

THE MEDIATING EFFECT OF MENTAL HEALTH ON THE RELATIONSHIP BETWEEN CAREER DEVELOPMENT AND EMPLOYEE TURNOVER INTENTION AT PT SAFELOCK MEDICAL

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Abstract:

Employee turnover intention is a critical issue at PT Safelock Medical, a medical equipment manufacturer, given the high rates of employee entry and exit in contemporary organizations (research gap). This study investigates the role of career development as a retention strategy in mitigating turnover intention and explores the mediating role of employee mental health in this relationship (purpose). Mental health is posited as a strong predictor influencing employees' decisions to remain with the company. The study adopted a quantitative approach using a cross-sectional survey design, collecting data from 120 employees at PT Safelock Medical selected through purposive sampling. Data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method (method). The PLS-SEM analysis results demonstrate that career development has a significant positive influence on employee retention intention. Furthermore, mental health was found to significantly mediate the relationship between career development and retention intention (main results). This indicates that effective career development programs not only enhance competency but also contribute to improved mental health, which ultimately strengthens employees' desire to stay. Practically, these findings underscore the necessity of a holistic investment in career pathways and mental health initiatives to boost employee retention within the healthcare manufacturing sector (conclusion).

Keywords: Career Development, Turnover Intention, Mental Health, PLS-SEM, Employee Retention.

1. Introduction

The evolution of the contemporary work environment compels organizations to focus not only on productivity but also increasingly on employee well-being. One of the most significant challenges facing companies today, including PT Safelock Medical, is the ability to retain their best talent. High employee turnover intention (or low retention intention) can severely disrupt operational stability, escalate recruitment and training costs, and diminish the morale of the remaining workforce.

A primary antecedent frequently associated with high turnover intention is the employees' perception of their career development opportunities. Employees who perceive limited career paths, unclear promotional trajectories, or insufficient organizational investment in their skills tend to feel undervalued and are more likely to seek opportunities elsewhere. However, the relationship between career development and retention may not be straightforward. There are crucial internal and psychological factors that act as moderators or mediators, among which mental health stands out.

In high-pressure settings, such as the medical sector, the issue of employee mental health becomes particularly critical. Prolonged work stress, burnout, and a lack of psychological support can serve as powerful mediators. An employee might be presented with an excellent career development path, yet if their mental health is compromised, the positive effects of that development can be diminished, ultimately still fueling the intention to quit. Conversely, organizational efforts to provide mental health support can act as a buffer, amplifying the

positive impact of career development on employee commitment and retention. Based on this phenomenon, this study is highly relevant to understanding the specific mediating role of mental health within this dynamic at PT Safelock Medical.

Problem Formulation (Research Questions)

Based on the background outlined above, the primary research questions for this study are: (1) What is the influence of Career Development on Mental Health at PT Safelock Medical? (2) What is the influence of Career Development on Employee Retention Intention at PT Safelock Medical? (3) What is the influence of Mental Health on Employee Retention Intention at PT Safelock Medical?

Research Objectives

In general, this research aims to empirically test and analyze the relationships among the variables. Specifically, the objectives of this study are to: (1) Analyze and explain the influence of Career Development on Mental Health at PT Safelock Medical. (2) Analyze and explain the influence of Mental Health on Employee Retention Intention at PT Safelock Medical. (3) Analyze and explain the influence of Career Development on Employee Retention Intention at PT Safelock Medical.

2. Literature Review

Turnover Intention

Retention intention is defined as a subjective probability of an employee to stay in the current organization for a specified period." A more formal alternative emphasizing the consequences of turnover: Employee Retention Intention (RI) refers to the heightened likelihood of an individual continuing their employment with the current organization. Low retention rates translate directly into high voluntary turnover, carrying detrimental organizational consequences such as the depletion of seasoned personnel, a decline in overall productivity, and escalating expenses for both recruitment and specialized training . The research seeks to explore whether the retention intention level among employees at PT Safelock Medical is high or, conversely, low.

