THE IMPACT OF CAREER DEVELOPMENT, ORGANIZATIONAL COMMITMENT, AND JOB INSECURITY ON TURNOVER INTENTION

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Article Information	Abstract

The purpose of this research is to identify how work insecurity, lack of career growth opportunities, and lack of organizational commitment at PT Sanita Sukses Mandiri Jakarta contribute to employee turnover intentions. This study is a quantitative study, and the population consists of actual working people. Saturated sampling was employed for this investigation, and 75 people ended up participating. A questionnaire was used to gather information. IBM's SPSS version 25 was utilized for the study's data analysis. This research found that there was an association between job insecurity and turnover intent, but that career development and organizational commitment also affected intentions to leave.

INTRODUCTION

Recently, the Muslim fashion industry has emerged as a promising sector in terms of profitability, as evidenced by the continuous growth of the fashion industry in Indonesia. Muslim fashion in Indonesia is a business that shows no signs of slowing down, largely due to the country's majority Muslim population (Cohen, 1999). The strong enthusiasm of Indonesian consumers for purchasing Muslim attire, especially during religious holidays, has significantly contributed to the industry's growth. One of the companies operating in this sector is PT Sanita Sukses Mandiri**.**

Despite the high demand for Muslim fashion, each company in the industry faces its own unique challenges. This study aims to examine the specific challenges encountered by PT Sanita Sukses Mandiri. Currently, the company is experiencing a high rate of employee turnover. Such turnover can negatively impact the organization by reducing productivity and increasing the costs associated with recruiting and training new employees, as illustrated in the following table (Podsakoff, Lepine and Lepine, 2007).

Table 1. Employee Turnover Data at PT Sanita Sukses Mandiri in 2023

Month	Beginning of Month Employees	Employees Leaving	Employees Joined	End of Month Employees
Desember	79	1	0	78
January	78	3	0	75
February	75	2	1	74
March	74	1	2	75
April	75	0	0	75
Mei	75	0	0	75

Source : PT Sanita Sukses Mandiri, 2023

As the table indicates, employee numbers fluctuated slightly during this period, with notable turnover in January. While the company's annual turnover has not exceeded the critical threshold of 50%, the frequency and persistence of departures suggest underlying issues related to employee satisfaction and organizational dynamics. These conditions raise concerns about long-term workforce stability (Syahputra and Tanjung, 2020).

One of the key factors influencing employee retention is career development. Career development refers to an individual's growth within an organization through a combination of work experience, formal education, skills development, and opportunities for advancement. Organizations that invest in the professional growth of their employees not only enhance employee capabilities but also build long-term loyalty and engagement. However, at PT Sanita Sukses Mandiri, one of the major issues reported is the lack of clearly defined career advancement pathways. Employees who do not perceive opportunities for growth or progression are more likely to experience dissatisfaction and begin searching for better prospects elsewhere (Triyono, Wahyudi and Harahap, 2020).

This situation reflects a broader organizational challenge that is increasingly observed across various sectors: retaining skilled human capital in a labor market that is both competitive and constantly evolving (Akgunduz, Y., & Sanli, no date). Businesses today must contend with not only economic pressures and technological changes but also shifting employee expectations regarding job satisfaction, growth, and security. In this context, workforce retention is no longer a matter of operational convenience—it has become a strategic priority (Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, 2012).

In today's competitive and rapidly evolving labor environment, organizations face increasing challenges in retaining their human capital (Maertz and Campion, 2004). As businesses strive to adapt to technological disruption, global market shifts, and changing employee expectations, workforce stability has become not just a matter of operational efficiency but a strategic imperative. Employee turnover, especially voluntary turnover, represents a significant

organizational risk—draining resources, disrupting team cohesion, and reducing institutional knowledge. As such, understanding the antecedents of turnover intention has become a central concern for scholars and practitioners alike.

