

Pengaruh Harapan, Identitas Karier, Kompromi Karier, Dan Kelelahan Kerja Terhadap Niat Untuk Berhenti Bekerja: Peran Mediasi Kepuasan Kerja Pada Awak Kapal Tanker Indonesia

The Effects Of Hope, Career Identity, Career Compromise, And Burnout On Turnover Intention: The Mediating Role Of Job Satisfaction Among Indonesian Tanker Ship Crew

Sureni¹, Harits Hijrah Wicaksana²

Master of Management, Faculty of Economics and Business, Universitas Esa Unggul,
Bekasi, Indonesia^a

Faculty of Economics and Business, Universitas Esa Unggul, Bekasi, Indonesia^b
reniocean6@gmail.com^a

Abstract

This study aims to analyzed the influence of hope, career identity, career compromise, and burnout on turnover intention, as well as the mediating role of job satisfaction among tanker crew members in Indonesia. A quantitative approach was applied using a survey design involving 810 crews, utilizing Partial Least Squares–Structural Equation Modelling (PLS-SEM) for data analysis. The results indicate that out of the nine proposed hypotheses, six were empirically supported, while three were not supported. Specifically, hope, career identity, career compromise, and burnout were found to have a significant influence on job satisfaction. Regarding the direct influence on turnover intention, hope and job satisfaction were found to have a negative and significant effect, while career compromise had a positive and significant effect. However, career identity and burnout did not have a statistically significant influence on turnover intention. The mediation analysis, based on the Variance Accounted For (VAF) criteria, reveals that job satisfaction acts as a partial mediator for the hope and career compromise variables, while serving as a full mediator for career identity and burnout. This study concludes that the work behavior dynamics of seafarers are highly contextual and unique, requiring adaptive maritime human resource management strategies through the management of career expectations, fatigue intervention, and the restructuring of incentive systems tailored to the extreme characteristics of life at sea.

Keywords: Career Compromise; Hope; Job Satisfaction; Tanker Ship Crew; Turnover Intention.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh harapan, identitas karier, kompromi karier, dan kelelahan kerja (*burnout*) terhadap niat untuk keluar (*turnover intention*), serta peran mediasi kepuasan kerja di kalangan awak kapal tanker di Indonesia. Pendekatan kuantitatif diterapkan menggunakan desain survei yang melibatkan 810 awak kapal, dengan memanfaatkan *Partial Least Squares–Structural Equation Modelling* (PLS-SEM) untuk analisis data. Hasil penelitian menunjukkan bahwa dari sembilan hipotesis yang diajukan, enam didukung secara empiris, sedangkan tiga lainnya tidak didukung. Secara khusus, ditemukan bahwa harapan, identitas karier, kompromi karier, dan kelelahan kerja memiliki pengaruh signifikan terhadap kepuasan kerja. Terkait pengaruh langsung terhadap niat untuk keluar, harapan dan kepuasan kerja ditemukan memiliki pengaruh negatif dan signifikan, sedangkan kompromi karier memiliki pengaruh positif dan signifikan. Namun, identitas karier dan kelelahan kerja tidak memiliki pengaruh yang signifikan secara statistik terhadap niat untuk keluar. Analisis mediasi, berdasarkan kriteria *Variance Accounted For* (VAF), mengungkapkan bahwa kepuasan kerja berperan sebagai mediator parsial bagi variabel harapan dan kompromi karier, serta berperan sebagai mediator penuh bagi identitas karier dan kelelahan kerja. Penelitian ini menyimpulkan bahwa dinamika perilaku kerja pelaut sangat kontekstual dan unik, sehingga memerlukan strategi manajemen sumber daya manusia maritim yang adaptif melalui pengelolaan ekspektasi karier, intervensi terhadap kelelahan, dan restrukturisasi sistem insentif yang disesuaikan dengan karakteristik ekstrem kehidupan di laut.

Kata kunci: Kompromi Karier; Harapan; Kepuasan Kerja; Awak Kapal Tanker; Niat untuk Keluar (*Turnover Intention*).

1. Introduction

The maritime industry plays a vital role in supporting global energy logistics, with tanker ship crews serving as the backbone of safe and efficient shipping operations. Maintaining a stable and competent workforce is therefore essential for ensuring operational continuity, minimizing safety risks, and sustaining organizational performance. However, the increasing prevalence of turnover intention among seafarers has become a major concern for shipping companies because employees' intentions to leave are associated with operational disruptions, escalating recruitment and training costs, and declining organizational productivity (Wang & al., 2020). Compared with land-based occupations, tanker ship crews operate under unique working conditions characterized by prolonged periods at sea, social isolation, demanding workloads, uncertain contractual arrangements, and strict safety requirements, all of which intensify employees' intentions to leave their organizations (Park & Jang, 2022). Empirical evidence further indicates that excessive workloads, scheduling pressure, and inadequate organizational support are among the primary determinants of turnover intention among seafarers (Fin et al., 2024). Similarly, the Seafarers Happiness Index Q1 2023 reported a significant decline in seafarers' well-being worldwide, highlighting an increasing risk of employee turnover across the maritime industry (Seafarers, 2023). Conversely, organizational support has been shown to reduce turnover intention among employees working in high-risk occupations, including seafarers (Tzeng, 2021). These findings demonstrate the importance of understanding both psychological and organizational determinants of turnover intention to improve workforce sustainability in Indonesian tanker shipping companies (Xie & al., 2024).