Career development

Career development involves strategic initiatives by organizations to identify and nurture employees' professional competencies through dedicated training and guidance. The positive impact of CD on work outcomes is well-established, particularly its relevance to retention intention and job performance. This relationship is supported by the following mechanisms:

- Career development directly and positively influences an employee's overall job performance
- Employees who possess the requisite skills for high-quality work experience enhanced self-confidence and greater job happiness (satisfaction) in the workplace.

Well-being (Mental Health)

Well-being (Mental Health) is defined as the experienced quality of life, encompassing objective metrics such as material conditions and quality of life, alongside subjective, self-reported evaluations. Within the corporate context, Employee Well-being (EW) specifically captures the psychological and emotional state of individuals at work, directly reflecting their mental health. The role of mental health is pivotal in organizational outcomes. It determines an employee's capacity to handle stress, engage productively, and maintain a positive relationship with the firm. Thus, mental health functions as a crucial mediating variable, translating the impact of organizational resources (e.g., career development) into the ultimate desire to remain with the company (Retention Intention).

- Direct Influence of Mental Health on Retention Intention; A high level of psychological distress (indicative of poor mental health) in the work environment—often resulting from high job demands or insufficient organizational job resources (e.g., limited career development programs)—is negatively correlated with Employee Retention Intention (RI).
- The Mediating Role of Mental Health: Mental health serves as a significant mediator between Career Development and Retention Intention. Specifically, when Career Development (a critical job resource) provided by the company is perceived as inadequate or is countered by excessive job demands, it elevates the employee's level of psychological distress (diminished mental health). This resulting distress is the mechanism that ultimately drives Turnover Intention and reduces the desired Employee Retention Intention.

Table 2.1 Variable

Research Variable	Related Theoretical Concept	Mechanism of Relationship
Retention Intention (Y)	Positive Outcome	The result of the balance between job resources (Career Development) and positive psychological conditions (Mental Health).
Career Development (X)	Job Resources	Functions to fulfill psychological needs and mitigate the impact of stress.
Mental Health (M)	Employee Well-being / Psychological Distress	Serves as the primary mediator, influenced by job resources, and subsequently affecting work outcomes.

3. Research Methods

This study employs a quantitative research method. Data collection for this research was conducted through survey sampling, utilizing questionnaires as the primary instrument. This study incorporates four main variables. Firstly, Career Development serves as the independent variable, which is hypothesized to cause a change in the dependent variable. The dependent variable is Retention Intention. The third variables are the mediating variables, namely Mental Health, respectively. The sample used consisted of 120 employees out of a total of nearly 900. The following table presents the variable indicators along with their corresponding questionnaire items:

 Table 3.1
 Indicators and Questionnaires

Variables	Indicator	Questionnaire	Source
Turnover Intention	1. I often think of quitting my present job.	1. I frequently think about quitting my current job.	Mobley, Griffeth, Hand, and Meglino(1979)
	2. I may leave this organization and work for another organization in the	2. I will likely seek employment elsewhere within the next year.3. I feel I have good opportunities to get a job outside of this company.	
	next year.	4. I feel I may not have a good future if I remain with this company.	

Variables	Indicator	Questionnaire	Source
Career Development	3. I plan to stay in this company to develop my career for a long time.	5. I am considering resigning from my current job.	Huiling Hu, Chongkun Wang†Yue Lan and Xue Wu(2022)
	4. I may not have a good future if I stay with this organization.		
	5. Possibility to resign from present job		
	6. Motivation to seek another job		
	7. Possibility to gained an external job		
	1. The training programme developed my ability to prepare a career plan.	1. I perceive that participation in training and development programs enables me to enhance my ability to formulate career plans	
	2. My organisation guides me to choose appropriate educational tools and techniques to create effective learning activities.	2. I voluntarily engage professional development activities.	
	3. My organisation helps me choose my learning and teaching activities in a way that contributes to achieving my goals.	3. I believe that the career development programs I participate in significantly contribute to increasing my motivation for career advancement."	Dekawanti, Ipong Asikin, Ikin Yudaningsih, Nunik Tamam, Badrud Nugraha, Rizki Satria Nurdin, Diding(2025)
	4. My organisation allows me to formulate a variety of class methods.	4. I deem it essential to formulate plans for career development and future prospects."	
	5. The training programme is beneficial to me in how to increase the motivation of students.	5. I believe that voluntary participation by engaging in ongoing learning and skill acquisition provides robust support for personal career growth	
	6. My organisation helped me develop my teaching concepts and principles.		
	7. My organisation allows me to acquire the skill of building a treatment plan based on the results of the evaluation.		