Turnover intention, often conceptualized as an employee's conscious consideration to leave the organization, serves as a robust predictor of actual resignation behavior. It emerges from a complex interplay between individual cognition and organizational context. Employees who perceive a lack of control over their work environment or experience misalignment with their roles are more likely to develop a desire to leave their jobs (Apriantini et al., 2021). Turnover intention, therefore, is not a mere reaction to dissatisfaction; it is a psychological reflection of unmet expectations, disillusionment, and perceived opportunities elsewhere (Sitohang, 2023).

In the current organizational climate, internal dynamics—such as opportunities for career growth, perceptions of job stability, and emotional connection to the organization—carry substantial weight in influencing turnover intention. Many organizations invest heavily in compensation and benefits, but often underestimate the impact of less tangible elements, such as career trajectories, perceived fairness, and psychological security. Employees want to grow, feel secure in their roles, and be part of a meaningful mission. When these needs are not met, even the most financially stable job can lose its appeal (Cohen, 1999).

Despite growing attention to these issues, existing literature has yet to fully integrate them into a unified model. Career development, organizational commitment, and job insecurity are often examined as separate constructs influencing turnover intention, but rarely as part of an interrelated psychological experience. Career development, for instance, is widely acknowledged as a driving factor in employee motivation and satisfaction. When employees are given access to skill enhancement, promotional pathways, and role enrichment, they are more likely to envision a long-term future within the organization. However, in many workplaces, particularly in developing countries or small-to-medium-sized enterprises, career development is either limited or poorly communicated. Employees may feel stagnant, underutilized, or ignored, even in the presence of latent potential. This sense of professional stagnation can quietly erode loyalty and prompt thoughts of departure (Jiang *et al.*, 2012).

At the same time, job insecurity remains a pervasive threat to employee well-being, especially in contexts marked by economic instability, technological automation, or organizational restructuring. Job insecurity is not only a structural issue but also a deeply emotional experience. Workers facing uncertainty about their employment status often feel anxious, demoralized, and unable to plan for the future. This emotional strain, as noted by Husin (2021) and Triyono et al. (2020), leads to disengagement, reduced performance, and ultimately, the desire to exit an unpredictable environment. Importantly, job insecurity does not always stem from actual layoffs or contract terminations, it can be triggered by ambiguous communication, lack of performance feedback, or a culture of silence. Even the most competent employees may feel vulnerable when the organizational climate fails to foster transparency and stability (Hom *et al.*, 2017).

Compounding these issues is the role of organizational commitment is a psychological bond between the individual and the institution. Employees with high organizational commitment exhibit a strong emotional attachment, identify with the organization's goals, and are more willing to invest effort into its success (Purnomo, 2018; Hariyadi et al., 2022). Commitment acts as a buffer against external pull factors and internal dissatisfaction. It encourages resilience and perseverance even during organizational turbulence. However, commitment is not static it is shaped by employees' experiences, expectations, and perceptions of reciprocity. When workers feel unsupported in their professional development or unsafe in their job positions, their sense of loyalty begins to deteriorate. Over time, the absence of affirming experiences weakens emotional bonds and makes the idea of leaving more palatable.

In conclusion, this study addresses a critical organizational challenge through a multidimensional and contextually grounded analysis. By exploring how career development, job insecurity, and organizational commitment jointly influence turnover intention, the research offers both theoretical and practical contributions. It moves beyond reductionist models and

provides a more comprehensive framework for understanding employee retention in today's dynamic work environments. This research not only enriches the academic literature but also offers actionable insights for managers, policymakers, and human resource professionals seeking to build resilient and committed workforces (Husin, 2021).

