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The Effect Of Career Path, Leadership Style, And Job Crafting On Job Satisfaction Through Turnover Intention In The Department Of Industry And Trade

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Abstract

The decline in the quality of an agency is often caused by internal and external factors. This study aims to analyze the influence of career path, leadership style, and job crafting on employee job satisfaction at the Department of Industry and Trade of Deli Serdang Regency. This study uses a quantitative approach with a survey method. The population in this study were all employees of the Department of Industry and Trade of Deli Serdang Regency, with a sample of 43 respondents. The data analysis technique used was multiple linear regression with the help of the Stata application. The results of the study indicate that simultaneously career path, leadership style, and job crafting have a significant effect on employee job satisfaction. Partially, career path and leadership style have a positive and significant effect on job satisfaction, while job crafting has a negative and insignificant effect. Furthermore, the results of the regression analysis show that career path, leadership style, and job crafting do not have a significant effect on employee turnover intention. In addition, turnover intention is not proven to mediate the influence of career path on job satisfaction, so the indirect effect through the intervening variable is not significant. This finding indicates that increasing employee job satisfaction at the Deli Serdang Regency Industry and Trade Service is more effective through managing clear

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career paths and implementing appropriate leadership styles, compared to efforts to control turnover intention.

Keywords: Career Path, Leadership Style, Job Crafting, Turnover Intention, Job Satisfaction.

INTRODUCTION

In an effort to improve employee job satisfaction, organizations need to consider various influencing factors. One factor considered crucial is the career path. A clear and planned career path provides employees with the opportunity to develop their skills, obtain promotions, and achieve their desired career goals. A clear career path can increase employee motivation and provide a sense of certainty about their future employment within the organization. Besides the career path, another factor that influences job satisfaction is leadership style. Leaders play a crucial role in directing, guiding, and motivating employees to achieve organizational goals. An effective leadership style can create a conducive work environment, improve communication between leaders and subordinates, and encourage employees to perform optimally (Hanaf et al., 2018). Conversely, an ineffective leadership style can lead to job dissatisfaction among employees.

Another factor that influences job satisfaction is job crafting, which is the effort made by employees to adapt their work to their personal abilities, interests, and needs. Through job crafting, employees can change the way they perform their tasks, build better working relationships, and find greater meaning in their work. This is expected to increase job satisfaction and employee engagement within the organization. However, low job satisfaction is often associated with turnover intention, which is an employee's desire to leave the organization and seek employment elsewhere. Therefore, it is important for organizations to understand the factors that can influence turnover intention and its relationship to job satisfaction. The Deli Serdang Regency Industry and Trade Office, as a government agency, plays a crucial role in supporting regional economic development. In carrying out its duties and functions, this agency relies heavily on the performance and professionalism of its employees.

The Deli Serdang Regency Industry and Trade Office plays a strategic role in driving regional economic growth, developing small and medium-sized industries, and stabilizing prices. The complex workload demands professional employees with high job satisfaction. However, there are limited empirical studies examining the determinants of

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employee job satisfaction within regional agencies (Nurrohmat & Lestari, 2021), particularly those integrating career path, leadership style, and job crafting with turnover intention as intervening variables. Based on these conditions, this study aims to empirically examine the influence of career path, leadership style, and job crafting on employee job satisfaction through turnover intention at the Deli Serdang Regency Industry and Trade Office.

LITERATURE REVIEW

Career Path

A career path is a career development path that describes the direction and opportunities for employee advancement within an organization. A clear career path provides certainty, increases motivation, and strengthens employee commitment. In the public sector, a merit-based career path is a crucial factor in increasing job satisfaction and reducing turnover intention. In human resource management, the term "career path" refers to a concept known as a "career path," which shows how an individual can progress from an entry-level position to a higher-level position through specific stages planned by the organization (Lestari & Em, 2021). A career path shows how an individual can progress from an entry-level position to a higher-level position based on their abilities, experience, and achievements.

A career path is a professional development process that allows employees the opportunity to enhance their skills, assume greater responsibilities, and occupy higher positions within a company (Deva et al., 2022). A career path is a series of job positions that an individual passes through during their tenure in an organization. A career path reflects the development of responsibilities, skills, and experiences that an individual acquires in achieving their career goals. Therefore, a career path can be understood as a structured pattern of career development within an organization that provides employees with opportunities to enhance their competencies, experience, and knowledge of their work, as well as to advance their own careers.