Variables	Indicator	Questionnaire	Source
Mental well being	8. I am actively working on planning my professional future.		M.M.D. Alam, M.Z. Alam, S.A. Rahman, S.K. Taghizadeh(2021)
	9. I maintain contact with people who can help me professionally.		
	10. I volunteer to participate in further education, training, or other events to support my career.		
	1. I have been feeling optimistic.	1. Despite job challenges, I often feel optimistic about my abilities and career future.	
	2. I have been feeling relaxed.	2. I feel relaxed and less stressed when performing my work tasks.	
	3. I have been dealing with problems well.	3. I am capable of effectively overcoming problems or challenges that arise in the workplace.	
	4. I have been thinking clearly.	4. I can think clearly and focus when facing important tasks or decisions in my workplace.	
	5 I have been feeling close to other people. 6 I have been able to make up my mind about things.	5. I feel connected to and close with my colleagues or team	

4. Results and Discussion

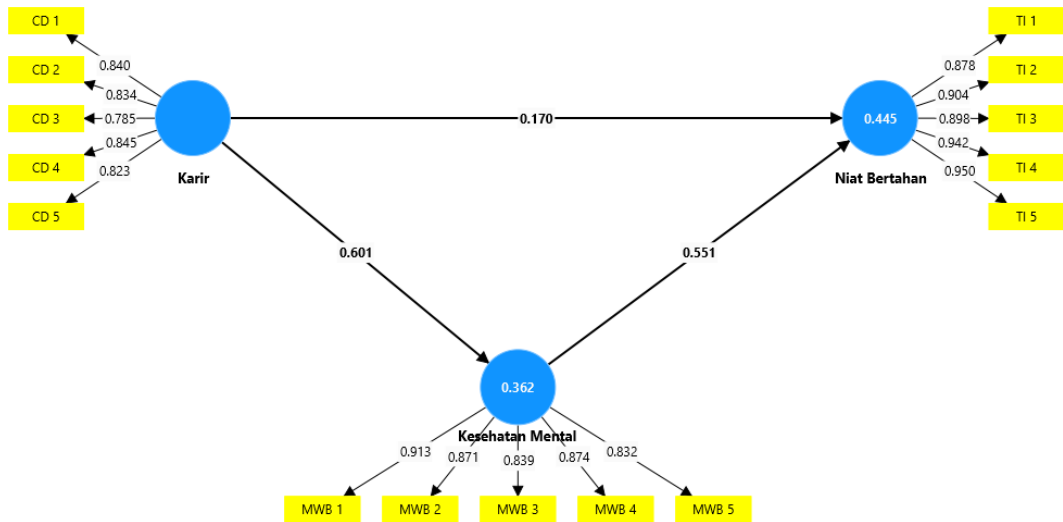
4.1. Measurement Model Evaluation (Outer Model)

The outer model evaluation, according to Ghazali (2015:39), aims to determine validity through convergent validity and discriminant validity, and to establish the model's reliability using composite reliability and Cronbach's alpha for the respective indicator blocks.

a. Convergent Validity

The convergent validity of each construct was examined through its indicator loadings. As per Chin (2015), a loading factor exceeding 0.70 is ideal for validity; however, values from 0.50 to 0.60 are considered acceptable. Indicators with a loading factor below 0.50 were therefore dropped