Job satisfaction is a key determinant of turnover intention, particularly in the maritime industry, where it reduces occupational stress, enhances motivation, and strengthens organizational commitment (Vlachos & al., 2024). It is also recognized as a mediating mechanism linking workplace conditions to turnover intention among seafarers. Beyond organizational factors, psychological resources such as hope and career identity play important roles in employee retention. Hope enables seafarers to cope with prolonged isolation and workplace challenges, thereby increasing job satisfaction and reducing turnover intention (Hu et al., 2022; Snyder, 2021). Likewise, a strong career identity enhances professional commitment and job satisfaction while lowering turnover intention, whereas weak career identity is associated with higher intentions to leave, particularly among younger seafarers (Kusumaningrum & Santosa, 2023).

Conversely, employees often encounter career compromise when external constraints limit their ability to pursue desired career aspirations (Brown et al., 2021). In the maritime industry, slow promotion systems, prolonged contractual employment, career uncertainty, and extended family separation frequently force seafarers to adjust their career expectations (Kim & Park, 2023). Previous research has demonstrated that career compromise positively affects turnover intention while simultaneously reducing job satisfaction. Employees experiencing greater career compromise are more likely to perceive conflicts between personal aspirations and organizational realities, resulting in increased work stress, diminished motivation, and lower productivity. Similar findings among Indonesian seafarers revealed that career compromise is associated with declining job satisfaction and stronger intentions to leave the organization. These findings indicate that career compromise

represents a significant career-related antecedent of employee retention within shipping organizations.

In addition to career-related challenges, burnout has emerged as one of the most critical occupational risks facing seafarers. Burnout reflects chronic psychological exhaustion resulting from prolonged exposure to demanding work environments and is characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Leiter, 2022). The confined working environment aboard ships, extended working hours, operational risks, and continuous responsibility make seafarers particularly vulnerable to burnout (Paukztat et al., 2021). Previous studies have demonstrated that burnout reduces organizational commitment, while the Seafarers Happiness Index reported increasing burnout levels following the COVID-19 pandemic because of additional health protocols, restricted crew changes, and prolonged isolation. Burnout has also been found to reduce job satisfaction while increasing turnover intention among transportation employees (Zhang & Wang, 2023). Within Indonesian tanker shipping companies, burnout not only threatens employee well-being but also compromises operational safety and organizational effectiveness, making it a critical antecedent of both job satisfaction and turnover intention.

Despite extensive research on turnover intention, empirical evidence integrating hope, career identity, career compromise, and burnout within a single framework remains limited, particularly among Indonesian tanker ship crews, whose unique working conditions involve prolonged isolation, rotational work, contract uncertainty, and high operational risk. Existing studies have generally examined these variables separately and have rarely explored the mediating role of job satisfaction. To address this gap, the present study integrates Psychological Capital Theory (Snyder, 2021), Career Development Theory (Brown et al., 2021), and the Job Demands–Resources (JD-R) Model to develop a comprehensive framework explaining how psychological resources, career-related perceptions, and occupational strain jointly influence turnover intention through job satisfaction (Bakker & Demerouti, 2017).

Accordingly, the novelty of this study lies in three important aspects. First, it integrates hope, career identity, career compromise, and burnout into a single research model to explain turnover intention. Second, it investigates the mediating role of job satisfaction in explaining the indirect mechanisms linking these antecedents to turnover intention. Third, it extends existing literature by examining these relationships among Indonesian tanker ship crews, a population that has received relatively limited empirical attention despite its strategic importance to the maritime industry. Based on these considerations, this study aims to examine the effects of hope, career identity, career compromise, and burnout on turnover intention, with job satisfaction serving as a mediating variable among Indonesian tanker ship crews. The findings are expected to enrich the theoretical understanding of employee retention in high-risk occupations while providing practical implications for shipping companies in developing effective human resource strategies to enhance employee well-being, strengthen workforce stability, and reduce turnover intention.

Hypotheses Development

Based on Psychological Capital Theory, Career Development Theory, and the Job Demands–Resources (JD-R) Model, this study proposes that hope, career identity, career compromise, and burnout function as antecedents of turnover intention, both

directly and indirectly through job satisfaction. Hope and career identity are expected to enhance job satisfaction and reduce turnover intention, whereas career compromise and burnout are expected to decrease job satisfaction and increase turnover intention. Furthermore, job satisfaction is proposed to mediate the relationships between the four antecedent variables and turnover intention, providing a more comprehensive explanation of employee retention among Indonesian tanker ship crews.