Leadership Style

Leadership style is a leader's behavioral pattern in influencing, directing, and motivating subordinates. Transformational and supportive leadership has been proven to create a positive work climate, increase job satisfaction, and strengthen employee loyalty. According to Supartha & Guterres (2016), leadership style is how a leader influences, directs, and guides subordinates to achieve organizational goals. Leadership style also

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reflects how a leader interacts with subordinates, makes decisions, and manages resources within the organization. Leadership style is a behavioral pattern used by a leader to influence subordinates to work effectively in achieving organizational goals (Erri et al., 2021). Leadership style reflects how a leader uses power, provides direction, and builds working relationships with organizational members.

The way a leader influences subordinates to cooperate and work productively to achieve organizational goals is known as leadership style. Leadership style encompasses how a leader supervises, motivates, and communicates with subordinates (Herawati & Ermawati, 2020). Leadership style in human resource management is a crucial factor that can influence employee performance, motivation, and satisfaction. Therefore, leaders must be able to implement a leadership style that is appropriate to the circumstances of the organization and the individuals under their supervision.

Job Crafting

Job crafting is the proactive behavior of employees in adjusting the tasks, relationships, and meaning of their work to better align with their personal abilities and values. Job crafting allows employees to feel more involved and have control over their work, which ultimately can increase job satisfaction. In human resource management and organizational behavior, "job crafting" is a term that refers to employees' proactive efforts to change, adapt, or transform their work to better align with their abilities, interests, and values. During this process, employees not only perform the tasks assigned by the organization, but they also actively adapt their work to make it more meaningful and more satisfying.

Setyawati & Nugrohoseno (2019) define "job crafting" as an action taken by an individual to change the boundaries of tasks, work relationships, and how they view their work so that it becomes more meaningful to them. Job crafting can be defined as an employee's initiative to adjust tasks, work relationships, and their perception of their work to increase work meaning, job satisfaction, and individual performance within the organization. Thus, job crafting is defined as proactive employee behavior to balance job demands and job resources so as to increase work engagement and employee well-being.

Turnover Intention

Turnover intention is an employee's intention or tendency to leave an organization (Asmara, 2017). This variable is often used as an early indicator of actual turnover

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behavior and is influenced by job satisfaction, leadership, and career development opportunities. One important concept in human resource management is turnover intention, which relates to an employee's desire or desire to leave their current company. It is often used as an early sign of the possibility that an employee will move from one company to another.

Setiyanto & Hidayati (2017) state that an employee's intention or tendency to voluntarily leave their job in the near future is known as turnover intention. Job dissatisfaction, work pressure, or unsupportive organizational conditions are some of the most common reasons why this intention arises. Waspodo et al. (2013) state that turnover intention is a person's desire to leave a company and look for a new job. Furthermore, Asih (2021) explains that, before someone actually decides to leave an organization, turnover intention is a cognitive stage. Based on different opinions, turnover intention is an employee's tendency or intention to voluntarily leave a company before the actual decision to quit.

Job satisfaction

Job satisfaction is a positive emotional state that arises from an individual's assessment of their work. Job satisfaction reflects the extent to which employees feel comfortable, valued, and fulfilled in their work. One important concept in human resource management is job satisfaction, which indicates the extent to which an employee feels happy, comfortable, and fulfilled in carrying out their work within an organization. Job satisfaction reflects the extent to which an individual feels happy, comfortable, and fulfilled in carrying out their work within the organization (Saputra et al., 2016).

Suryawan & Salsabilla (2022) state that job satisfaction is a person's general attitude toward their job, which indicates the difference between the level of rewards a worker receives and the level of rewards they perceive they deserve. Edwin A. Locke states that job satisfaction is a pleasant or positive emotional state resulting from a person's assessment of their work experience or job. In addition, Fajri et al. (2022) state that job satisfaction is the level of positive feelings employees have toward their jobs resulting from an assessment of the characteristics of that job. Based on several opinions, it can be concluded that job satisfaction is the level of positive feelings or attitudes a person has toward their job resulting from an assessment of various aspects of their job.

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RESEARCH METHOD

This study uses a quantitative approach with an explanatory research type. Creswell & Poth (2016) state that quantitative research is a research method that tests theories by examining the relationship between measurable variables and research instruments, then analyzing them using statistical techniques. The study population was all employees of the Deli Serdang Regency Industry and Trade Office, with a sample size of 43 respondents. Data were collected through a questionnaire with a five-point Likert scale. Data analysis techniques included validity testing, reliability testing, classical assumption testing, and multiple linear regression using the Stata application.

