

Organizational symphony: Unveiling the dynamics of job satisfaction as a bridge connecting career development and work engagement to employee retention

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Abstract

A high staff turnover rate might result from poor hotel management, which could hurt the establishment. This research used job satisfaction as an intervening variable to examine the effects of career advancement and work engagement on employee retention. Using quantitative methodologies, the study gathered information from 100 Grand Zuri Malioboro Yogyakarta personnel. The results showed that job satisfaction is significantly impacted by both career advancement and work engagement. Employee retention is impacted by career growth, job happiness, and work engagement. Additionally, the research found that job satisfaction and career advancement had an indirect impact on employee retention. In order to increase employee happiness and retention in the hotel business, these results emphasize how crucial it is to prioritize and manage career development opportunities and job engagement.

Keywords: Career Development; Work Engagement; Retention; Job Satisfaction

1. Introduction

Employees are the main asset that determines success in the hospitality industry. The hotel industry can develop if it has employees with good performance. Failure to manage human resources can lead to interference in achieving hotel goals, both in performance, profit and hotel survival (Alifa & Rakhmawati, 2022). Employees must be properly managed by hotel management so that employees are the main foundation for hotel operations (Hassan et al., 2022).

Improper employee management can cause employees to want to quit or leave their jobs, which can lead to an increase in employee turnover in hotels. Employee turnover can be detrimental to the hotel by losing employees who have good talent and contribute greatly to the success of the hotel, therefore the hotel must be able to manage employee retention properly in order to prevent the desire to leave the company (Nelson & Apriyana, 2024).

Grand Zuri Hotel Malioboro is one of the star hotels in Yogyakarta facing the challenges of competition with other hotels providing services to the community. High employee turnover in the hospitality industry can be a serious problem with various negative effects. Frequent employee turnover can not only reduce work productivity, but also disrupt the smooth operation of the hotel; if there is an increase in employee turnover, this could be an indication of a decrease in morale and motivation. Increased employee turnover can be caused by employees' dissatisfaction with working at the hotel, so they tend to look for other jobs that are considered more suitable. Based on this, the management of Grand Zuri Hotel Malioboro needs to make efforts to retain or encourage employees to continue working at the hotel.

Retaining personnel, particularly those with great potential, is an organizational goal. Retaining employees is also seen as the cornerstone of corporate success because it can overcome significant obstacles for human resource managers

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and ensure the survival of the company (Nurmalitasari, 2021). In a rapidly changing industrial world, employees have many career choices and opportunities to move to other companies that offer more attractive compensation packages and facilities, so it is important for companies to understand how external factors affect employees' decisions to stay with the company (Awaludin & Fadli, 2024).

Ramadhan & Ekhsan (2024) suggest that employee retention is one of the factors that effect success in increased productivity and increased company profits. Employee retention is not only about kept employees for a long period of time, but also about fostering an atmosphere where workers are engaged in the company's vision and values. The loss of experienced employees can result in high replacement costs and loss of specialized expertise, which can be detrimental to business continuity and competitiveness.

Career development initiatives are one way to keep staff on board. According to Sinambela (2017), The process of enhancing one's employability is known as career development, beginning with goal-setting and activity planning. According to Normansyah et al. (2023), career development may boost employee retention rates, making it a crucial component of staff management. While Prajodi & Amalya's research (2024) indicates while employee retention is not much impacted by career development, According to Nurmalitasari's (2021) findings, career development has a favorable and noteworthy impact on employee retention; the more possibilities for career development a firm provides, the more probable it is that workers will continue to choose it as their place of employment.

Srimulyani (2020) states that work engagement is also one of the determinants of employee retention, where high work engagement can prevent turn over intention employees, so work engagement affects employee retention. Davis & Newstrom (2018) state that work engagement is when employees are emotionally invested and enthusiastic about their work, and has a positive attitude and belief in the organization and its values. Nelson & Apriyana (2024); (Tuna et al., 2024) in their research shows that work engagement affects employee retention, which means that increasing work engagement is in line with improving the quality of employee retention, but Alrianti & Ekhsan's research (2024) show that work engagement has no effect on employee retention.

Enhancing employee retention requires high levels of job satisfaction. When workers are content with their jobs, they are unlikely to desire to quit. Strategies for retaining employees are also crucial for the business. This allows the business to retain skilled workers (Millena & Mon, 2022). The key to employee retention is job satisfaction, which is defined as an employee's assessment of how well his work contributes to the organization. When workers are physically and mentally comfortable, they are more likely to be happy with their occupations (Hernawan & Srimulyani, 2021). Although the findings of Millena & Mon's study from 2022 indicate that work Normansyah et al. (2023) show that job satisfaction has an effect on employee retention because when workers are content with their jobs, they are more likely to stay with their jobs, the retention rate improves.

