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The relationship between career growth opportunity and turnover intentions in employees in startup companies x: career planning coaching program designed as an intervention

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Abstract

This research was conducted to look at the correlation of each dimension of career growth opportunity to turnover intentions at the startup company PT X. This research uses a quantitative approach involving numerical data analysis using special statistical techniques. The population in this study are employees at Startup X Company, with a total of 530 employees. The research sample was taken using a convenience sampling technique. The results of this study indicate that career growth opportunities have a significant negative correlation with turnover intention. Two of the four dimensions of career growth opportunity, namely career goals progress and promotion speed, correlate with turnover intention. Employees who receive promotion and career advancement opportunities the company provides tend to have lower intentions to leave the company. Factors such as organizational structure and employment level influence employees' perceptions of career growth opportunities. Employee gender also plays a role in perceptions of career growth opportunities. However, no significant correlation was found between employee age, career growth opportunity, and turnover intention variables. Based on the results of the data processing and analysis that has been carried out, it can be concluded that Career growth opportunity shows significant correlation results with turnover intention among employees at PT X Startup, and there are two dimensions of career growth opportunity.

Keywords: Career Growth Opportunity, Turnover Intentions, Career Planning Coaching Program, Intervention

Introduction

The emergence of startup companies, or what is usually called Startups, has attracted much attention to their existence and work culture, which is different from conventional companies. This has become an attraction for job seekers, and Indonesia is in fifth place in the world, with 2,219 startups as of 2021. Apart from that, based on reports released by Google Temasek, and Bain & Company, the potential for Indonesia's digital economy will reach 113 USD in 2025. However, behind its high attraction and growth, Startups are known as companies with high uncertainty and are dynamic, and massive funding from Venture Capital makes business movement speedy (Nirenberg, 2022). Not infrequently, every startup company has its challenges.

One of the challenges is the reasonably high turnover rate. A LinkedIn study in 2018 showed that 13.2% of turnover occurred in startup companies compared to conventional companies (Booz, 2018). In other words, the turnover rate in Startups exceeds the national average level. Other survey data from some of the most prominent startups in Indonesia that play a role in the hospitality, HR services, and grocery delivery industries shows that 25% to 30% of employees resign each year. Most of these employees resign after a maximum of one year of work and, on average, have 2 to 3 years of experience in the world of work (Annur, 2019).

Turnovers and the high rate in Startups are often associated with rapid business growth. This causes high demands in the hiring process to balance business needs, so one thing that

often happens is "to rush to hire too many people too fast," which is a common mistake in a Startup (Riani, 2021). Indirectly, this affects the company's cash flow in utilizing the company's operational sustainability. One example in Startup X Company (the subject of this study) is cost efficiency in the employee development process (employee promotion). Nearly three times the development budget will be reduced in 2023 for cost efficiency. This impacts the decline in the development of employee programs that have been running. The LinkedIn Workplace Learning Report (2018) shows that 94% of employees will last long if clear career growth opportunities exist. Study Handayani & Suhariadi (2020) show results that the higher the level of career growth for employees, the lower the level of turnover intention they have. Thus, the opportunity for career growth in a company is an important guarantee that can be offered to its current employees.

Research by Lee et al. (2019) found that opportunities for career growth are significantly related to high employee turnover intention. Study Hu et al. (2008) also shows career growth to be the most critical factor in choosing a person's decision in determining a job. When the company has not been able to meet the needs of employees to develop their careers, their intention to resign is higher (Shahzad et al., 2011). According to Veldhoven and Meijman (Pu et al., 2022), *Career Growth Opportunities* or career growth opportunities include learning, growth, and career development provided by the company. Career growth opportunities describe one's efforts by defining them as one's perception of opportunities for self-development and one's position in an organization breast milk (Weng & McElroy, 2010). Weng and Hu (2009) propose that employee career growth can be described by four factors: progress in career goals, development of professional skills, promotion speed, and remuneration growth.

The existence of career growth opportunities in a company has a significant impact on its employees. Several studies also show that career growth opportunities affect employees' commitment to work, growing confidence in company growth that can provide great opportunities, as well as emotions that tend to be more positive at work (Nouri & Parker, 2013; Weng et al., 2010; Jawahar, 2012; Meyer et al., 1993). Moreover, even one survey from Better Buys shows that 15% of employees get opportunities for career growth to become more involved (engaged) with their role in the company (Harvard et al., 2022). This shows how influential and essential the aspect is for employees to choose a workplace.