Picture 1. Theoretical framework
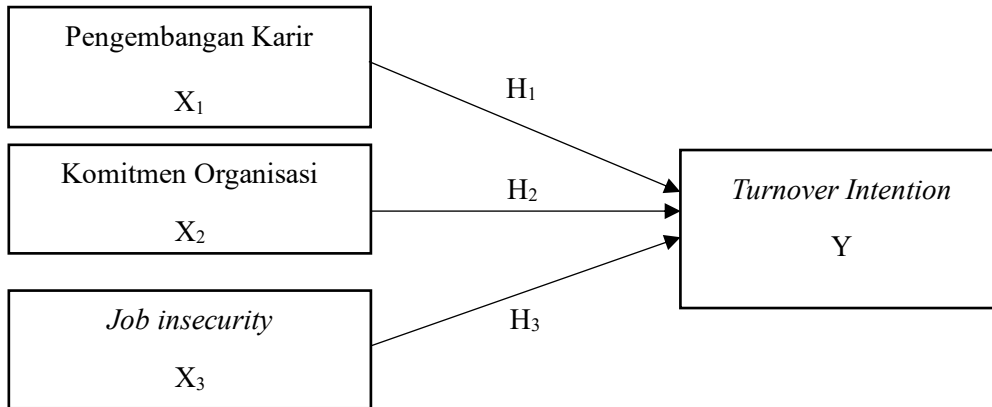
Source: Processed by the researcher (2023)

METHOD

This study employs a quantitative approach with a descriptive research design, aimed at investigating the influence of career development, job insecurity, and organizational commitment on turnover intention among employees of PT Sanita Sukses Mandiri. The quantitative design is considered appropriate as it facilitates the identification of statistical relationships between variables through numerical measurement and objective analysis (Purnomo, 2018). The entire population of employees at PT Sanita Sukses Mandiri—totaling 75 individuals—was used as the research sample. Given the small and manageable population size, this study applied a saturated sampling technique (census), where all members of the population were included as respondents. This approach minimizes sampling bias and ensures that the findings reflect the comprehensive views of the organization's workforce. Primary data were collected through a structured questionnaire, which was distributed either in printed or electronic form. The questionnaire used a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Data analysis was carried out using SPSS statistical software version 25. Before conducting the main analysis, the instrument underwent validity and reliability testing. The validity test was conducted using the Pearson Product-Moment correlation, where items were considered valid if their significance value was below 0.05 and the correlation coefficient exceeded the critical r-table value. Reliability testing was performed using Cronbach's Alpha, with values equal to or greater than 0.70 indicating good internal consistency and reliability of the instrument. Prior to regression analysis, classical assumption tests were conducted to ensure the robustness of the model. The study then proceeded with inferential statistical analysis to test the research hypotheses. Multiple linear regression analysis was employed to assess the simultaneous and partial influence of career development, job insecurity, and organizational commitment on turnover intention. Hypothesis testing was conducted using the partial t-test to evaluate the individual significance of each predictor variable, with a significance threshold set at 5% ($\alpha = 0.05$). Variables with p-values below 0.05 were considered to have a statistically significant effect on turnover intention.

Throughout the research process, ethical considerations were strictly observed. Respondents were informed of the purpose of the study and gave their consent to participate voluntarily. Anonymity and confidentiality of responses were ensured, and participants were informed that their data would be used solely for academic purposes. By adhering to these methodological procedures, this study aims to produce valid, reliable, and ethically sound findings that contribute to the understanding of turnover intention in the context of Indonesia's Muslim fashion industry (Sujiyati, A. S., & Dessyarti, 2021).

RESULT AND DISCUSSION
Result

The validity testing in this study was conducted using the **Pearson Product-Moment correlation analysis** to evaluate the extent to which each questionnaire item accurately measures the intended construct. The main parameter used in this test is the **corrected item-total correlation**, which was compared against the **r-table critical value of 0.227** at a significance level of **$\alpha = 0.05$**. An item is considered valid if its correlation value exceeds 0.227 and the significance value is less than 0.05. The purpose of conducting this validity test is to ensure the **construct validity** of the instrument—meaning that each item truly reflects the dimension it is intended to measure, whether it be turnover intention, career development, organizational commitment, or job insecurity. By validating the instrument beforehand, the study ensures that all collected data are accurate, representative, and reliable for subsequent statistical analysis. This step is essential in quantitative research to enhance measurement precision and avoid drawing misleading conclusions from flawed or irrelevant items.