Hypothesis

Based on the conceptual framework, the hypotheses in this study are as follows:

H1: Career path influences employee job satisfaction at the Department of Industry and Trade.
H2: Leadership style influences employee job satisfaction at the Department of Industry and Trade.
H3: Job crafting influences employee job satisfaction at the Department of Industry and Trade.
H4: Career path influences employee turnover intention at the Department of Industry and Trade.
H5: Leadership style influences employee turnover intention at the Department of Industry and Trade.
H6: Job crafting influences employee turnover intention at the Department of Industry and Trade.
H7: Career path indirectly influences job satisfaction through turnover intention at the Department of Industry and Trade.
H8: Leadership style indirectly influences job satisfaction through turnover intention at the Department of Industry and Trade.
H9: Job crafting indirectly influences job satisfaction through turnover intention at the Department of Industry and Trade.
H10: Turnover intention influences employee job satisfaction at the Department of Industry and Trade.

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RESULT AND DISCUSSION

The analysis results show that career path, leadership style, and job crafting simultaneously have a significant effect on job satisfaction. Partially, career path and leadership style have a positive and significant effect on job satisfaction, while job crafting has a negative and insignificant effect. Furthermore, career path, leadership style, and job crafting do not significantly influence turnover intention. Turnover intention also does not significantly influence job satisfaction.

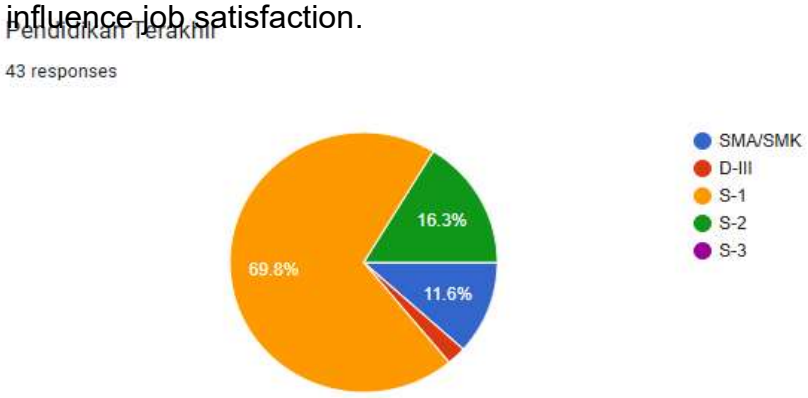


Figure 2. Figure of Respondents based on Last Education

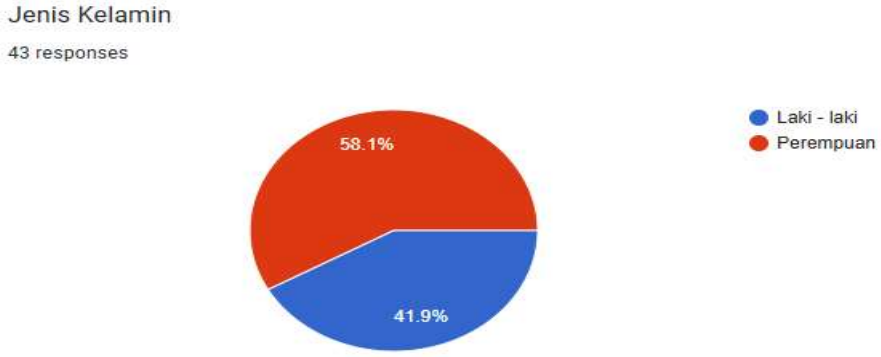


Figure 3. Figure of Respondents by Gender

Validity Test

Validity testing is conducted to determine the extent to which the research instrument accurately measures the variables being studied. Validity testing in this study uses item-total correlation, which is done by examining the correlation between the scores

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of each indicator and the total score of the variable. A statement item is considered valid if it has a sufficiently high item-total correlation value and a significance value of less than 0.05.