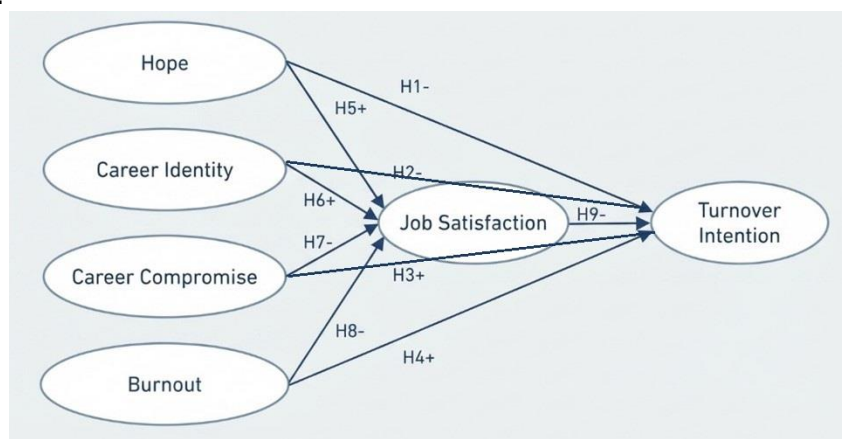


Figure 1. Conceptual Framework

According to Psychological Capital Theory, hope enables individuals to set meaningful goals, generate alternative pathways, and sustain motivation despite workplace challenges (Luthans et al., 2015; Snyder, 2002). Employees with higher hope demonstrate greater psychological resilience and are less likely to withdraw from their organizations. Empirical evidence supports this relationship, showing that hope significantly reduces turnover intention in both healthcare and maritime contexts by strengthening employees' coping capacity under demanding working conditions (Kim & Park, 2023; Rahman & al., 2024). Therefore, the following hypothesis is proposed Hope negatively affects turnover intention (H1). Career identity reflects individuals' professional self-concept and commitment toward their occupations (Hall, 2002). Employees with a strong career identity perceive greater meaning in their work, resulting in stronger organizational attachment and lower intentions to leave. Previous studies have consistently reported a negative relationship between career identity and turnover intention across healthcare and high-risk industries, including maritime occupations (Alshammari et al., 2024; Gustafsson et al., 2021). Accordingly, the following hypothesis is proposed Career identity negatively affects turnover intention (H2).

Career compromise occurs when individuals adjust their career aspirations because of limited opportunities or external constraints (Gottfredson, 2002). Such discrepancies between career expectations and organizational realities often generate dissatisfaction and encourage withdrawal behavior. Empirical findings indicate that career compromise significantly increases turnover intention while simultaneously reducing employees' psychological well-being (Xie & al., 2024; Li & Wang, 2023). Therefore, Career compromise positively affects turnover intention (H3). Burnout represents prolonged emotional exhaustion resulting from chronic occupational stress (Maslach & Leiter, 2016). Within the maritime industry, long working hours, isolation, and demanding operational responsibilities substantially increase the likelihood of burnout. Previous studies consistently demonstrate that burnout

contributes to stronger turnover intention, particularly in occupations characterized by high psychological demands (Hu et al., 2022; Bakker & Demerouti, 2017). Therefore, Burnout positively affects turnover intention (H4).

Hope contributes to positive work attitudes by enabling employees to overcome workplace obstacles while maintaining motivation and optimism (Snyder, 2002). Employees with stronger hope generally report higher job satisfaction because they perceive workplace challenges as opportunities rather than barriers. Empirical evidence confirms the positive influence of hope on job satisfaction across various occupational settings, including the maritime sector (Hu et al., 2022; Rahman & al., 2024). Thus, Hope positively affects job satisfaction (H5). Employees who strongly identify with their profession tend to experience greater intrinsic motivation, organizational commitment, and work meaningfulness (Hall, 2002). Previous studies demonstrate that career identity significantly enhances job satisfaction by strengthening employees' psychological attachment to their occupations (Hu et al., 2022; Zhang & Wang, 2023). Therefore, Career identity positively affects job satisfaction (H6). Career compromise often creates discrepancies between employees' career aspirations and organizational realities, reducing work motivation and satisfaction (Gottfredson, 2002). Recent studies consistently report that career compromise negatively influences job satisfaction through diminished intrinsic motivation and increased psychological strain (Xie & al., 2024; Li & Wang, 2023). Therefore, Career compromise negatively affects job satisfaction (H7).

The JD-R Model explains that excessive job demands accompanied by insufficient resources gradually lead to burnout, which subsequently reduces positive work attitudes (Bakker & Demerouti, 2017). Employees experiencing burnout generally report lower job satisfaction because emotional exhaustion diminishes both work engagement and perceived well-being (Maslach & Leiter, 2016; Shi & al., 2023). Therefore, Burnout negatively affects job satisfaction (H8). Job satisfaction has consistently been regarded as one of the strongest predictors of turnover intention. Employees who perceive their jobs positively are more likely to remain committed to their organizations, whereas dissatisfied employees are more inclined to seek alternative employment (Locke, 1976). Recent evidence confirms that job satisfaction significantly reduces turnover intention across industries, including maritime transportation (Xie & al., 2024; Oldenburg & Jensen, 2022). Therefore, Job satisfaction negatively affects turnover intention (H9).

2. METHOD

This study employed a quantitative research approach with a deductive research design to examine the causal relationships among hope, career identity, career compromise, burnout, job satisfaction, and turnover intention. A correlational survey design was adopted because it enables the empirical testing of hypotheses derived from established theories and previous studies through numerical data analysis (Creswell & Creswell, 2018). Primary data were collected from Indonesian tanker ship crews using a structured self-administered questionnaire. Considering the geographically dispersed and highly mobile nature of seafarers, data collection was conducted through both online questionnaires using Google Forms and offline distribution during crew leave or rest periods to maximize the response rate while ensuring respondents' confidentiality and convenience (Sekaran & Bougie, 2016; Fowler, 2014).