Table 2. Validity Test Result

Variables	Item Qusioner	Correct Item Total Correlation	R Tabel	Sig (a=0,05)	Description
Turnover Intention (Y)	Y_1	0,513	0,227	0,05	Valid
	Y_2	0,475	0,227	0,05	Valid
	Y_3	0,345	0,227	0,05	Valid
	Y_4	0,651	0,227	0,05	Valid
	Y_5	0,532	0,227	0,05	Valid
Career Development	X1_1	0,308	0,227	0,05	0,05
	X1_2	0,594	0,227	0,05	0,05
	X1_3	0,589	0,227	0,05	0,05
	X1_4	0,383	0,227	0,05	0,05
	X1_5	0,534	0,227	0,05	0,05
	X1_6	0,445	0,227	0,05	0,05
	X1_7	0,395	0,227	0,05	0,05
	X1_8	0,304	0,227	0,05	0,05
	X1_9	0,392	0,227	0,05	0,05
Organization Comitment	X2_1	0,533	0,227	0,05	Valid
	X2_2	0,427	0,227	0,05	Valid
	X2_3	0,511	0,227	0,05	Valid
	X2_4	0,442	0,227	0,05	Valid
	X2_5	0,365	0,227	0,05	Valid
	X2_6	0,605	0,227	0,05	Valid
	X2_7	0,470	0,227	0,05	Valid
	X2_8	0,374	0,227	0,05	Valid
	X2_9	0,575	0,227	0,05	Valid
Job Insecurity	X3_1	0,530	0,227	0,05	Valid
	X3_2	0,441	0,227	0,05	Valid
	X3_3	0,571	0,227	0,05	Valid

X3_4	0,400	0,227	0,05	Valid
X3_5	0,726	0,227	0,05	Valid
X3_6	0,723	0,227	0,05	Valid
X3_7	0,713	0,227	0,05	Valid
X3_8	0,495	0,227	0,05	Valid

Source: Data processed (2025)

The validity test results presented in Table 2 show that all questionnaire items used to measure the variables in this study are declared valid. The assessment is based on the comparison between the corrected item-total correlation values and the r-table value of 0.227 at a significance level of $\alpha = 0.05$. Any item with a correlation value greater than 0.227 and a significance level below 0.05 is considered valid. For the **Turnover Intention (Y)** variable, all five items (Y1 to Y5) show corrected item-total correlation values ranging from 0.345 to 0.651, exceeding the minimum requirement of 0.227. This confirms that each item effectively measures the construct of turnover intention. In the case of **Career Development (X1)**, all nine items (X1.1 to X1.9) also meet the validity criteria. Their correlation values range from 0.304 to 0.594, all of which surpass the critical threshold. This indicates that the items used are consistent and valid in capturing respondents' perceptions regarding career development within the organization. For the **Organizational Commitment (X2)** variable, all eight items (X2.1 to X2.8) demonstrate corrected correlation values between 0.365 and 0.605, signifying strong internal consistency. These values confirm that the items are appropriate measures of the organizational commitment construct. Lastly, for the **Job Insecurity (X3)** variable, all seven items (X3.1 to X3.7) are also valid, with correlation values ranging from 0.400 to 0.726. These relatively high correlation coefficients show that the items reliably capture employees' perceptions and feelings regarding job insecurity. Overall, the validity test confirms that each item used in the questionnaire possesses adequate construct validity, allowing the researcher to proceed with further analysis using the validated instrument. This strengthens the credibility and robustness of the subsequent statistical testing.