This study includes work satisfaction as a mediating variable in light of the inconsistent findings of other research. According to Al-Sharafi et al. (2018), employee retention may be strongly predicted by work satisfaction. When included as an intervening variable, job satisfaction is expected to provide updates to the research results and can predict its greatest effect between career development and work engagement at Grand Zuri Hotel Malioboro.

1.1. Career Development

The objective of career development is to impact and improve an individual's knowledge, talents, and character (Sebayang & Silaen, 2021). To optimize reciprocal advancement, career development is a staffing function that aids employees in strategizing their future careers inside the organization (Widodo, 2020). Handoko (2018), show that the objectives of career development include 1) Developed potential employees 2) Reduced employee turnover, 3) Revealed employee potential, 4) Satisfyed employee needs, 5) Improved employee abilities.

1.2. Work Engagement

Mubarokh (2024) states that work engagement is the degree to which employees identify themselves with work, devote time and energy to work, and consider work as an important part of their lives. This means that through work, employees can express themselves and consider work as an activity that is the center of their lives. Purwanto et al, (2020) work engagement is an important factor that affects employee performance and organizational outcomes. According to Ardiani & Fauzan (2020), job engagement is affected by two factors: personal characteristics and situational variables. Personal factors that might affect job engagement include demographic and psychological aspects. Demographic factors include age, education, gender, marital status, occupation, and seniority. Situational variables that may influence work engagement including job characteristics, organizational factors, and socio-cultural context. Job

variables include job characteristics/outcomes, variety, autonomy, task identity, feedback, job level, pay level, working conditions, job security, supervision, and interpersonal climate

1.3. Job Satisfaction

Rivai (2018) that job satisfaction is an employee's assessment of the extent to which his overall job satisfies his needs. According to Handoko (2018), job satisfaction may be either positive or negative, depending on how workers feel about their employment. Employee job satisfaction will have an impact on workers' attitudes and behaviors at work, particularly their conduct, which will be mirrored in the number of work-related accidents, absenteeism, turnover rates, and morale, all of which will have an impact on worker productivity.

1.4. Employee Retention

Prajodi & Amalya (2024) that employee retention is all forms of methods used by the company in maintaining its competent and qualified employees to remain with the organization for a comparatively lengthy time. According to Srimulyani (2020), employee retention is a tactic used to keep bright people on board by motivating them to contribute more to the company. One of the most crucial concerns for a business or organization is employee retention. As a consequence, businesses understand that maintaining employees is a continuous human resources priority and that all managers and supervisors have some degree of responsibility for this. Since turnover and retention are connected, it is necessary to change the process of workers departing the company (Mathis & Jackson, 2020).

1.5. Framework

The preparation of the framework in the study is as follows:

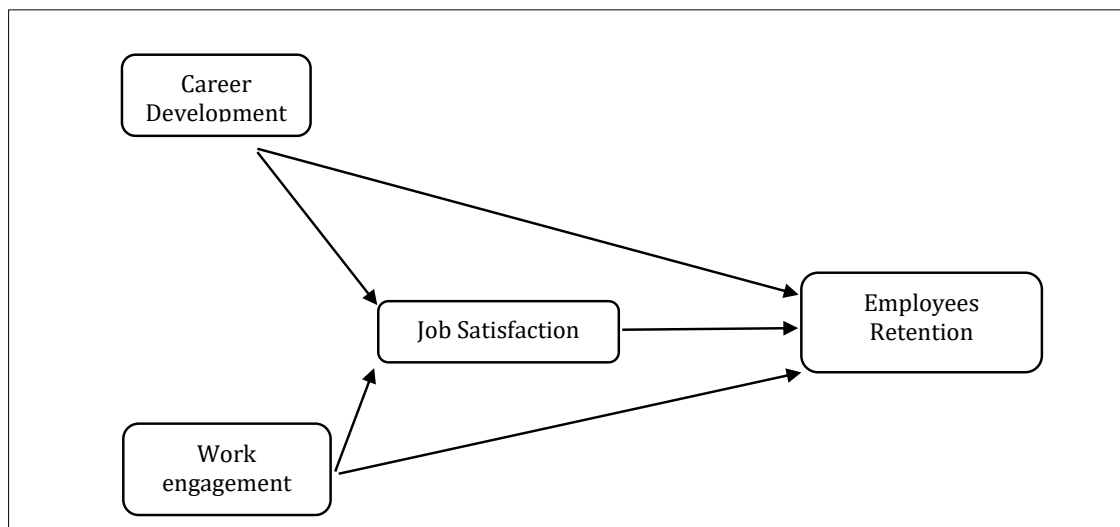


Figure 1 Framework

2. Material and methods

2.1. Research Design

This research used quantitative methodologies. Quantitative approaches, in the context of investigating specific populations or samples, are defined as research methodologies grounded on positivist philosophy. Sampling approaches are generally random, research tools facilitate data gathering, and quantitative or statistical analysis is used to evaluate preset hypotheses (Sugiyono, 2019). This survey research focused on the employees of Grand Zuri Malioboro Yogyakarta.

2.2. Population, Sample and Sampling Technique

The population of this study were all employees at Grand Zuri Malioboro Yogyakarta, totaling 100 employees, so the entire population could be used as a sample or census research techniques.

2.3. Operational Definition Variable

- Career Development

Career development is the process of enhancing the professional capabilities of workers at Grand Zuri Malioboro Yogyakarta to attain their chosen career objectives. Indicators of career development from Jalaludin & Oktavianti (2024) are education, training, transfer, promotion and tenure.

- Work Involvement

Work involvement is an assessment of Grand Zuri Malioboro Yogyakarta employees of themselves to actively participate in making decisions and mastering their field of work and in favor of work to contribute ideas, support company policies and fulfill company regulations. Indicators of work involvement according to Siregar et al, (2023) consist of active participation, work as something important and work as self-esteem.

- Job Satisfaction

Job satisfaction is the emotional state of Grand Zuri Malioboro Yogyakarta employees for the gifts received by employees from their work. Indicators of job satisfaction based on the statement of Sutrisno (2019), namely payment (pay), work (job), promotion opportunities, supervisors and colleagues.

- Employee Retention

Employee retention is an effort by the management of Grand Zuri Malioboro Yogyakarta to keep existing employees in the hotel for a longer period of time. Indicators of employee retention from Mathis & Jackson (2020), which consists of organizational composition, career opportunities, rewards and employee relations.

2.4. Variable Measurement

Four variables career development, work engagement, job satisfaction, and employee retention are measured in this research using quantitative data. A Likert scale was used to measure these factors in a questionnaire. Strongly Agree (SS) received a score of 5, Agree (S) received a score of 4, Neutral (N) received a score of 3, Disagree (TS) received a score of 2, and Strongly Disagree (STS) received a score of 1.

2.5. Analysis Method

This study used multiple linear regression analysis with SPSS software and the Sobel test to assess the impacts of career development, work engagement, and job satisfaction on job satisfaction, along with their effects on employee retention. Moreover, it considers job satisfaction as a mediating factor influencing the relationship between career development, work engagement, and employee retention.

3. Results and discussion

3.1. Multiple Linear Regression

The results of several linear regression analyses conducted using the SPSS software yielded the following equation:

Table 1 Result Multiple Linear Regression 1 and 2

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.414	1.694		2.015	0.047
Career development	0.324	0.086	0.313	3.781	0.000
Work engagement	0.835	0.138	0.503	6.068	0.000
Dependent Variable: job satisfaction					

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
	(Constant)	3.541	1.025		3.455
	Career development	.217	.054	.303	3.976
	Work engagement	.447	.096	.390	4.665
	Job satisfaction	.172	.060	.249	2.851

Dependent Variable: employee retention

The outcomes of the multiple linear regression equation are as follows:

$$Z = 3,414 + 0,324\text{Career Development} + 0,835\text{Work engagement}$$

$$Y = 3,541 + 0,217\text{Career Development} + 0,447\text{Work engagement} + 0,172\text{Job satisfaction}$$

The regression equation above shows the relationship between the independent variables, intervening variables and the dependent variable partially. In the first equation (Z) the constant value is 3.414, meaning that if there is a change in the career development variable and employee involvement is 0, the job satisfaction variable is 3.414. The second equation (Y) constant value is 3.541, meaning that if there is a change in career development variables, employee involvement and job satisfaction is 0, the value of the employee retention variable is 3.541.

3.2. t-test

To determine if there is an effect between each independent variable (X), intervening variable (Z), and dependent variable (Y), the t test is carried out using the parameter test and the t-statistic test. The hypothesis is accepted if the sig value is less than 0.05 after the computation results are evaluated with an error rate of 0.05. The data processing findings for the impact of the independent variable (X) on the intervening variable (Z) are as follows. The following table displays the t-test findings.