The study population consisted of tanker ship crews employed by Indonesian shipping companies, including both active and inactive contract workers who were either onboard or on leave. Respondents were selected using purposive sampling, with two inclusion criteria: (1) having at least six months of working experience or having completed one employment contract on a tanker ship, and (2) voluntarily completing the questionnaire in full. The minimum work experience requirement was established because seafarers are considered to have acquired sufficient experience to evaluate their job satisfaction, burnout, and turnover intention after completing one contract period (Fin et al., 2024). Following the recommendation of Hair et al. (2019), the minimum sample size for PLS-SEM ranges from five to ten times the total number of measurement indicators. Since this study employed 81 indicators, a total sample of 810 respondents (81×10) was considered adequate to ensure stable parameter estimation and reliable hypothesis testing (Anderson & Gerbing, 1988).

All research variables were measured using validated instruments adapted from previous studies and modified to reflect the working context of tanker ship crews, including voyage duration, work rotation, occupational pressure, and contract uncertainty. Hope was measured using the Adult Dispositional Hope Scale (ADHS) consisting of 12 items on an eight-point Likert scale (Hu et al., 2022). Career identity was assessed using the NCIS/Vocational Identity Scale comprising 26 dichotomous (true/false) items (Hu et al., 2022). Career compromise was measured using the 12-item Career Compromise Scale with a five-point Likert scale (Xie et al., 2024). Burnout was assessed using 19 items adapted from the Maslach Burnout Inventory/Copenhagen Burnout Inventory (MBI/CBI) on a five-point Likert scale (Psychology, 2024). Job satisfaction was measured using the six-item Job Satisfaction Index (Hu et al., 2022), while turnover intention was assessed using the six-item Turnover Intention Scale (TIS-6) developed by Mobley (1977), both employing five-point Likert scales. The original English instruments were translated into Indonesian using a forward-translation procedure and subsequently reviewed to ensure linguistic clarity and contextual appropriateness for maritime employees.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.0.9.9, which is appropriate for examining complex structural relationships involving both direct and indirect effects (Hair et al., 2022). The analysis consisted of two stages: measurement model (outer model) evaluation and structural model (inner model) evaluation (Ghozali & Latan, 2015). Convergent validity was assessed using outer loadings (> 0.70) and Average Variance Extracted ($AVE > 0.50$), while discriminant validity was evaluated using the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT). Construct reliability was confirmed through Cronbach's Alpha and Composite Reliability values exceeding 0.70 (Henseler et al., 2015). Although PLS-SEM does not require strict multivariate normality, outlier screening was performed to ensure the robustness of the estimation results (Kline, 2016). Structural relationships were examined using the bootstrapping procedure with 5,000 resamples, with statistical significance determined at $p < 0.05$ (Chin, 2010). Model quality was further evaluated using the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). The mediating role of job satisfaction was assessed through specific indirect effects and further interpreted using the Variance Accounted For (VAF) approach to distinguish between full mediation, partial mediation, and no mediation (Zhao et al., 2010; Nitzl et al., 2016). Prior to the main survey, a pilot study involving 30 respondents was conducted to

evaluate the clarity and reliability of the questionnaire. All constructs achieved Composite Reliability values above 0.60, indicating that the instrument was suitable for the main data collection after minor revisions to improve wording clarity (Fornell & Larcker, 1981).

Table 1. Demographic profiles respondents

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	795	98.1
	Female	15	1.9
Age	≤ 35 years	360	44.4
	> 35 years	450	55.6
Marital Status	Married	622	76.8
	Single/Others	188	23.2
Department	Deck Department	532	65.7
	Engine/Catering/Others	278	34.3

A total of 810 tanker ship crew members participated in this study. The survey was conducted between February and April 2026. As presented in Table 1, the majority of respondents were male (98.1%), reflecting the male-dominated workforce characteristic of the Indonesian maritime industry, particularly in operational shipboard positions. More than half of the respondents (55.6%) were over 35 years old, indicating that most participants were experienced seafarers within the mature productive age group. In terms of marital status, 76.8% of respondents were married, suggesting that many participants carried substantial family and financial responsibilities that may influence their work attitudes and career decisions. Regarding job assignments, 65.7% of respondents served in the deck department, which represents the largest occupational group aboard tanker vessels and is directly involved in navigation, cargo operations, and other high-risk operational activities.

Overall, the demographic profile of the respondents is consistent with the characteristics of Indonesia's maritime workforce, which is predominantly male, experienced, and engaged in physically demanding operational roles. These characteristics provide an appropriate representation of tanker ship crews and offer a relevant context for examining the relationships among hope, career identity, career compromise, burnout, job satisfaction, and turnover intention.

Following the analysis of respondents' demographic characteristics, the measurement model (outer model) was evaluated to assess the validity and reliability of the research constructs before testing the structural relationships. In accordance with the PLS-SEM procedure, the measurement model was assessed through five criteria: indicator reliability (outer loadings), convergent validity using Average Variance Extracted (AVE), discriminant validity using the Heterotrait–Monotrait Ratio (HTMT), and construct reliability using Composite Reliability (CR) and Cronbach's Alpha. Indicator loadings greater than 0.70 were considered ideal, although loadings above 0.50 were regarded as acceptable for exploratory research (Haryono, 2016). The initial measurement model consisted of 36 indicators, all of which demonstrated satisfactory convergent validity with AVE values exceeding 0.50 and Composite Reliability values above 0.70, indicating that the constructs adequately explained the variance of their indicators and exhibited good internal consistency. Furthermore, discriminant validity was confirmed through the HTMT criterion, while Cronbach's

Alpha values exceeded the recommended threshold of 0.70 for most constructs, supporting the reliability of the measurement instrument. Although the turnover intention construct exhibited a relatively lower Cronbach's Alpha, its Composite Reliability remained above the recommended threshold, indicating that the construct retained acceptable reliability for subsequent structural model analysis.