Table 1. Validity data of variables

Variables	Number of Indicators	Range r Item–Total	Sig.	Information
X1	5	0,6918 – 0,8516	< 0,05	Valid
X2	6	0,6408 – 0,8359	< 0,05	Valid
X3	6	0,6834 – 0,8495	< 0,05	Valid
Z	5	0,8473 – 0,9517	< 0,05	Valid
Y	6	0,6866 – 0,8602	< 0,05	Valid

Based on the results of the validity test, variable X1, which consists of 5 indicators, has a range of item-total correlation values between 0.6918 and 0.8516 with a significance value of <0.05, so that all indicators in variable X1 are declared valid. Furthermore, variable X2, which consists of 6 indicators, has an item-total correlation value between 0.6408 and 0.8359 with a significance value of <0.05, so that all indicators in this variable are also declared valid.

In variable X3 with 6 indicators, the item-total correlation value ranged from 0.6834 to 0.8495 with a significance value <0.05, so all indicators of variable X3 were declared valid. Meanwhile, variable Z, which consists of 5 indicators, had an item-total correlation value between 0.8473 to 0.9517 with a significance value <0.05, indicating that all indicators in variable Z were also valid. Then, in variable Y with 6 indicators, the item-total correlation value ranged from 0.6866 to 0.8602 with a significance value <0.05, so all indicators in variable Y were declared valid. Thus, it can be concluded that all statement items in variables X1, X2, X3, Z, and Y meet the validity criteria, so the research instrument is suitable for use in data collection in this study because it is able to measure the research variables accurately.

Reliability Test

Reliability testing was conducted to determine the level of consistency of the research instrument in measuring the variables studied. Reliability testing in this study

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used the Cronbach's Alpha method, where an instrument is declared reliable if the Cronbach's Alpha value is greater than or equal to 0.70.

Table 2. Reliability data of variables

Variables	Number of Items	Cronbach's Alpha	α ≥ 0,70	Information
X1	5	0,8371	Fulfilled	Reliable
X2	6	0,8549	Fulfilled	Reliable
X3	6	0,8645	Fulfilled	Reliable
Z	5	0,9505	Fulfilled	Reliable
Y	6	0,8957	Fulfilled	Reliable

Based on the results of the reliability test, variable X1, which consists of 5 statement items, has a Cronbach's Alpha value of 0.8371, which means the value is greater than 0.70, so the instrument in variable X1 is declared reliable. Furthermore, variable X2, which consists of 6 items, has a Cronbach's Alpha value of 0.8549, so it meets the reliability criteria and all items in variable X2 are declared reliable.

In the X3 variable with 6 statement items, a Cronbach's Alpha value of 0.8645 was obtained, which indicates that the instrument has a good level of consistency and is declared reliable. Meanwhile, the Z variable consisting of 5 items has a Cronbach's Alpha value of 0.9505, which indicates a very high level of reliability so that the instrument in the Z variable is declared reliable. Furthermore, the Y variable consisting of 6 items has a Cronbach's Alpha value of 0.8957, which is also greater than 0.70 so that all items in the Y variable are declared reliable. Thus, it can be concluded that all variables in this study, namely X1, X2, X3, Z, and Y have Cronbach's Alpha values above 0.70, so that the research instrument is declared reliable or consistent and suitable for use for data collection in this study.

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Regression Analysis and Heteroscedasticity Test

```
. regress z x_1 x_2 x_3
```

Source	SS	df	MS	Number of obs	=	43
				F(3, 39)	=	0.91
Model	63.4608343	3	21.1536114	Prob > F	=	0.4464
Residual	909.329863	39	23.3161503	R-squared	=	0.0652
				Adj R-squared	=	-0.0067
Total	972.790698	42	23.1616833	Root MSE	=	4.8287

z	Coefficient	Std. err.	t	P>|t|	[95% conf.	interval]
x_1	.2729415	.4047026	0.67	0.504	-.5456468	1.09153
x_2	-.5086393	.3931518	-1.29	0.203	-1.303864	.2865853
x_3	.3913829	.3086302	1.27	0.212	-.2328805	1.015646
_cons	11.74799	7.933667	1.48	0.147	-4.299365	27.79535

Figure 3. Regression analysis of model 2, variable Z against X1,X2,X3

```
. . regress y x_1 x_2 x_3  z
```

