ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh program pengembangan karir terhadap loyalitas karyawan dengan komitmen organisasi sebagai variabel intervening pada PT X. Penelitian ini menggunakan pendekatan kuantitatif dengan *metode Structural Equation Modeling (SEM)* berbasis Partial Least Squares (PLS). Responden penelitian terdiri dari 57 karyawan PT X yang bekerja di unit administrasi dan operasi. Hasil penelitian menunjukkan bahwa pengembangan karir memiliki pengaruh positif dan signifikan terhadap komitmen organisasi ($\beta = 0{,}501$; $t = 4{,}281$; $p < 0{,}001$), yang berarti semakin baik pengembangan karir yang diterima karyawan, semakin kuat keterikatan mereka terhadap organisasi. Selain itu, komitmen organisasi juga berpengaruh positif dan signifikan terhadap loyalitas karyawan ($\beta = 0{,}523$; $t = 3{,}865$; $p < 0{,}001$), menunjukkan bahwa karyawan yang merasa terikat dengan organisasi cenderung menunjukkan loyalitas yang lebih tinggi. Pengembangan karir berpengaruh positif langsung terhadap loyalitas karyawan ($\beta = 0{,}490$; $t = 3{,}166$; $p = 0{,}002$). Pengujian mediasi menunjukkan bahwa komitmen organisasi memediasi secara parsial pengaruh pengembangan karir terhadap loyalitas karyawan (indirect effect = 0,262; $t = 2{,}398$; $p = 0{,}017$), yang mengindikasikan bahwa loyalitas karyawan terbentuk baik melalui jalur psikologis (komitmen) maupun jalur langsung (prospek karir). Temuan ini menunjukkan bahwa pengembangan karir yang jelas, terstruktur, dan transparan memiliki dampak signifikan dalam meningkatkan komitmen organisasi dan loyalitas karyawan. Berdasarkan hasil temuan ini, disarankan agar PT X memperkuat program pengembangan karir, menyusun peta karir yang jelas, serta memastikan penempatan kerja sesuai kompetensi. Selain itu, penguatan komitmen organisasi melalui kebijakan yang sensitif terhadap dinamika kerja shift dapat meningkatkan loyalitas jangka panjang karyawan.

Kata Kunci : Pengembangan Karir, Komitmen Organisasi, Loyalitas Karyawan

ABSTRACT

This study aims to analyze the effect of career development programs on employee loyalty with organizational commitment as an intervening variable at PT X. This study uses a quantitative approach with the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS). The research respondents consisted of 57 employees of PT X who work in the administration and operations units. The results of the study indicate that career development has a positive and significant effect on organizational commitment ($\beta = 0.501$; $t = 4.281$; $p < 0.001$), which means that the better the career development received by employees, the stronger their attachment to the organization. In addition, organizational commitment also has a positive and significant effect on employee loyalty ($\beta = 0.523$; $t = 3.865$; $p < 0.001$), indicating that employees who feel attached to the organization tend to show higher loyalty. Career development has a direct positive effect on employee loyalty ($\beta = 0.490$; $t = 3.166$; $p = 0.002$). Mediation testing showed that organizational commitment partially mediated the effect of career development on employee loyalty (indirect effect = 0.262; $t = 2.398$; $p = 0.017$), indicating that employee loyalty is formed through both psychological (commitment) and direct (career prospects) pathways. These findings suggest that clear, structured, and transparent career development has a significant impact on increasing organizational commitment and employee loyalty. Based on these findings, it is recommended that PT X strengthen its career development program, develop a clear career map, and ensure job placements align with competencies. Furthermore, strengthening organizational commitment through policies that are sensitive to shift work dynamics can increase long-term employee loyalty.

Keywords : *Career Development, Organizational Commitment, Employee Loyalty*