Figure 4.1



smartPLS 4.0 Algorithm Results
 Source: Processing Output with smartPLS 4.0

Tabel 4.1
Convergent Validity Test Results

	Career Development	Mental Well Being	Turnover Intention
CD 1	0,840		
CD 2	0,834		
CD 3	0,785		
CD 4	0,845		
CD 5	0,823		
MWB 1		0,913	
MWB 2		0,871	
MWB 3		0,839	
MWB 4		0,874	
MWB 5		0,832	
TI 1			0,878
TI 2			0,904
TI 3			0,898
TI 4			0,942
TI 5			0,950

Source: Processing Output with smartPLS 4.0

Consistent with the criterion where Outer Loadings must be greater than 0.7 for validity, the table demonstrates that all indicators for the research variables are valid. Hence, the questionnaire items are ready for use in subsequent analyses.

b. Discriminant Validity

The next examination involves comparing the correlation between variables with the square root of the Average Variance Extracted AVE ($\sqrt{AVE}$). The measurement model possesses good discriminant validity if the $\sqrt{AVE}$ of each variable is greater than its correlation with any other variable. The $\sqrt{AVE}$ values can be observed from the Fornell-Larcker Criterion output in Smart-PLS 4.0, which is presented in Table 4.2

Table 4.2
Discriminant Validity Test Results (Fornell-Larcker Criterion)

	Career Development	Mental Well Being	Turnover Intention
Career Development	0,826		
Mental Well Being	0,601	0,866	
Turnover Intention	0,501	0,653	0,915

Source: Processing Output with smartPLS 4.0

From Table 4.2 above, it can be concluded that the square root of the Average Variance Extracted (AVE) for each construct is greater than the correlation between that construct and any other construct in the model. Based on the above statement, the constructs in the estimated model satisfy the criterion for discriminant validity. The results for Cross-Loadings are presented below.

Table 4.3
Cross Loading Results

	Career Development	Mental Well Being	Turnover Intention
CD 1	0,840	0,585	0,449
CD 2	0,834	0,455	0,372
CD 3	0,785	0,406	0,317
CD 4	0,845	0,462	0,406
CD 5	0,823	0,538	0,491
MWB 1	0,559	0,913	0,633
MWB 2	0,551	0,871	0,586
MWB 3	0,482	0,839	0,486
MWB 4	0,511	0,874	0,609

	Career Development	Mental Well Being	Turnover Intention
MWB 5	0,495	0,832	0,497
TI 1	0,423	0,521	0,878
TI 2	0,545	0,658	0,904
TI 3	0,458	0,592	0,898
TI 4	0,403	0,595	0,942
TI 5	0,450	0,607	0,950

Source: Processing Output with smartPLS 4.0

c. HTMT (Heterotrait-Monotrait Ratio)

Table 4.4
HTMT Results

	Heterotrait-monotrait ratio (HTMT)
Mental Weel Being <-> Career Development	0,656
Turnover Intention <-> Career Development	0,534
Turnover Intention <-> Mental well being	0,691

Source: Processing Output with smartPLS 4.0

Meanwhile, an acceptable threshold for discriminant validity was also obtained, as indicated by the Heterotrait-Monotrait Ratio (HTMT) value being smaller than 0.90, as suggested by (Hair et al., 2017). All HTMT values were lower than 0.9.

d. Average Variance Extracted (AVE)

The AVE value aims to measure the level of variance in a construct component that is captured from its indicators, adjusting for the error variance. Testing using the AVE value is considered more stringent than composite reliability. The minimum recommended AVE value is 0.50. The AVE output obtained from SmartPLS 4.0 is presented in Table 4.5

Table 4.5
Results of the Average Variance Extracted (AVE) Test

	Average variance extracted (AVE)
Career Development	0,682
Mental Well Being	0,750
Turover Intention	0,837

Source: Processing Output with smartPLS 4.0

As shown in Table 4.5, the Average Variance Extracted (AVE) value exceeds 0.50. This indicates that all indicators satisfy the predetermined criteria and demonstrate adequate reliability for subsequent analysis.

e. Composite Reliability dan Cronbach's Alpha

In the final stage of outer model assessment, to confirm the absence of any measurement problems, the model's reliability must be tested. Composite Reliability and Cronbach's Alpha indicators are employed for this reliability testing.