The reliability testing in this study was carried out using the **Cronbach's Alpha coefficient**, a widely accepted method for assessing the internal consistency of a measurement instrument. This test determines whether the items within each variable consistently reflect the same underlying construct. A variable is considered reliable if it has a Cronbach's Alpha value of **0.70 or higher**, indicating that the items are sufficiently correlated and produce stable results. The reliability test was applied to all variables in the study—turnover intention, career development, organizational commitment, and job insecurity. The purpose of this analysis is to ensure that the questionnaire items are not only valid but also consistently measure the constructs across different respondents. High reliability supports the credibility of the research findings and indicates that the instrument is suitable for use in further statistical testing, such as regression and hypothesis analysis.

Table 3. Reliability Test Result

| Variables	Cronbach's alpha	Description
TI (Y)	0,730	Reliabel
CD (X1)	0,740	Reliabel
OC (X2)	0,773	Reliabel
JI (X3)	0,830	Reliabel

Source: Data processed (2025)

The results of the reliability test, as shown in Table 3, indicate that all variables in this study meet the criteria for internal consistency. The Cronbach's Alpha values for each construct—Turnover Intention (0.730), Career Development (0.740), Organizational Commitment (0.773), and Job Insecurity (0.830)—are all above the minimum threshold of 0.70, confirming that the measurement items used are reliable. These findings suggest that each set of items consistently measures its respective variable and that the questionnaire instrument is dependable for use in further statistical analysis. The high

reliability values enhance the credibility of the research and ensure that the data collected are stable and accurate across respondents.

Moreover, the variation in Cronbach's Alpha values among the variables shows that all constructs are measured with sufficient precision, with Job Insecurity demonstrating the highest level of reliability. This suggests that respondents had a consistent understanding and interpretation of the items related to job insecurity, reinforcing the robustness of the instrument in capturing perceived threats to job continuity. The results of this reliability test are crucial because they validate the internal coherence of the instrument and reduce the risk of measurement error. Reliable instruments are essential in quantitative research to ensure that any conclusions drawn from data analysis are based on trustworthy and replicable measures. Thus, the reliability analysis provides a strong foundation for subsequent hypothesis testing and model evaluation in this study (Sitohang and Tiarapuspa, 2023).

The **normality P–P plot** (Probability–Probability plot) is a graphical method used to assess whether a set of data follows a normal distribution. It compares the **cumulative distribution of the observed data** with the **expected cumulative distribution** under a perfectly normal distribution. In SPSS and most statistical software, the P–P plot is often used as a diagnostic tool to check one of the classical assumptions in regression analysis—namely, that the residuals (errors) are normally distributed.

Picture 2. Normality P-P Plot Graph
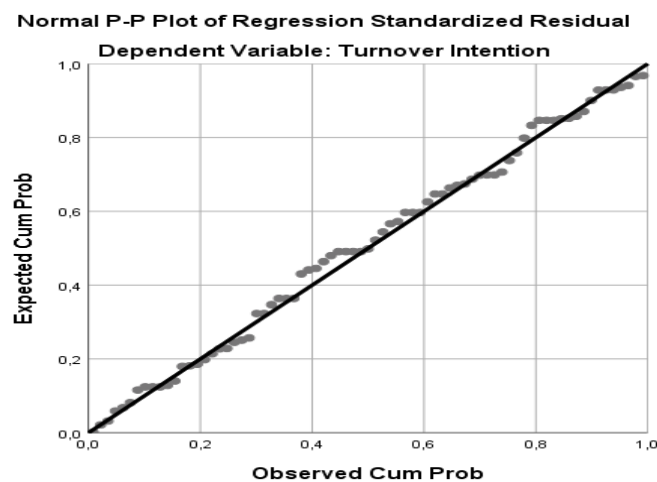
Source: Data processed (2025)

SPSS Normal P-P Plot Output Results The above shows the results of data processing that confirms the data is normally distributed, as seen in the SPSS Normal P-P Plot Output Results. The data points are distributed in such a way that they support the diagonal line and are also scattered around it. As a result, we can conclude that both the regression model and the normal distribution pattern are accurate. By examining the One-Sample Kolmogorov-Smirnov Test table, the results of the normality test will also be known.