Based on literature searches, several previous studies with career growth opportunity and turnover intention variables show different results. Research conducted by Lee et al. (2019) shows that the company's lack of career growth opportunities is significantly closely related to high employee turnover intention. In the research results by Nouri and Parker (2013), it is stated that career growth opportunity influences turnover intention. This explains that when employees believe in a company that can provide opportunities for career growth, it indirectly increases employee commitment, which leads to reduced intentions to change companies.

Previous research shows inconsistent results regarding career growth as an influencing factor on turnover intention. In previous research, there were differences in research subjects, including company industry and career growth opportunity variable references (covering unidimensional and multidimensional variables). Therefore, this research proposes similar research to examine the influence of career growth opportunities and turnover intention in startup companies. This research will be accompanied by an intervention program that targets independent variables based on comprehensive research results.

This research was conducted to look at the correlation of each dimension of career growth opportunity to turnover intentions at the startup company PT X. The theoretical benefit of this research is to enrich the research literature related to issues that often occur in startup companies, namely turnover intention and is closely related to career growth opportunities. Meanwhile, the practical benefits of this research are to provide input to PT X companies

regarding employee development conditions, which impact high turnover rates, as well as to help companies intervene on the main factors that cause high turnover rates at PT X.

2. Methods

This research uses a quantitative approach that involves analyzing numerical data using special statistical techniques. This research also uses a non-experimental type of research, where there is no random assignment or manipulation of the variables studied. The research design used was cross-sectional studies. This research is also a correlational study which aims to see the extent of the relationship between variables. The research variables consist of the dependent variable, namely turnover intention, and the independent variable, namely career growth opportunity. Turnover intention refers to the employee's desire to leave the company. At the same time, career growth opportunities include career growth, such as advancing career goals, developing professional skills, speed of promotion, and salary growth. These variables are operationalized through a questionnaire with items assessed based on the level of employee perception of these factors.

The population in this study are employees at Startup X Company, with a total of 530 employees. The research sample was taken using a convenience sampling technique, in which every member of the population willing to fill out the questionnaire can be a research sample. The number of samples used fulfills the requirements for multivariate analysis. Demographic data collected includes gender, age, education, level/position, years of service, and the number of teams led. Data was collected through the use of an adapted questionnaire in Indonesian. Measuring tools to measure turnover intention and career growth opportunities use a Likert scale with items adapted from previous studies. Data processing is carried out using SPSS 26 software using descriptive analysis techniques.

3. Results and Discussion

Overview of Research Demographic Data

The number of participants in this study were 107 participants. The demographic description of participants is divided into several categories, namely, gender, age, length of time working at the current company, position, and number of times they have changed companies. Table 1

Results of Study 1 Demographic Data

Characteristics	Category	Mean	Frequency	%
Gender	female (2)	1	46	43
	boy (1)		61	57
Age	20-25 Years (1)	2	30	28
	26-30 Years (2)		52	48,6
	30-35 Years (3)		25	23,4
Number of company transfers	1	3	8	7.5
	2		29	27.1
	3		30	28
	4		16	15.7
	5		15	14
	6		5	4.7
	7		3	2.8
	8		1	0.9
Length of work	< 3 months	2	23	21.5
	4 - 12 Months		36	33.6
	13 years old		35	32.7

			Original Article
Levels	>3 Years		12.1
	staff	2	51.4
	Senior Staff		12.1
	Supervisors		21.5
	Junior Manager		9.3
	Manager		4.7
	Vice President		0.9

The table above 1 shows the results of an overview of the characteristics of the sample study participants 1 with 107 participants, 61 male participants (57%), and 46 female participants (43%). The age category of participants is seen based on the age range of employees working in startup companies, namely the younger generation. According to Guelich and Bosma (2018), the age range of the younger generation is 18-34 years. Then, in the categorization of this study it was divided into three categories, namely, the range of 20-25 years was 30 people (28%), 26-30 years were 52 people (48.6%), and 30-35 years were 25 people (23, 4%).

The demographic data above also includes screening data showing where he currently works (Startup X) is where he has worked. This is done as a form of control and comparison of data results. Based on the results, the participants who had moved two times the most, namely 29 people (27.1%) and 30 (28%), moved three times. The rest of the participants who had their first place of work at Startup X were eight people (7.5%), then employees who moved four times 16 people (15%), moved five times 15 people (14%), moved six times a number 5 people (4.7%), moved seven times totaling three people (2.8%), moved eight times totaling one person (0.9%).

