and empowered. This can have a positive impact on employee loyalty, reducing their desire to look for job opportunities elsewhere, and in turn, increasing talent retention within the organization. Therefore, the Laissez-Faire leadership style, when integrated with targeted career coaching, can be the foundation for creating a dynamic and motivating work environment, supporting individual development, and overall, improving organizational performance.

While autocratic leadership may be effective in situations that require quick decision making, this approach also has an impact on employee motivation and satisfaction. Autocratic leadership tends to focus decision making solely on the leader, limiting participation and contributions from team members. While this can allow for a quick response, limited communication and lack of interaction under autocratic leadership can create a less than inspiring environment.

Career coaching is an important element to overcome potential demotivation that may arise as a result of autocratic leadership. Autocratic leaders need to recognize that career coaching can serve as a tool to overcome weaknesses in communication and interaction. Through effective career coaching, autocratic leaders can expand communication channels, open space for feedback, and motivate employees by providing clear direction regarding their career goals.

It is important for autocratic leaders to design career coaching programs that accommodate employees' needs and provide opportunities for active participation in their own career planning. Thus, employees not only see autocratic leadership as a limiter of freedom, but as a form of support that allows them to grow and develop professionally (Gani, 2022). Therefore, while autocratic leadership may be necessary in some contexts, the integration of appropriate career coaching can help overcome its potential negative impact on employee motivation and satisfaction. By opening wider lines of communication and providing space for career development, autocratic leaders can create an environment where employees feel recognized, supported, and have visibility into their career direction and goals.

A democratic leadership style, which focuses on giving authority to employees in carrying out their duties, is not just a managerial approach, but is also an effective strategy in creating a dynamic work environment. Democratic leaders facilitate the exchange of ideas and perspectives among team members, resulting in productive collaboration and creating an inclusive work atmosphere (Pless & Maak, 2004).

Career coaching becomes a significant tool for maximizing the benefits of a democratic leadership style (Bhatti et al., 2012). Democratic leaders can utilize a coaching approach to encourage employee involvement in their career development. By providing opportunities to participate in decision-making related to career paths, employees feel recognized and have control over their professional development.

Career coaching in democratic leadership can include open discussions about career aspirations, creating personal development plans, and providing constructive feedback. By involving employees in the career-related decision-making process, democratic leaders create strong bonds between individuals and the organization. This not only increases employee engagement, but also opens the door to long-term commitment to the organization's goals and values.

By building an environment that supports the exchange of ideas and employee involvement, a democratic leadership style and career coaching can work synergistically (Putra & Mardikaningsih, 2022). Employees who feel supported in their career development tend to be more committed to the organization, creating a dynamic and competitive work environment.

Thus, the integration of democratic leadership and career coaching can be a solid foundation for achieving high productivity and long-term sustainability for organizations.

Targeted career development is also important in retaining employees. This involves providing relevant training and development, as well as providing constructive feedback on employee performance. When employees feel that they have bright career prospects and that the organization supports their development, this can increase their satisfaction and commitment.

By implementing effective leadership and targeted career coaching, organizations can build a work environment that supports and motivates employees to commit to the long term, thereby reducing employee turnover intentions.

### **Career Development and Job Change Intentions**

Turnover intention, or the intention to change employees, is a crucial issue in human resource management. Analysis of employee involvement in career development programs shows that the level of participation in organizational activities, especially career development programs, plays an important role in shaping individuals' perceptions and attachment to the company where they work. This involvement, especially in the context of career development programs, has a direct impact on employee job satisfaction and commitment to the organization.

Studies consistently show that employee engagement, which includes aspects of participation in training, development, and career planning, has a significant influence on the level of employee commitment to the organization. Focusing on career development programs is key in overcoming employee turnover intentions.

Effective career development programs not only provide opportunities for professional growth, but also create a strong sense of involvement and attachment to the organization's vision and mission. Good career development can increase employee job satisfaction and commitment by providing them with opportunities to grow and develop in their careers.

In an effort to overcome turnover intention, active involvement in career development programs can be an effective strategy. Some steps that

organizations can take involve increasing employee participation in the program, developing specific competencies, providing constructive feedback, fostering a professional footprint, and developing positive interpersonal relationships among employees.

Apart from that, the role of leadership also plays an important role. An effective leader not only carries out administrative responsibilities, but is also involved in directing employee career development (Kim, 2002). Leaders who understand their strategic role can create a work environment that supports employees' professional and personal growth, provide relevant guidance, and design career development programs that align with organizational goals.

Career coaching by leaders not only includes improving employees' skills, but also creates opportunities for them to achieve career goals within the organization. Through this approach, leaders can create a supportive environment, provide rewards and recognition to employees who contribute significantly, and reduce the potential for turnover intentions. Thus, the integration of effective career development programs and targeted leadership, together with in-depth career coaching, can be a solid foundation in reducing turnover intention. This approach not only helps organizations retain employee talent, but also creates a dynamic, productive and competitive work environment. Through joint efforts in career development and effective leadership, organizations can achieve their business goals while caring for employee well-being and satisfaction.

## Conclusion

In dealing with the complexity of employee involvement in career development programs, it needs to be emphasized that low levels of involvement can potentially harm employee satisfaction and commitment to the organization. Lack of work involvement can result in decreased commitment and a negative impact on job satisfaction. Career development programs, at the heart of this analysis, serve as a foundation for building employee engagement by providing professional growth opportunities and connecting them to the organization's vision.

Human resource management should consider employee involvement in career development programs as a key strategy to increase satisfaction and commitment. A deep understanding of the complexity of

the relationship between work engagement and organizational commitment is essential in formulating policies that support employee growth and well-being. This approach not only has the potential to increase productivity, but also the effectiveness of achieving organizational goals. The integration of effective leadership and targeted career coaching provides a solid foundation for managing potential employee turnover intentions. Leaders who understand their strategic role in career development are able to create a work environment that supports professional growth and employee welfare. Career coaching that focuses not only on developing skills, but also creates clear opportunities to achieve career goals within the organization.

Furthermore, leadership styles, such as Laissez-Faire, autocratic, or democratic, have different impacts on employee engagement and satisfaction levels. The integration of career coaching tailored to each leadership style can increase benefits and create a dynamic and motivating environment. Coordinating these elements synergistically provides hope for achieving long-term sustainability and simultaneously reduces the potential for employee turnover intentions. Therefore, understanding and managing the relationship between engagement, career development, leadership, and coaching can be an effective strategy in maintaining organizational stability and growth amidst the dynamics of workforce change.

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