Multicollinearity is a condition in multiple regression analysis where two or more independent variables are highly correlated, making it difficult to isolate the individual effect of each variable on the dependent variable. This can lead to inflated standard errors, unstable coefficient estimates, and reduced statistical significance of predictors. To detect

multicollinearity, researchers typically use the Variance Inflation Factor (VIF), where values above 10 suggest a serious issue, and the Tolerance value, which should ideally be above 0.10. Although multicollinearity does not affect the overall fit of the model, it weakens the reliability of individual predictors and can distort the interpretation of the regression results.

Table 4. Multicollinearity Test Results

	tolerance	VIF
Career development	,236	4,240
Organization Commitment	,232	4,317
Job Insecurity	,337	2,965

Source: Data processed (2025)

The results of the multicollinearity test presented in Table 4 show that all independent variables (Career Development, Organizational Commitment, and Job Insecurity) have **Tolerance values above 0.10** and **Variance Inflation Factor (VIF) values below 10**, which indicate that multicollinearity is not a serious issue in this regression model. Specifically, the Tolerance values range from 0.232 to 0.337, and the VIF values range from 2.965 to 4.317. Although some VIF values are relatively close to the commonly used cautionary threshold of 5, they are still within acceptable limits. These results suggest that the independent variables do not exhibit strong linear relationships with each other and can be reliably included in the regression analysis without risking distortion in the estimation of coefficients. Therefore, it can be concluded that the model is free from problematic multicollinearity and meets one of the key classical assumptions for multiple regression.

Picture 2. Heteroscedasticity Test Results
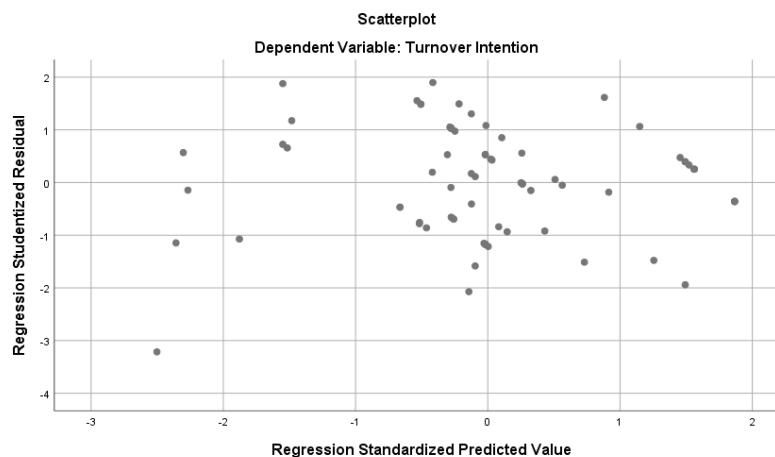
Source: Data processed (2025)

The scatterplot presented in Picture 2 illustrates the results of the heteroscedasticity test using the **regression standardized residuals against the standardized predicted values**. This test is conducted to assess whether the variance of the residuals is constant across all levels of the independent variables—a key assumption in linear regression known as **homoscedasticity**.

Based on the plot, the distribution of data points appears to be **randomly scattered** and does not form a specific pattern such as a funnel shape or systematic curve. The points are spread fairly

evenly above and below the horizontal axis (zero line), and there is no indication of increasing or decreasing spread along the X-axis. This randomness suggests that the **variance of the residuals remains constant**, indicating that **heteroscedasticity is not present** in the model.

Therefore, it can be concluded that the assumption of homoscedasticity is met, and the regression model is suitable for further interpretation without concerns of biased standard errors or inefficiency in the estimation. This supports the reliability of the regression results in representing the relationship between the independent variables and turnover intention.