Testing for Composite Reliability and Cronbach's Alpha aims to assess the instrument's reliability within a research model. If all latent variables exhibit values for both Composite Reliability and Cronbach's Alpha of ≥ 0.70 , the constructs are considered to possess good reliability, indicating that the questionnaire used as a tool in this study is consistent.

Table 4.6
Results of Composite Reliability and Cronbach's Alpha Tests

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Career Development	0,884	0,893	0,915
Mental Well Being	0,917	0,922	0,938
Turover Intention	0,951	0,955	0,963

Source: Processing Output with smartPLS 4.0

As shown in Table 4.13, the Composite Reliability and Cronbach's Alpha results demonstrate satisfactory internal consistency. Since all latent variables yielded Composite Reliability and Cronbach's Alpha values of ≥ 0.70 , all latent variables are considered reliable. Therefore, the questionnaire instrument utilized for this research is deemed to be reliable or consistent

1.2 Inner Model

After the estimated model satisfies the criteria of the Outer Model, the structural model (Inner Model) testing is subsequently performed. Inner model testing is the development of a concept-based model from theory, aimed at analyzing the influence of exogenous and endogenous variables as outlined in the conceptual framework. The following steps are taken in testing the structural model (Inner Model).

a. Model Testing

Table 4.7
Model Goodness of Fit Results

	Saturated model	Estimated model
SRMR	0,068	0,068
d_ULS	0,559	0,559
d_G	0,515	0,515

	Saturated model	Estimated model
Chi-square	330,747	330,747
NFI	0,813	0,813

Source: Processing Output with smartPLS 4.0

After the estimated model satisfied the Outer Model criteria, we examined the model fit. The SRMR (Standardized Root Mean Square Residual) value obtained is 0.068. As this is below the accepted threshold of <0.08, the research model demonstrates a good fit to the data. SRMR assesses the average magnitude of the discrepancies between the observed and the model-predicted correlations; a low value signifies that the model accurately captures the correlational patterns in the data.

b. R-Square (R²) Value

Look at the R-Square value which is a test of the Goodness of Fit of the model.

Table 4.8
Results of the R-Square (R²)

	R-square	R-square adjusted
Mental Well Being	0,362	0,356
Turnover Intention	0,445	0,436

Source: Processing Output with smartPLS 4.0

1. The Adjusted R-Square for the Mental Health variable was found to be 0.356. This result suggests that the independent variable included in the model, Career, collectively accounts for 35.6% of the total variation in the Mental Health variable. Consequently, the remaining 64.4% of the variance (100% - 35.6%) is attributable to other factors or variables not examined within the scope of this research model.
2. The Adjusted R² value for the Intention to Stay variable was 0.436. This indicates that the predictor variables in the model (namely, Career and Mental Health) collectively account for 43.6% of the variance in the IntentiontoStay variable. The remaining 56.4% (100% - 43.6%) of the variance is attributable to factors or other variables outside the scope of this research model.

c. f² Effect Size

The f-square (f²) value indicates the magnitude of the partial effect of each predictor variable on the endogenous variable. The following is the interpretation of the f Square (Ghozali, 2014):

1. If the f square is ≥ 0.35 , it can be interpreted that the latent predictor variable has a strong effect.
2. If the f square is $0.15 \leq f^2 < 0.35$ (or $0.15 \leq f^2 \leq 0.35$), it has a medium effect.
3. If the f square is $0.02 \leq f^2 < 0.15$ (or $0.02 \leq f^2 \leq 0.15$), it has a weak effect.