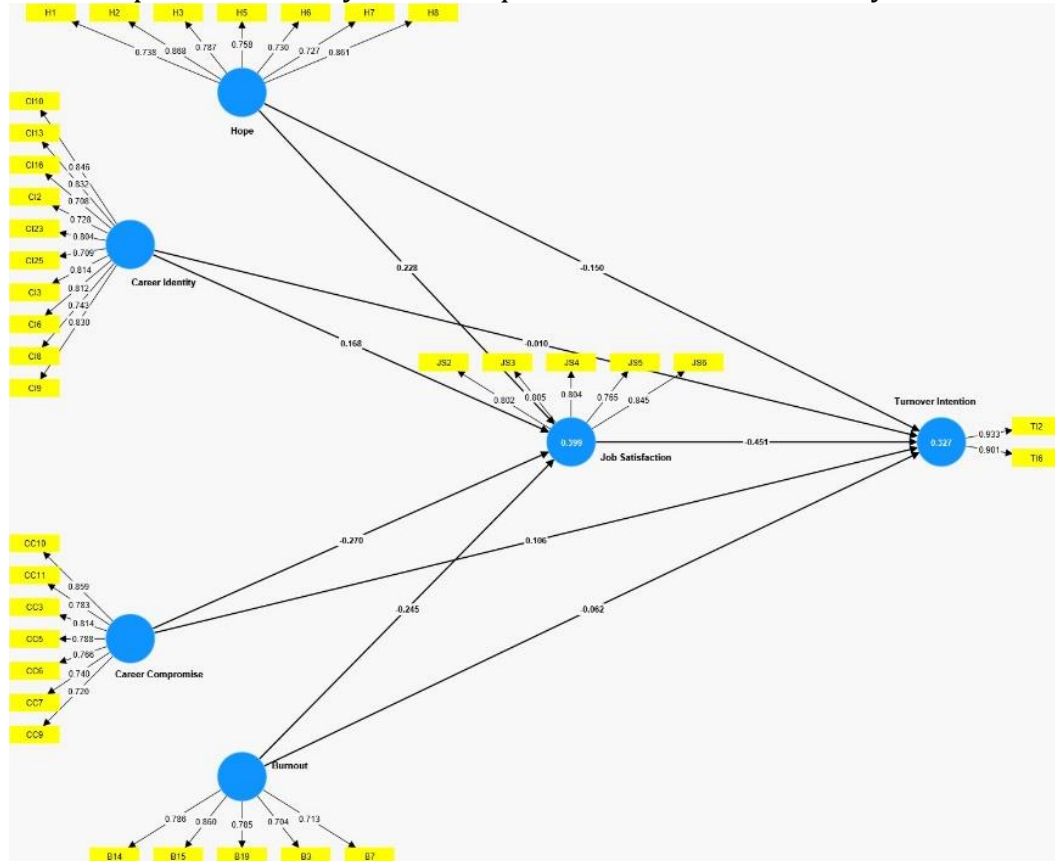


Figure 2. Outer Loadings Measurement Model

The structural model was evaluated by examining the coefficient of determination (R^2), effect size (f^2), model fit, and hypothesis testing. The coefficient of determination indicates that the proposed model achieved moderate explanatory power for the endogenous constructs. The R^2 value for Job Satisfaction was 0.399, indicating that burnout, career compromise, career identity, and hope jointly explained 39.9% of the variance in job satisfaction, while the remaining 60.1% was attributable to factors outside the proposed model. Similarly, the R^2 value for Turnover Intention was 0.327, suggesting that burnout, career compromise, career identity, hope, and job satisfaction collectively explained 32.7% of the variance in turnover intention, whereas 67.3% was accounted for by variables not included in this study. Moreover, the small differences between the R^2 and adjusted R^2 values for both endogenous constructs indicate that the structural model is stable and unlikely to suffer from substantial estimation bias due to the number of predictors.

The effect size (f^2) analysis revealed that most structural relationships exhibited small effect sizes, while only one relationship demonstrated a moderate effect, and none reached the threshold for a large effect. The relationship between Job Satisfaction and Turnover Intention produced the largest effect ($f^2 = 0.182$), indicating that job satisfaction made the strongest contribution to explaining turnover intention. In contrast, the effects of Career Compromise on Job Satisfaction ($f^2 = 0.093$), Burnout on

Job Satisfaction ($f^2 = 0.086$), Hope on Job Satisfaction ($f^2 = 0.072$), Career Identity on Job Satisfaction ($f^2 = 0.036$), and Hope on Turnover Intention ($f^2 = 0.026$) were all classified as small, suggesting that although these constructs contributed to the endogenous variables, their individual explanatory power was relatively limited. The evaluation of model fit yielded a Standardized Root Mean Square Residual (SRMR) value of 0.087. According to Henseler et al. (2015), the SRMR in PLS-SEM should be interpreted cautiously and should not be considered the sole criterion for evaluating model adequacy. Given the strong theoretical foundation of the proposed framework, the obtained SRMR value indicates that the model is acceptable for subsequent structural analysis.