Source	SS	df	MS	Number of obs	=	43
				F(4, 38)	=	23.45
Model	347.193992	4	86.7984981	Prob > F	=	0.0000
Residual	140.666473	38	3.70174928	R-squared	=	0.7117
				Adj R-squared	=	0.6813
Total	487.860465	42	11.6157254	Root MSE	=	1.924

y	Coefficient	Std. err.	t	P>|t|	[95% conf.	interval]
x_1	.9446582	.1621918	5.82	0.000	.6163181	1.272998
x_2	.195165	.159978	1.22	0.230	-.1286935	.5190236
x_3	-.0399721	.1254838	-0.32	0.752	-.2940009	.2140566
z	.0207531	.0638032	0.33	0.747	-.1084098	.149916
_cons	.0852501	3.248829	0.03	0.979	-6.491661	6.662161

```
. estat hettest

Breusch-Pagan/Cook-Weisberg test for heteroskedasticity
Assumption: Normal error terms
Variable: Fitted values of y

H0: Constant variance

    chi2(1) =   1.79
Prob > chi2 = 0.1814
```

Figure 4. Regression model 3, variable Y against X1, X2, X3, and Z

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Multicollinearity Test

. vif

Variable	VIF	1/VIF
x_2	2.23	0.448543
x_1	2.09	0.478859
x_3	1.22	0.820254
z	1.07	0.934764
Mean VIF	1.65	

Figure 5. Multicollinearity Test Results

The regression model is declared free from multicollinearity if the VIF value is < 10.

DISCUSSION

The Effect of Career Path on Job Satisfaction

The regression coefficient value of Career Path is 0.9503 with a significance value of 0.000 **(p < 0,05)**. This value indicates that every one unit increase in Career Path will increase Job Satisfaction by 0.9503 units. Thus, it can be concluded that Career Path (X1) has a positive and significant effect on Job Satisfaction (Y). Therefore, the hypothesis stating that Career Path has an effect on Job Satisfaction is accepted. The results of the study indicate that career path has a positive effect on employee job satisfaction at the Department of Industry and Trade of Deli Serdang Regency. This indicates that the better the implementation of career paths in the organization, the higher the level of employee job satisfaction will be (Retnosari et al., 2016). Employees who have the opportunity to develop their careers tend to feel appreciated by the organization, have clear work goals, and have hopes of getting a promotion or welfare in the future.

The Influence of Leadership Style on Job Satisfaction

The Leadership Style variable showed a positive but insignificant influence on Job Satisfaction. This is indicated by a regression coefficient value of 0.1846 with a significance level of 0.240 (p > 0,05). Therefore, the hypothesis stating that Leadership Style influences Job Satisfaction is rejected. Based on the research results, leadership style does not have a positive effect on employee job satisfaction at the Department of Industry and Trade of Deli Serdang Regency. This indicates that the better the leadership

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style implemented by the leader, the less it affects the level of employee job satisfaction. Leaders who are able to provide clear direction, act fairly, provide support (Djunaedi & Gunawan, 2018), and are able to build good communication do not play a role in creating a conducive and harmonious work atmosphere.

The Effect of Job Crafting on Job Satisfaction

From the regression analysis results in Model 1, the Job Crafting variable showed a negative and insignificant effect on Job Satisfaction. This is indicated by a regression coefficient value of -0.0318 with a significance level of 0.795 (p > 0,05). These results indicate that changes in the level of Job Crafting do not statistically affect employee Job Satisfaction. It can be concluded that Job Crafting does not have a significant effect on Job Satisfaction in the context of this study. Therefore, the hypothesis stating that Job Crafting influences Job Satisfaction is rejected. Based on the results of the study, job crafting does not have a positive effect on employee job satisfaction at the Department of Industry and Trade of Deli Serdang Regency. This shows that even though the employee's ability to perform job crafting is higher, it does not have an impact on the level of perceived job satisfaction. Employees who are able to adapt their work methods, develop new skills, and build better working relationships do not have an impact on carrying out their work (Albana, 2019).

The Influence of Turnover Intention on Job Satisfaction

From the results of the multiple linear regression analysis in Model 3, the Turnover Intention (Z) variable showed a positive but insignificant effect on Job Satisfaction (Y). This is indicated by the regression coefficient value of 0.0207 with a significance level of 0.747 (p > 0,05). Thus, it can be concluded that Turnover Intention (Z) does not significantly influence Job Satisfaction (Y). Therefore, the hypothesis stating that Turnover Intention influences Job Satisfaction is rejected. Thus, it can be concluded that Turnover Intention does not have a significant influence on Job Satisfaction among employees at the Department of Industry and Trade of Deli Serdang Regency. The results of this study indicate that employees' desire to change jobs does not directly influence the level of perceived job satisfaction. Although there is a tendency for a positive relationship, the effect is very small and statistically insignificant. This may occur because employees still have a fairly high level of loyalty to the organization, or the presence of other factors such as job stability, job security (Nasution, 2017; Marcella & Ie, 2022), and

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limited job opportunities outside the organization that cause employees to remain satisfied with their jobs despite having a desire to change jobs.