Table 2 Result t-test

Variable	Regression Coefficient	t value	p value	Conclusion
Career development → Job satisfaction	0.324	3.781	0.000	Significant positive effect
Work engagement → Job satisfaction	0.835	6.068	0.000	Significant positive effect
Career development → Retention	0.217	3.976	0.000	Significant positive effect
Work engagement → Retention	0.447	4.665	0.000	Significant positive effect
Job satisfaction → Retention	0.172	2.851	0.005	Significant positive effect

source: primary data processed, 2025

The work development variable had a t value of 3.781 with a p value of 0.000 < 0.05, according to the findings of the t test. This indicates that career growth significantly affects the Grand Zuri Hotel Malioboro Yogyakarta workers' job happiness. 2) The Grand Zuri Hotel Malioboro Yogyakarta workers' job satisfaction is significantly impacted by work engagement, as shown by the work engagement variable's t value of 6.068 and p value of 0.000 < 0.05. The Grand Zuri Hotel Malioboro Yogyakarta's staff retention is significantly impacted by career development, as shown by the work development variable's t value of 3.976 and p value of 0.000 < 0.05. 4) The Grand Zuri Hotel Malioboro Yogyakarta's staff retention is significantly impacted by job engagement, as shown by the work development variable's t value of 4.665 and p value of 0.000 < 0.05. 5) The work development variable had a t value of 2.851 and a p value of 0.005 < 0.05, indicating that staff retention at the Grand Zuri Hotel Malioboro Yogyakarta is significantly impacted by job satisfaction.

3.3. Sobel test

With job satisfaction acting as an intervening variable, the Sobel test is used to examine the impact of career advancement and work engagement on employee retention. The decision criterion is that the mediating effect is substantial if, upon comparison of the t-value and the t-table, the t count is more than the t-table. The Sobel Test Calculator is used to run the Sobel test.

The Effect of Career Development on Employee Retention with Job Satisfaction as an Intervening Variable

The results of Sobel test obtained t count $2.281 > t \text{ table } (0.025; 98) = 1.984$, it can be concluded that career development affects employee retention at Grand Zuri Hotel Malioboro Yogyakarta with job satisfaction as an intervening variable.

The effect of work engagement on employee retention with job satisfaction as an intervening variable

The Sobel test yielded a t count of 2.238, which exceeds the t table value of 1.984 at the 0.025 significance level with 98 degrees of freedom. Therefore, it can be inferred that work engagement influences employee retention at Grand Zuri Hotel Malioboro Yogyakarta, with job satisfaction serving as an intervening variable.

4. Discussion

4.1. The effect of career development on job satisfaction

The findings demonstrated that workers' job happiness is impacted by career advancement. Given that the regression coefficient value is positive, workers are more satisfied with their jobs when their career advancement is better. Employee job happiness is influenced by career development; when given the chance to advance their careers, workers will be more motivated and make good contributions to their job satisfaction (Suciani et al., 2022). Employees who believe that their employer treats them fairly are more likely to be satisfied with their jobs when employers prioritize their career growth and clarity (Saputra, 2022). Employees are content since career development programs may assist them prepare for their future in the organization and enhance their performance on duties. According to Basa et al. (2022), a sufficient career development program will successfully meet or surpass employee expectations, giving workers the impression that their future in the company will be better. As a result, the more career development there is within the company, the more satisfied employees are with their jobs. These results corroborate other studies showing that career advancement significantly affects employee work satisfaction (Normansyah et al., 2023; Tammi et al., 2024).

4.2. The Effect of Work Engagement on Job Satisfaction

The study's findings indicate that job happiness among workers is influenced by work engagement. Given that the regression coefficient value is positive, job happiness will rise in tandem with an employee's level of work engagement. In order to be highly satisfied and to enjoy their work, employees who are highly engaged in their jobs will actively participate in their work (Seprianto, 2021). Employee engagement happens when workers are emotionally and consciously attached to the company they work for. When workers are engaged, they understand the purpose of their job and will perform to the best of their abilities. High-engagement workers will be at ease in their workplace, which will lessen their desire to relocate (Cahyani et al., 2024). Employee work engagement—that is, employees who actively participate in performing tasks, contributing to the organization, and cooperating with coworkers—is the foundation of job satisfaction. Therefore, the more work engagement employees exhibit as individuals execute their responsibilities, the degree of work satisfaction increases. These results validate Mubarak's 2024 research, which shown that job satisfaction is positively and strongly influenced by work engagement.