The structural relationships were then assessed using the significance criteria of t -statistics > 1.96 and p -values < 0.05 (Hair et al., 2019). The results showed that Burnout had a significant negative effect on Job Satisfaction ($\beta = -0.245$, $t = 8.538$, $p < 0.001$) but did not significantly influence Turnover Intention ($\beta = -0.062$, $t = 1.718$, $p = 0.086$). Career Compromise exerted a significant negative effect on Job Satisfaction ($\beta = -0.270$, $t = 9.800$, $p < 0.001$) and a significant positive effect on Turnover Intention ($\beta = 0.106$, $t = 2.531$, $p = 0.011$). Career Identity had a significant positive effect on Job Satisfaction ($\beta = 0.168$, $t = 5.005$, $p < 0.001$), whereas its direct effect on Turnover Intention was not statistically significant ($\beta = -0.010$, $t = 0.289$, $p = 0.773$). Likewise, Hope significantly increased Job Satisfaction ($\beta = 0.228$, $t = 7.048$, $p < 0.001$) and significantly reduced Turnover Intention ($\beta = -0.150$, $t = 4.188$, $p < 0.001$). Finally, Job Satisfaction demonstrated a significant negative effect on Turnover Intention ($\beta = -0.451$, $t = 6.793$, $p < 0.001$). This relationship exhibited the largest standardized path coefficient among all direct effects in the model, indicating that job satisfaction is the most influential predictor of turnover intention among Indonesian tanker ship crews.

RESULTS AND DISCUSSION

Results

Table 2. Hypothesis Testing Results

Hypothesis	Relationship between Variables	Coefficient (β)	t-statistic	p-value	Decision
H1	Hope $\rightarrow$ Turnover Intention (-)	-0.150	4.188	0.000	Accepted
H2	Career Identity $\rightarrow$ Turnover Intention (-)	-0.010	0.289	0.773	Rejected
H3	Career Compromise $\rightarrow$ Turnover Intention (-)	0.106	2.531	0.011	Rejected
H4	Burnout $\rightarrow$ Turnover Intention (+)	-0.062	1.718	0.086	Rejected
H5	Hope $\rightarrow$ Job Satisfaction (+)	0.228	7.048	0.000	Accepted
H6	Career Identity $\rightarrow$ Job Satisfaction (+)	0.168	5.005	0.000	Accepted
H7	Career Compromise $\rightarrow$ Job Satisfaction (-)	-0.270	9.800	0.000	Accepted
H8	Burnout $\rightarrow$ Job Satisfaction (-)	-0.245	8.538	0.000	Accepted
H9	Job Satisfaction $\rightarrow$ Turnover Intention (-)	-0.451	6.793	0.000	Accepted

Table 1 summarizes the results of the hypothesis testing obtained through the bootstrapping procedure in SmartPLS 4.0.9.9. Statistical significance was determined using the criteria of t -statistics > 1.96 and p -values < 0.05 . Overall, the findings indicate that most of the proposed relationships were statistically supported. Regarding the direct effects on Turnover Intention, Hope exhibited a significant negative effect ($\beta = -0.150$, $t = 4.188$, $p < 0.001$), thereby supporting H1. In contrast, the relationship between Career Identity and Turnover Intention was not significant ($\beta = -0.010$, $t = 0.289$, $p = 0.773$), leading to the rejection of H2. Career Compromise showed a significant positive effect on Turnover Intention ($\beta = 0.106$, $t = 2.531$, $p = 0.011$). However, because the direction of the relationship was opposite to the hypothesized

negative effect, H3 was rejected. Similarly, Burnout did not significantly influence Turnover Intention ($\beta = -0.062$, $t = 1.718$, $p = 0.086$), resulting in the rejection of H4.

All hypotheses involving Job Satisfaction were supported. Hope positively influenced Job Satisfaction (H5; $\beta = 0.228$, $t = 7.048$, $p < 0.001$), while Career Identity also demonstrated a significant positive effect (H6; $\beta = 0.168$, $t = 5.005$, $p < 0.001$). Conversely, Career Compromise (H7; $\beta = -0.270$, $t = 9.800$, $p < 0.001$) and Burnout (H8; $\beta = -0.245$, $t = 8.538$, $p < 0.001$) both exerted significant negative effects on Job Satisfaction. Furthermore, Job Satisfaction had a significant negative effect on Turnover Intention (H9; $\beta = -0.451$, $t = 6.793$, $p < 0.001$), confirming that higher job satisfaction substantially reduces employees' intention to leave the organization. Overall, six of the nine proposed hypotheses were supported (H1, H5, H6, H7, H8, and H9), whereas H2, H3, and H4 were not supported. The rejection of H2 and H4 resulted from the absence of statistically significant relationships, whereas H3 was rejected because the observed relationship was significant but in the opposite direction to that hypothesized. Collectively, these findings suggest that Job Satisfaction plays a central role in explaining Turnover Intention. While Hope directly reduced turnover intention and Career Compromise directly increased turnover intention, Career Identity and Burnout did not exert direct effects on turnover intention. Instead, their influence appears to operate primarily through Job Satisfaction, which emerged as the strongest direct predictor of turnover intention in the proposed model.

The mediating role of Job Satisfaction was examined to determine whether it explained the relationships between Hope, Career Identity, Career Compromise, Burnout, and Turnover Intention. The bootstrapping results indicated that all indirect effects through Job Satisfaction were statistically significant, confirming the importance of job satisfaction as an intervening mechanism. For the relationships involving Hope and Career Compromise, Job Satisfaction functioned as a partial mediator, as both constructs retained significant direct effects on Turnover Intention while also exerting significant indirect effects through Job Satisfaction. These findings indicate that job satisfaction explains part of the mechanism through which hope and career compromise influence employees' intention to leave the organization.