The Influence of Career Path on Turnover Intention

From the results of the multiple linear regression analysis in Model 2, the Career Path variable (X1) showed a positive but insignificant effect on Turnover Intention (Z). This is indicated by the regression coefficient value of 0.2729 with a significance level of 0.504 (p > 0,05). It can be concluded that Career Path (X1) does not significantly influence Turnover Intention (Z) in this study. Therefore, the hypothesis stating that Career Path influences Turnover Intention is rejected. Thus, it can be concluded that Career Path does not significantly influence Turnover Intention among employees at the Department of Industry and Trade of Deli Serdang Regency. The results of this study indicate that the existence of a career path in an organization does not necessarily influence employees' desire to leave their jobs. Although theoretically, a clear career path can provide opportunities for self-development and job promotion for employees (Fachrurrozi et al., 2022), in this study, this factor was not proven to significantly influence the level of employee turnover intention.

The Influence of Leadership Style on Turnover Intention

From the results of the multiple linear regression analysis in Model 2, the Leadership Style variable (X2) showed a negative but insignificant effect on Turnover Intention (Z). This is indicated by the regression coefficient value of -0.5086 with a significance level of 0.203 (p > 0,05). Thus, it can be concluded that Leadership Style (X2) does not have a significant effect on Turnover Intention (Z) in this study. Therefore, the hypothesis stating that Leadership Style has an effect on Turnover Intention is rejected. Thus, it can be concluded that Leadership Style does not have a significant effect on Turnover Intention among employees at the Department of Industry and Trade of Deli Serdang Regency.

A negative coefficient value indicates that, in terms of direction, the better the leadership style implemented by the leader, the lower the tendency of employees to have the intention to change jobs (Efendi, 2020). However, because this influence is not statistically significant, leadership style has not been proven to strongly influence the level of employee turnover intention in this study. This research result may be due to the characteristics of government organizations that have a high level of job stability and a relatively structured personnel system (Jamaludin, 2017). Employees in government

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agencies generally have guaranteed job security and certainty of employment status, so the desire to change jobs is not greatly influenced by the leadership style implemented by superiors.

The Influence of Job Crafting on Turnover Intention

From the results of the multiple linear regression analysis in Model 2, the Job Crafting variable (X3) showed a positive but insignificant effect on Turnover Intention (Z). This is indicated by the regression coefficient value of 0.3913 with a significance level of 0.212 (p > 0,05). A significance value greater than 0.05 indicates that there is insufficient statistical evidence to state that Job Crafting influences employee Turnover Intention. Therefore, it can be concluded that Job Crafting (X3) does not significantly influence Turnover Intention (Z) in this study. Therefore, the hypothesis stating that Job Crafting influences Turnover Intention is rejected. Thus, there is insufficient statistical evidence to state that Job Crafting influences employee Turnover Intention (Yuridha, 2022).

A positive regression coefficient indicates that, in terms of direction, increased job crafting tends to be followed by increased turnover intention (Afifah, 2020). However, because the significance value obtained is greater than 0.05, the relationship is not statistically significant. This means that employees' ability to adapt to their work, such as changing their work methods, improving their skills, or building better working relationships, does not necessarily influence their desire to leave the organization.

The indirect effect of career path on job satisfaction through turnover intention

The Turnover Intention variable (Z) does not significantly influence Job Satisfaction (Y). This is indicated by the regression coefficient value of 0.0207 with a significance level of 0.747 (p > 0,05). The significance value indicates that Turnover Intention does not have a direct influence on Job Satisfaction when the variables Career Path, Leadership Style, and Job Crafting are controlled in the model. The regression coefficient value of Career Path (X1) in Model 3 remains positive and significant with a coefficient value of 0.9446 and a significance level of 0.000 (p < 0,05). This shows that Career Path has a strong direct influence on Job Satisfaction, even though the Turnover Intention variable is included in the model. Thus, it can be concluded that Turnover Intention (Z) does not mediate the influence of Career Path (X1) on Job Satisfaction (Y). The influence of Career Path on Job Satisfaction is direct, without going through Turnover Intention. Therefore, the hypothesis stating that there is an indirect influence of Career Path on Job Satisfaction through Turnover Intention is rejected.

