

## **ABSTRACT**

### **THE EFFECT OF CAREER DEVELOPMENT, ORGANIZATIONAL COMMITMENT, AND PERCEIVED ORGANIZATIONAL SUPPORT ON EMPLOYEE RETENTION THROUGH JOB SATISFACTION AS A MEDIATING VARIABLE**

**(Survey on Generation Z Employees of Unicorn Startups in Jabodetabek)**

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*This study examined the effect of career development, organizational commitment, and perceived organizational support on employee retention through job satisfaction as a mediating variable. The research method used was a survey method, with a sample of Generation Z employees working at startups with unicorn status in Greater Jakarta. Sampling was done by purposive sampling with a sample size of 150. This research instrument was a statement questionnaire with a Likert scale. The results showed that career development, organizational commitment, and perceived organizational support positively and significantly affected job satisfaction. Career development, organizational commitment and perceived organizational support positively and significantly affected employee retention. Career development on employee retention through job satisfaction had a significant positive effect., organizational commitment on employee retention through job satisfaction had a significant positive effect, and perceived organizational support on employee retention through job satisfaction had a significant positive effect.*

**Keywords:** *Career Development, Organizational Commitment, Perceived Organizational Support, Job Satisfaction, Employee Retention, Generation Z, Startup*

## ABSTRAK

**PENGARUH PENGEMBANGAN KARIER, KOMITMEN ORGANISASI  
DAN PERSEPSI DUKUNGAN ORGANISASI TERHADAP  
RETENSI KARYAWAN MELALUI KEPUASAN KERJA  
SEBAGAI VARIABEL MEDIASI  
(Survey pada Karyawan Generasi Z *Startup Unicorn* di Jabodetabek)**

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Penelitian ini bertujuan untuk menguji pengaruh pengembangan karier, komitmen organisasi dan persepsi dukungan organisasi terhadap retensi karyawan melalui kepuasan kerja sebagai variabel mediasi. Metode penelitian yang digunakan adalah metode survey, dengan sampel Karyawan Generasi Z yang bekerja pada *startup* berstatus *unicorn* di wilayah Jabodetabek. Pengambilan sampel dilakukan dengan *purposive sampling* dengan ukuran sampel sebanyak 150. Instrumen penelitian ini adalah kuesioner pernyataan dengan skala *likert*. Hasil penelitian menunjukkan bahwa pengembangan karier, komitmen organisasi dan persepsi dukungan organisasi berpengaruh positif dan signifikan terhadap kepuasan kerja. Pengembangan karier, komitmen organisasi dan persepsi dukungan organisasi berpengaruh positif dan signifikan terhadap retensi karyawan. Pengembangan karier terhadap retensi karyawan melalui kepuasan kerja berpengaruh positif dan signifikan, komitmen organisasi terhadap retensi karyawan melalui kepuasan kerja berpengaruh positif signifikan, persepsi dukungan organisasi terhadap retensi karyawan melalui kepuasan kerja berpengaruh positif signifikan.

**Kata kunci:** Pengembangan Karier, Komitmen Organisasi, Persepsi Dukungan Organisasi, Kepuasan Kerja, Retensi Karyawan, Generasi Z, *Startup*