In contrast, Job Satisfaction acted as a full mediator in the relationships between Career Identity and Turnover Intention, as well as between Burnout and Turnover Intention. Although the direct effects of career identity and burnout on turnover intention were not statistically significant, their indirect effects through job satisfaction were significant. This finding suggests that both Career Identity and Burnout influence turnover intention primarily by affecting employees' level of job satisfaction. Overall, these results reinforce the pivotal role of Job Satisfaction as the key psychological mechanism linking individual psychological and career-related factors to turnover intention among Indonesian tanker ship crews.

Discussion

The present study examined the relationships among hope, career identity, career compromise, burnout, job satisfaction, and turnover intention among Indonesian tanker ship crews by integrating Psychological Capital Theory, Career Development Theory, and the Job Demands–Resources (JD-R) Model into a single conceptual framework. Overall, the findings demonstrate that job satisfaction serves as the central psychological mechanism linking individual psychological resources and career-related perceptions to turnover intention. Among the nine proposed

hypotheses, six were supported, indicating that positive psychological resources and career-related perceptions primarily influence employees' intention to leave through their impact on job satisfaction rather than through direct effects alone. These findings provide empirical evidence that employee retention in high-risk maritime occupations is not solely determined by adverse working conditions but also by the way seafarers evaluate their careers and experience satisfaction with their jobs.

The results reveal that hope significantly reduces turnover intention while simultaneously enhancing job satisfaction. This finding supports Psychological Capital Theory, which argues that hopeful individuals possess stronger goal-directed thinking, greater resilience, and higher motivation to overcome obstacles (Luthans et al., 2008; Snyder, 2021). Tanker ship crews with higher levels of hope are therefore more capable of adapting to prolonged isolation, demanding work schedules, and operational uncertainty without developing a strong intention to leave their organizations. This result is consistent with the findings of Hu et al. (2022), who reported that hope negatively influences turnover intention and positively affects job satisfaction. Within the maritime context, the finding also aligns with Pauksztat et al. (2021) and Yuen et al. (2023), who emphasized that psychological resilience enables seafarers to cope more effectively with loneliness and occupational stress during long voyages. These findings suggest that hope functions not only as a personal psychological resource but also as an important organizational asset for improving employee retention in the shipping industry.

Unlike hope, career identity did not exhibit a significant direct effect on turnover intention, although it significantly enhanced job satisfaction. This finding suggests that professional identity alone may not be sufficient to discourage employees from leaving their organizations. Instead, career identity appears to influence turnover intention indirectly by improving employees' satisfaction with their work. This finding partially supports previous studies by Nguyen et al. (2021) and Hu et al. (2022), which reported that stronger career identity contributes to lower turnover intention. However, the absence of a direct relationship in this study may reflect the unique characteristics of tanker ship employment. Unlike many land-based occupations, career decisions among seafarers are often influenced by external considerations, including rotational work systems, family separation, contractual employment, and financial obligations. Consequently, employees may maintain a strong professional identity while still considering leaving their organizations if their overall job satisfaction is insufficient. The mediation analysis further supports this interpretation by demonstrating that job satisfaction fully mediates the relationship between career identity and turnover intention, indicating that career identity contributes to employee retention only when it successfully enhances positive work experiences.

The findings also indicate that career compromise significantly increases turnover intention while simultaneously reducing job satisfaction. Although the relationship was statistically significant, its direction differed from the original hypothesis, resulting in the rejection of H3. Nevertheless, the empirical evidence clearly indicates that employees who perceive greater discrepancies between their career aspirations and actual career opportunities are more likely to experience dissatisfaction and develop intentions to leave their organizations. This finding supports Career Development Theory, which argues that unmet career expectations generate frustration, reduce organizational commitment, and encourage withdrawal behaviors (Brown et al., 2021). The results are also consistent with Xie et al. (2024),

who found that career compromise negatively influences job satisfaction while increasing turnover intention. Within the tanker shipping industry, limited promotion opportunities, contract uncertainty, and prolonged separation from family members may intensify perceptions of career compromise, ultimately encouraging employees to seek alternative employment. Therefore, career development systems and transparent promotion mechanisms appear to play an important role in reducing employee turnover.

Another interesting finding concerns burnout, which significantly reduced job satisfaction but did not directly influence turnover intention. This result differs from many previous studies reporting burnout as a direct antecedent of turnover intention (Gao et al., 2022; Xie et al., 2024). Instead, the present study demonstrates that burnout influences turnover intention only indirectly through job satisfaction. From the perspective of the JD-R Model (Bakker & Demerouti, 2017), this finding suggests that chronic occupational strain primarily deteriorates employees' evaluation of their work rather than immediately triggering withdrawal intentions. In the maritime environment, tanker ship crews often perceive fatigue and emotional exhaustion as unavoidable aspects of their profession. Consequently, burnout alone may not be sufficient to encourage resignation unless it substantially reduces employees' satisfaction with their work. This explanation is reinforced by the full mediation effect identified in this study, indicating that job satisfaction constitutes the principal psychological pathway through which burnout affects turnover intention.