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Based on these results, it can be concluded that Turnover Intention (Z) does not mediate the influence of Career Path (X1) on Job Satisfaction (Y). This means that the influence of Career Path on Job Satisfaction is direct (direct effect) without going through the Turnover Intention variable as an intervening variable. Career Path always supports employees to strive to work well and seriously (Subekti et al., 2022; Wanma, 2025). Thus, the hypothesis stating that there is an indirect influence of Career Path on Job Satisfaction through Turnover Intention is rejected. The results of this study indicate that the increase in employee job satisfaction at the Deli Serdang Regency Industry and Trade Office is more influenced by organizational policies in providing clear career paths and career development opportunities for employees.

Indirect influence of leadership style on job satisfaction through turnover intention

The results of the regression analysis in Model 3 show that the Turnover Intention (Z) variable has no significant effect on Job Satisfaction (Y). This is indicated by the regression coefficient value of 0.0207 with a significance level of 0.747 ($p > 0,05$). This value indicates that Turnover Intention does not have a direct influence on Job Satisfaction when the variables Career Path, Leadership Style, and Job Crafting are controlled in the model. The regression coefficient of Leadership Style (X2) in Model 3 shows a value of 0.1951 with a significance level of 0.230 ($p > 0,05$). These results indicate that leadership style does not have a significant direct effect on job satisfaction. Therefore, the hypothesis stating an indirect effect of leadership style on job satisfaction through turnover intention is rejected.

The results of this study indicate that although theoretically leadership style can influence employee attitudes and behavior in the organization, this influence was not proven to be significant in this study on the level of employee job satisfaction. This condition may be caused by the characteristics of government organizations that have a relatively stable work system and fairly strong bureaucratic rules, so that the level of employee job satisfaction is not only influenced by leadership style, but also by other factors such as the career system, work environment, and other organizational factors. Based on these results, it can be concluded that Turnover Intention (Z) does not mediate the effect of Leadership Style (X2) on Job Satisfaction (Y). Thus, the hypothesis stating that there is an indirect effect of Leadership Style on Job Satisfaction through Turnover Intention is rejected. This finding indicates that the relationship between leadership style and job satisfaction in this study does not go through the mechanism of turnover intention as an intervening variable. Job Crafting is important in supporting employee satisfaction,

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but not with the results of research mediated by Turnover Intention (Rosalina & Wati, 2020; Khairizah et al., 2015).

The indirect effect of Job Crafting on job satisfaction through Turnover Intention

Job Crafting (X3) regression in Model 3 shows a value of -0.0399 with a significance level of 0.752 (p > 0,05). These results indicate that Job Crafting does not have a significant direct effect on Job Satisfaction. Comparison of the R-squared values of Model 1 (0.7109) and Model 3 (0.7117) shows a very small increase, which is only 0.0008. This indicates that the addition of the Turnover Intention variable to the model makes almost no contribution in explaining the variation in Job Satisfaction. Thus, it can be concluded that Turnover Intention (Z) does not mediate the effect of Job Crafting (X3) on Job Satisfaction (Y). Therefore, the hypothesis stating that there is an indirect effect of Job Crafting on Job Satisfaction through Turnover Intention is rejected.

Thus, it can be concluded that Turnover Intention (Z) does not act as a mediating variable in the relationship between Job Crafting (X3) and Job Satisfaction (Y). This means that the influence of Job Crafting on Job Satisfaction does not occur through Turnover Intention as an intervening variable. Therefore, the hypothesis stating that there is an indirect influence of Job Crafting on Job Satisfaction through Turnover Intention is rejected. The results of this study indicate that other factors may play a greater role in influencing employee job satisfaction than Job Crafting through the Turnover Intention mechanism (Hanartyo & Fadia, 2025; Rinaldy et al., 2026).

CONCLUSION

This study concludes that career path and leadership style significantly influence employee job satisfaction. This contrasts with the variables job crafting and turnover intention, which do not play a role and have no significant influence on employee job satisfaction. Indirect variables found that career path, leadership style, and job crafting have no influence on job satisfaction at the Deli Serdang Regency Industry and Trade Office. It is recommended that regional government organizational leaders strengthen transparent career development systems and implement participatory and supportive leadership styles.

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