Table 4. CorrelationTest Results

Correlations					
		Career development	Organization Commitment	Job Insecurity	Turnover Intention
Career development	Pearson Correlation	1	,856	,782	,851
	Sig. (2-tailed)		,000	,000	,000
	N	75	75	75	75
Organization Commitment	Pearson Correlation	,856	1	,786	,867
	Sig. (2-tailed)	,000		,000	,000
	N	75	75	75	75
Job Insecurity	Pearson Correlation	,782	,786	1	,742
	Sig. (2-tailed)	,000	,000		,000
	N	75	75	75	75
Turnover Intention	Pearson Correlation	,851	,867	,742	1
	Sig. (2-tailed)	,000	,000	,000	
	N	75	75	75	75

** Correlation is significant at the 0,01 level (2-tailed

Source: Data processed (2025)

The data reveals a statistically significant correlation between Job Insecurity and Turnover Intention, as indicated by the Sig (2-tailed) value being less than 0.05. This suggests that changes in job insecurity are meaningfully associated with changes in employees' intentions to leave the organization. Moreover, the strength of this relationship is directly reflected in the magnitude of the correlation coefficient, indicating that higher levels of perceived job insecurity correspond with stronger turnover intentions among employees. This highlights the critical impact that feelings of job insecurity can have on employee retention.

Table 5. Multiple Linear Regression Analysis Test Results

Model	Unstandardized Coefficients	Standardized Coefficients	
	B	t	Sig
(Constant)	-2,288	-1,734	,087
Career development	,266	3,520	,001
Organization Commitment	,325	4,482	,000
Job Insecurity	,034	,521	,604

Source: Data processed (2025)

$$Y = -2,288 + (0,266X_1) + (0,325X_2) + (0,034X_3) + e$$

The results of the regression analysis can be interpreted as follows. The regression model reveals that the constant value of **Turnover Intention** is **-2.288**, which indicates the baseline level of turnover intention when all independent variables—Organizational Commitment, Career Development, and Job Insecurity—are at zero. The **Career Development** variable has a regression coefficient of **0.266**, suggesting that for every one-unit increase in career development, turnover intention is expected to increase by 0.266 units, assuming other variables remain constant. Similarly, **Organizational Commitment** shows a positive regression coefficient of **0.325**, which means that a one-unit increase in organizational commitment is associated with a 0.325-unit increase in turnover intention. Lastly, **Job Insecurity** has a regression coefficient of **0.034**, indicating that an increase of one unit in job insecurity leads to a 0.034-unit increase in turnover intention. These findings imply that all three variables—though typically expected to reduce turnover intention—have a positive and direct relationship with turnover intention in this specific organizational context, potentially indicating the presence of reverse perceptions or underlying dissatisfaction despite structural support.

Table 6. T-test coefficient

Model	Unstandardized Coefficients	Standardized Coefficients	
	B	t	Sig
(Constant)	-2,288	-1,734	,087
Career development	,266	3,520	,001
Organization Commitment	,325	4,482	,000
Job Insecurity	,034	,521	,604

Source: Data processed (2025)

The partial test (T-test) was conducted by comparing the calculated **t-values** with the critical **t-table value** and observing the corresponding **significance (sig.) values** from the SPSS coefficient output. With a total sample size of **n = 75** and **k = 3** independent variables, the degrees of freedom (df) used for the t-distribution are calculated as **df = n − k − 1 = 71**, and the corresponding **t-table value at a 5% significance level (α = 0.05)** is **1.993**. Based on these criteria, the following interpretations can be made for each variable. First, for the **Career Development (X1)** variable, the **t-value is 3.520**, which is greater than 1.993, and the significance value is **0.001**, which is less than 0.05. This indicates that career development has a significant positive effect on turnover intention. Therefore, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. Second, for the **Organizational Commitment (X2)** variable, the **t-value is 4.482**, also greater than 1.993, and the significance value is **0.000**, which is well below 0.05. This shows that organizational commitment significantly affects turnover intention, leading to the rejection of H0 and acceptance of H2. In contrast, the **Job Insecurity (X3)** variable shows a **t-value of 0.521**, which is less than 1.993, and a significance value of **0.604**, which is greater than 0.05. These results indicate that job insecurity does not have a statistically significant effect on turnover intention in this context. Therefore, the null hypothesis (H0) is accepted and the alternative hypothesis (H3) is rejected. These findings suggest that among the three independent variables, only career development and organizational commitment significantly influence turnover intention, while job insecurity does not exhibit a measurable impact.