The most influential finding of this study is the significant negative relationship between job satisfaction and turnover intention, which also exhibited the largest standardized path coefficient among all direct effects. This result confirms that job satisfaction is the strongest predictor of employee retention within the proposed model. Consistent with previous studies (Fin et al., 2024; Park & Jang, 2022; Pantouvakis & Karakasnaki, 2023), employees who experience higher levels of satisfaction with their work environment, interpersonal relationships, compensation, and career conditions are substantially less likely to develop intentions to leave their organizations. Considering the physically demanding and psychologically challenging nature of tanker shipping operations, job satisfaction appears to function as a critical psychological buffer that mitigates the adverse effects of occupational stressors. These findings further support the JD-R Model by demonstrating that positive work resources can effectively offset demanding job characteristics and promote employee retention.

The mediation analysis provides additional evidence regarding the psychological mechanisms underlying turnover intention. Job satisfaction partially mediated the relationships between hope and career compromise with turnover intention, indicating that these variables influence turnover intention both directly and indirectly through employees' work satisfaction. In contrast, job satisfaction fully mediated the effects of career identity and burnout, demonstrating that these constructs affect turnover intention only by shaping employees' overall satisfaction with their jobs. These findings extend previous studies that primarily examined isolated antecedents of turnover intention by demonstrating that multiple psychological and career-related factors operate through different mediating mechanisms within a unified model.

The primary contribution and novelty of this study lie in its comprehensive integration of hope, career identity, career compromise, and burnout within a single

structural framework while simultaneously examining the mediating role of job satisfaction among Indonesian tanker ship crews. Previous studies generally investigated these variables independently or focused on healthcare, education, or general transportation sectors (Hu et al., 2022; Xie et al., 2024). Empirical evidence specifically addressing tanker ship crews has remained limited despite the unique occupational characteristics of maritime employment, including prolonged isolation, rotational work systems, contractual uncertainty, and high operational risks. By demonstrating that job satisfaction functions as the primary mechanism linking psychological and career-related factors to turnover intention, this study extends the application of Psychological Capital Theory, Career Development Theory, and the JD-R Model within the maritime sector. These findings contribute to a more comprehensive understanding of employee retention in high-risk occupations and provide new empirical evidence that psychological resources alone are insufficient to reduce turnover intention unless they are translated into higher levels of job satisfaction. Consequently, this study enriches the existing turnover intention literature by offering an integrated theoretical framework that is specifically applicable to maritime human resource management and highlights the strategic importance of fostering job satisfaction to improve workforce sustainability in the tanker shipping industry.

4. Conclusion

This study examined how hope, career identity, career compromise, and burnout influence turnover intention among Indonesian tanker ship crews, with job satisfaction serving as a mediating variable. The findings demonstrate that job satisfaction represents the central mechanism through which psychological and career-related factors shape employees' intention to leave the organization. Hope emerged as a positive psychological resource that strengthens job satisfaction while directly reducing turnover intention. Conversely, career compromise increases employees' intention to leave and simultaneously diminishes job satisfaction, highlighting the importance of aligning career expectations with organizational career opportunities. Although career identity and burnout did not directly influence turnover intention, both significantly affected job satisfaction, indicating that employees' decisions to remain with or leave an organization are largely determined by their overall evaluation of work experiences rather than by isolated psychological conditions. These findings suggest that turnover intention among tanker ship crews is a multidimensional phenomenon in which individual psychological resources, career perceptions, and workplace experiences interact through job satisfaction.

From a theoretical perspective, this study contributes to the employee retention literature by integrating Psychological Capital Theory, Career Development Theory, and the Job Demands–Resources Model into a comprehensive framework tailored to the maritime industry. Unlike previous studies that examined these antecedents separately, this research demonstrates that their influence on turnover intention operates through different mechanisms, with job satisfaction functioning as the primary explanatory pathway. The unsupported hypotheses further indicate that theoretical relationships established in other occupational settings cannot always be generalized to the maritime sector, where prolonged isolation, rotational work systems, contractual employment, and demanding operational environments may alter employees' behavioral responses. These findings suggest that future theoretical

development should incorporate industry-specific contextual factors and explore additional organizational and environmental variables capable of explaining turnover intention beyond individual psychological characteristics.

The findings also provide several managerial implications for shipping companies. Employee retention strategies should extend beyond improving general working conditions by strengthening seafarers' psychological resources, establishing transparent career development systems, minimizing perceptions of career compromise, and implementing initiatives that enhance job satisfaction throughout the employment cycle. Particular attention should be given to career planning, fair promotion practices, workload management, mental health support, and communication facilities that help seafarers maintain connections with their families during long voyages. Such initiatives are expected to improve both employee well-being and workforce stability in the tanker shipping industry.

Despite these contributions, this study has several limitations. The cross-sectional research design restricts the ability to capture changes in employees' psychological conditions over time, while the use of self-reported questionnaires may introduce subjective response bias. Furthermore, the relatively homogeneous respondent profile, dominated by male and experienced tanker ship crews, limits the generalizability of the findings to other maritime occupations and workforce groups. The proposed model also focuses primarily on psychological and career-related variables without incorporating broader structural influences, such as organizational policies, labor market conditions, or macroeconomic factors. Future studies are therefore encouraged to employ longitudinal research designs, develop measurement instruments that better reflect the unique characteristics of maritime employment, include more diverse samples across different vessel types and demographic groups, and integrate contextual organizational and environmental factors to provide a more comprehensive explanation of turnover intention in the maritime industry.

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