The following presents the f² values for the partial effect of each exogenous variable on the endogenous variable:

Table 4.9
Results of the f2 Effect Size Test

	f-square
Career Development -> Mental Well Being	0,567
Career Dvelopment -> Turnover Intention	0,033
Mental Well Being -> Turnover Intention	0,349

Source: Processing Output with smartPLS 4.0

1. The Impact of Career on Mental Health The f-Square value for this relationship is 0.567. Since this value is greater than 0.35 ($0.567 \geq 0.35$), it can be concluded that the Career variable has a strong substantive effect on Mental Health.
2. The Influence of Career on Intention to Remain, The f-Square value for this relationship is 0.033. This value falls between 0.02 and 0.15 ($0.02 \leq 0.033 < 0.15$), which indicates that the direct effect of the Career variable on Intention to Stay is weak.
3. The Influence of Mental Health on Intention to Survive, The f-Square value for this relationship is 0.349. Since this value falls between 0.15 and 0.35 ($0.15 \leq 0.349 < 0.35$), the effect of the Mental Health variable on Intention to Stay can be categorized as a medium effect.

d. Q-Square (Goodness of Fit Model)

The structural model's Goodness of Fit (GoF) was assessed for the inner model using the predictive relevance (Q^2). value. A Q^2 value greater than 0 (zero) indicates that the model has predictive relevance. The R^2 values for each endogenous variable in this study can be observed in the following calculations

Table 4.10
Q-Square Test Results

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Mental Well Being	610,000	448,947	0,264
Turnover Intention	610,000	391,680	0,358

Source: Processing Output with smartPLS 4.0

1. Mental Health, The Q^2 value of 0.264 indicates that the independent variable (Career) in this model accounts for 26.4% of the variance in the Mental Health variable. This suggests that the model possesses sufficient predictive relevance for this variable.
2. Mental Health Intention to Stay, The Q^2 value of 0.358 demonstrates that the variables influencing it (Career and Mental Health) collectively explain 35.8% of the variance in the Intention to Stay variable. This signifies that the model has good predictive relevance for the Intention to Stay variable.

e. Hypothesis Testing Results (Path Coefficient Estimation)

The estimated values for the path coefficients in the structural model must be significant. This significance is typically obtained using the bootstrapping procedure. The significance of the hypothesis is assessed by examining the parameter coefficient values and the t-statistic significance values in the bootstrapping algorithm report. To determine whether the result is

significant, the calculated t-statistic (t_{calc}) is compared against the critical t-value (t_{crit}) from the t-table at an alpha level of 0.05 (5%), which is 1.96

Table 4.11
Hypothesis Testing Results

	Original sample (O)	Sample mean (M)	Standard Aviation (STDEV)	T statistics (O/STDEV)	P values
Career Development -> Mental Well Being	0,601	0,608	0,066	9,143	0,000
Career Development -> Turnover iNtention	0,170	0,174	0,077	2,210	0,027
Mental Well Being -> Turnover Intention	0,551	0,549	0,102	5,409	0,000

Source: Processing Output with smartPLS 4.0

The following table and subsequent points present the results of the hypothesis testing for the structural model:

1. Effect of Career on Mental Health (H2): The analysis results demonstrate that Career has a positive and significant effect on Mental Health. This is evidenced by a path coefficient (Original Sample) of 0.601, a t-statistic of 9.143 (which is greater than the t-table value of 1.96), and a p-value of 0.000 (which is less than 0.05). This signifies that a more positive employee perception of their career leads to a better level of mental health. Therefore, this hypothesis is supported.
2. Effect of Career on Intention to Stay (H1): The test results indicate that Career has a positive and significant effect on Intention to Stay. This is observed from a path coefficient of 0.170, a t-statistic of 2.210 (>1.96), and a p-value of 0.027 (<0.05). This finding suggests that a positive career perception directly enhances the employees' intention to remain with the company. Therefore, this hypothesis is supported.
3. Effect of Mental Health on Intention to Stay (H3): The research findings confirm that Mental Health has a positive and significant effect on Intention to Stay. The obtained path coefficient is 0.551, with a t-statistic of 5.409 (>1.96) and a p-value of 0.000 (<0.05). This means that a higher level of an employee's mental health results in a greater intention to remain within the organization. Therefore, this hypothesis is supported.