Discussion

The results of this study offer meaningful insights into the factors influencing turnover intention among employees at PT Sanita Sukses Mandiri. Through the use of multiple regression analysis, it was found that both career development and organizational commitment significantly contribute to turnover intention, while job insecurity does not exhibit a statistically significant effect. These findings support the growing body of literature suggesting that internal organizational dynamics play a critical role in shaping employees' decisions to remain within or leave an organization.

The positive and significant influence of **career development** on turnover intention, although seemingly counterintuitive, may reflect underlying dissatisfaction with the current implementation of career development programs. While career development is typically associated with increased employee retention, in this context, it is possible that the employees perceive the opportunities as insufficient, unclear, or unfulfilled—leading to frustration and, ultimately, a stronger desire to seek career growth elsewhere. This is aligned with previous research indicating that unmet career expectations can lead to increased turnover intention, especially when employees feel underutilized or stagnant in their roles (Schaufeli, W. B., Bakker, A. B., & Van Rhenen, 2023).

Similarly, the significant positive relationship between **organizational commitment** and turnover intention was unexpected, given that higher organizational commitment is conventionally associated with lower turnover. One possible explanation is that employees may cognitively identify with the organization but feel emotionally disengaged due to other unmet needs, such as recognition, autonomy, or advancement opportunities. This phenomenon may also indicate a form of "continuance commitment," where employees stay due to lack of alternatives rather than genuine attachment, which can, paradoxically, increase dissatisfaction and desire to leave when better opportunities arise.

In contrast, **job insecurity** was found to have no significant effect on turnover intention, suggesting that feelings of uncertainty regarding job stability may not be a decisive factor for employees in this context. One plausible reason is that the workforce at PT Sanita Sukses Mandiri may have normalized the presence of job insecurity or have developed coping mechanisms that buffer its psychological impact. Alternatively, the economic context or limited employment opportunities in the region may lead employees to tolerate insecurity rather than consider leaving the organization.

The findings indicate that turnover intention at PT Sanita Sukses Mandiri is more strongly driven by employees' perceptions of growth and commitment alignment than by fear of job loss. This underlines the importance of not only providing structured career pathways but also ensuring that employees perceive these opportunities as attainable, transparent, and aligned with their professional goals. Moreover, organizations must go beyond fostering commitment at a surface level and instead nurture deeper emotional engagement through recognition, trust, and meaningful participation.

In sum, this study contributes to the understanding of turnover intention by emphasizing the importance of employee perception in interpreting organizational policies. It also highlights the need for organizations to regularly evaluate how development initiatives and commitment-building strategies are experienced by employees. Managers and HR professionals should focus not only on offering programs but on ensuring that these initiatives are perceived as authentic, equitable, and effective in meeting the evolving expectations of their workforce.

CONCLUSIONS AND SUGGESTIONS

Based on research conducted at PT. Sanita Sukses Mandiri Jakarta, employees' intention to leave the company (turnover intention) is significantly influenced by career development opportunities and organizational commitment. The more career development opportunities available, the lower the employees' intention to change jobs, as professional growth is considered very important to them. Additionally, a high level of organizational commitment also contributes to reducing employees' desire to leave the company, as emotional attachment and loyalty to the organization make them more likely to stay. However, this study did not find a significant correlation between job insecurity and voluntary turnover in the company. This may be due to the workers' strong sense of purpose in their work and the demographic conditions, where most colleagues are aged between 24 and 28, making them more focused on existing job opportunities rather than seeking alternatives. Therefore, the management recommendation that can be provided is that the company needs to continue improving career development opportunities and strengthening employees' organizational commitment through training and loyalty programs, while attention to job insecurity may have less direct impact on employees' intention to leave in this context.

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