

RINGKASAN

Penelitian ini merupakan penelitian survei yang dilakukan pada karyawan Yayasan Sosial Al-Irsyad Cilacap. Penelitian ini berjudul “Pengaruh *Calling* dan *Career Development* Terhadap *Turnover Intention* dengan *Affective Commitment* Sebagai Variabel Mediasi pada Karyawan Yayasan Sosial Al-Irsyad Cilacap”.

Tujuan penelitian ini adalah untuk menganalisa pengaruh *calling* dan *Career Development* terhadap *turnover intention* dengan *affective commitment* sebagai variabel mediasi yang diharapkan dapat menurunkan angka turnover karyawan pada organisasi.

Populasi dalam penelitian ini adalah seluruh karyawan CV. Purbayasa Purbalingga sebanyak 420 orang. Jumlah responden yang diambil sebagai sampel dalam penelitian ini adalah 90 orang dengan menggunakan rumus slovin dan metode *probability sampling*.

Berdasarkan hasil penelitian dan analisis data menggunakan SEM (*Structural Equation Modelling*) didapatkan hasil bahwa baik *calling* dan *career development* berpengaruh negatif dan signifikan terhadap *turnover intention*. Sedangkan *affective commitment* dipengaruhi positif dan signifikan oleh *calling* dan *Career Development*. Sementara itu *affective commitment* tidak berpengaruh terhadap *turnover intention*. *Affective commitment* tidak dapat memediasi pengaruh *calling* dan *Career Development* terhadap *turnover intention*.

Implikasi dari Kesimpulan di atas yaitu para praktisi HR atau pimpinan organisasi dapat mempertimbangkan beberapa aspek penting sebagai strategi dalam mengendalikan tingkat turnover karyawan seperti *Calling*, *Career Development* dan *Affective Commitment* dengan merumuskan visi dan misi yang jelas, terukur, dan mengandung nilai-nilai luhur untuk menginspirasi karyawan. Selain itu, organisasi harus menyediakan fasilitas pengembangan karir, seperti pelatihan dan jalur karir yang transparan, untuk meningkatkan kepuasan kerja. Melibatkan karyawan dalam pengambilan keputusan serta komunikasi yang terbuka dan pengakuan atas kontribusi karyawan juga akan semakin memperkuat hubungan, loyalitas dan komitmen terhadap tujuan organisasi.

Kata Kunci: *Calling, Career Development, Affective Commitment, Turnover Intention*

SUMMARY

This research is a survey conducted on employees of the Al-Irsyad Social Foundation in Cilacap. The study is titled "The Influence of Calling and Career Development on Turnover Intention with Affective Commitment as a Mediating Variable among Employees of the Al-Irsyad Social Foundation in Cilacap."

The aim of this research is to analyze the influence of calling and Career Development on turnover intention, with affective commitment as a mediating variable, which is expected to reduce employee turnover rates in the organization.

The population in this study consists of all employees of CV. Purbayasa Purbalingga, totaling 420 individuals. The number of respondents taken as a sample for this research is 90 people, determined using Slovin's formula and the probability sampling method.

Based on the results of the research and data analysis using SEM (Structural Equation Modeling), it was found that both calling and Career Development have a negative and significant effect on turnover intention. Meanwhile, affective commitment is positively and significantly influenced by calling and Career Development. However, affective commitment does not affect turnover intention and cannot mediate the influence of calling and Career Development on turnover intention.

The implications of the above conclusion suggest that HR practitioners or organizational leaders should consider several important aspects as strategies to manage employee turnover rates, such as calling, Career Development, and affective commitment. This can be done by formulating a clear, measurable vision and mission that embodies noble values to inspire employees. Additionally, organizations should provide Career Development facilities, such as training programs and transparent career paths, to enhance job satisfaction. Involving employees in decision-making, maintaining open communication, and recognizing employee contributions will further strengthen relationships, loyalty, and commitment to the organization's goals.

Keywords: *Calling, Career Development, Affective Commitment, Turnover Intention*