The following are the results of testing the hypothesis of the indirect influence of X on Y through Z:

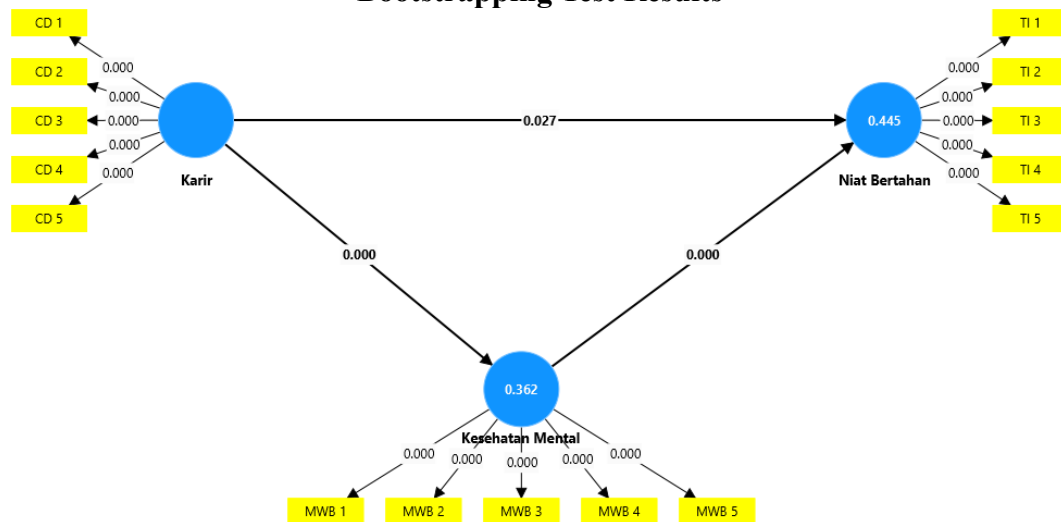
Table 4.12

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Career Development -> Mental Well Being -> Turnover Intention	0,331	0,335	0,075	4,417	0,000

Source: Processing Output with smartPLS 4.0

The mediation analysis demonstrated a positive and significant indirect effect of Career on Intention to Stay via Mental Health. The indirect effect coefficient was $\beta=0.331$, which was statistically significant ($t=4.417, p=0.000$). Given that the t-statistic (4.417) is greater than the critical value (1.96) and the p-value (0.000) is less than 0.05, Mental Health is confirmed to be a significant mediator. This suggests that favorable career perceptions increase employee mental health, thereby strengthening their intention to stay. Thus, the mediation hypothesis is supported.

Figure 4.2
Bootstrapping Test Results



Source: Processing Output with smartPLS 4.0

5. Conclusions

This study, which utilized Partial Least Squares Structural Equation Modeling (PLS-SEM) on data from 120 employees at PT Safelock Medical, confirmed the critical role of both Career Development and Mental Health in influencing Employee Retention Intention (or mitigating turnover intention).

The key empirical findings are as follows: (1) Career Development significantly and positively influences Mental Health. A positive perception of career paths and investment in skills leads to a significantly better level of employee mental health. (2) Mental Health significantly and positively influences Retention Intention. A higher level of an employee's mental health directly results in a greater intention to remain with the organization. (3) Career Development significantly and positively influences Retention Intention. Positive career perception directly enhances the employees' intention to stay with the company.

Mental Health serves as a significant mediator in the relationship between Career Development and Retention Intention. This indicates that effective career development programs not only enhance competency but also contribute to improved mental health, which is the mechanism that ultimately strengthens an employee's desire to stay

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We hope the findings of this research will provide practical insights for PT Safelock Medical and the broader healthcare manufacturing sector, particularly in formulating holistic strategies that integrate career pathways and mental health initiatives to enhance employee retention.

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