4.3. The Effect of Career Development on Employee Retention

The findings indicate that employee retention is impacted by career development. Since the regression coefficient value is positive, employee retention increases with the quality of the person's career growth. According to Imelda & Budiarti (2023), the presence of a career development program would guarantee that workers have the chance to have a successful career in the organization, making career development a factor that motivates workers to remain there. Career development helps workers focus more on their job, which is a key component of employee retention. Career development that supports the organization's quality personnel is essentially what drives employee loyalty (Rahaman et al., 2023). These results corroborate Agtia et al.'s (2023) study, which found that career development had an impact on employee retention.

4.4. The Effect of Work Engagement on Employee Retention

The findings indicate that employee retention is impacted by job engagement. Given that the regression coefficient value is positive, employee retention will increase with increased job engagement. According to Srimulyani (2020), a

high level of employee engagement may directly lower the turnover rate by preventing workers from wanting to leave; as a result, it can have an impact on employee retention. Engaged workers will be able to take initiative, seek solutions to issues, and invest more time and energy in their job (Chiwawa & Wissink, 2021). Individual performance, behavior, and attitudes, as well as staff retention, are all influenced by employee engagement (Otoo, 2024). This result confirms Tuna et al.'s (2024) findings that employee retention is impacted by job engagement.

4.5. The effect of job satisfaction on employee retention

The findings demonstrated that employee retention is impacted by work satisfaction. Given that the regression coefficient value is positive, employee retention will rise in tandem with increased work satisfaction. According to Prasetya & Ahmadi (2025), one important component of employee retention is work satisfaction. While workers who are happy in their positions are more likely to be devoted to the firm and want to remain there, those who are not happy in their positions will quit. When workers are happy in their jobs, they will put forth their best effort. Workers who are happy in their positions will be less likely to want to quit the firm or have high retention rates (Fahad et al., 2021). The retention rate will rise when workers are happy in their positions. These findings corroborate the findings of Normansyah et al.'s (2023) study, which found that employee retention is significantly positively impacted by work satisfaction.

4.6. The effect of job satisfaction on employee retention

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4.7. Effect of career development on employee retention with job satisfaction as intervening variable

The study's findings demonstrate that career advancement substantially affects employee retention at the Grand Zuri Hotel Malioboro Yogyakarta, with work satisfaction acting as a mediating variable. Organizations must acknowledge that enduring staff retention is profoundly affected by work satisfaction. Job satisfaction is a vital determinant of employee retention and influences their choice to remain with or go from the organization. Al-Sharafi et al. (2018) contend that career development provides employees with benefits such as enhanced job satisfaction and improved work-life balance, hence increasing employee retention. According to Wirayudha & Adnyani (2020), career development is a crucial benefit that the organization offers its workers as career development programs boost job satisfaction and retention. These findings corroborate the findings of Agtia et al.'s (2023) study, which found that career development's impact on employee retention is mediated by work satisfaction.

4.8. Effect of work engagement on employee retention with job satisfaction as intervening variable

With job satisfaction as an intervention variable, the study's findings demonstrate that work engagement has an impact on staff retention at the Grand Zuri Hotel Malioboro Yogyakarta. According to Bason (2020), workers' sentiments about their work are linked to job satisfaction; hence, work engagement may foster a sense of job satisfaction. High work satisfaction among employees would encourage them to remain with the organization. Absenteeism, job happiness, and organizational commitment are all impacted by work engagement. Employee satisfaction is positively correlated with retention rates. According to Padmaja et al. (2020), a high staff retention rate will result in employee identification, participation, and loyalty, which will benefit the firm. These findings corroborate the finding of Alrianti & Ekhsan's (2024) research that the relationship between work engagement and employee retention is mediated by job satisfaction.

5. Conclusion

Employee job satisfaction is profoundly influenced by career development; the more successful the career development program, the greater the employee satisfaction. Job satisfaction is profoundly influenced by work engagement; higher levels of engagement correlate with increased job satisfaction. Enhanced career development significantly influences employee retention, hence leading to increased retention rates. Employee retention is profoundly influenced by job engagement; hence, higher employee engagement correlates with increased retention rates. Employee retention is

profoundly influenced by work satisfaction; hence, increased job contentment will lead to enhanced staff retention. Career advancement affects employee retention, with work satisfaction acting as a mediating factor. Job satisfaction acts as a mediating variable, affecting the connection between job engagement and employee retention.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

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