The length of time they have worked at Startup (32.7%), and > three years, a total of 13 people (12.1%). Then, based on level, Staff is the most numerous level, reaching a portion of the total participants in this study, 55 people (51.4%). This is also part of the total representation of startups. Then, at the Senior Staff level, there are 13 people (12.1%), Supervisors 23 people (21.5%), Junior Managers 10 people (9.3%), Managers 5 people (4.7%), and Vice President 1 person (0.9%).

In addition, this study also provided three closed questions as a form of initial screening in exploring the career aspirations of participants at the current Startup X Company.

Table 2

Career Screening Data Results

Characteristics	%	
	No	Yes
Career Planning	9,3	90.7
Development Program Facilities	11,2	88.8
Development Program in terms of Career Support	19.6	80.4

As many as 90.7% of participants answered "YES" to questions related to their current career plans at Startup X. The next question was about the current development program facilitated by Startup X, as many as 88.8% of participants answered "YES", meaning a number of participants felt that there was a development program at the company. Then, the third question confirms the alignment of available development programs to support future career

planning. As many as 80.4% answered "YES", meaning that participants felt that the available development program supported their current career planning. Conversely, as many as 19.6% of participants answered "NO," meaning that participants felt that the existing development program was not sufficient to support their current career aspirations and career plans at Startup X.

Descriptive Description and Categorization of Research Variables

This section will present an overall picture of participant responses from each variable studied to enrich the research discussion. The resulting scores include minimum scores, maximum scores, *mean*, standard deviation, and categorization of results can be seen in Table 3 below.

Table 3

Descriptive Test Results of Research Variables

Variable	Minimum	Maximum	Mean	Mean- Likert scale	elementary school
IT	9	24	2.88	3	3,236
CGO a	6	20	3.99	4	2,586
CGO b	10	20	4.32	4	2,586
CGO c	6	30	3.22	3	3,003
CGO d	3	15	2.98	3	2.38
CGO Total	32	75	55.06	4	8,453

N= 107

Then, the researcher explained the participant frequency distribution data by dividing them into three categories: low, medium, and high for each variable studied. Frequency distribution table data can be seen in Table 4 below.

Table 4

Table of Research Variable Frequency

Variable	Low	Currently	Tall
IT	28 -26.20%	71 -66.40%	8 -7.50%
CGO a	2 -1.90%	24 -22.40%	81 -75.70%
CGO b	1 -0.90%	12 -11.20%	94 -87.90%
CGO c	21 -19.60%	63 -58.90%	23 -21.50%
CGO d	4 -3.70%	36 -33.60%	67 -62.60%
CGO Total	29 -27.10%	50 -46.70%	28 -26.20%

N= 107

Turnover Intention variable

The score resulting from the turnover intention measurement scale is the total score. The average value of turnover intention is 17.29, or if standardized on the Likert scale used, is 3, and produces a standard deviation of 3.245. In addition, from the frequency distribution results on the variable turnover intention, it is known that there are participants with a turnover rate in the medium category of 71 people (66.4%). This means that participants who are employees of Startup X do not yet have a solid intention to switch companies. This is due to economic factors

and reinforced by the many layoffs in various startup companies, thus resulting in many employees preferring to stay in the current company to avoid the difficulty of getting a better job. Given these conditions, only eight employees (7.5%) have high turnover intention at Startup X.

Career Growth Opportunity Variable

The career growth opportunity measurement scale produces a total score and scores for each dimension. The following descriptive test results and frequency distribution show:

- a. First, career goal progress has an average value of 15.96 or 3 on the standardized Likert scale value, producing a standard deviation of 2.586. The frequency distribution results in the first dimension show that there are participants with a high career goal progress rate of 81 people (75.7%). This is motivated by development programs that have started to be implemented since 2022 at Startup X. Currently, the development program is in the process of achieving the target at the level of awareness, which targets all employees equally.
- b. Second, professional ability development has an average value of 17.26 or 4 on the standardized Likert scale value and produces a standard deviation of 2.586. The results of the frequency distribution show that there are 94 participants (87.9%) at a high level and 12 people (11.2%) at a moderate level. This is also related to development programs starting to be implemented to support employee abilities professionally.
- c. Third, promotion speed has an average value of 12.90 or 3 on the standardized Likert scale value, producing a standard deviation of 3.003. In addition, the table above shows the results of the frequency distribution that as many as 63 people (58.9%) participants are at a moderate level of promotion speed. Startup X started the employee promotion system and provisions in mid-2022. This means that currently, the system is still being carried out in the form of trial and error to produce an effective system at Startup X. This can also be seen from the results of the promotion speed, which is almost balanced in the high category as many as 23 people (21.5%) and low 21 people (19.6%) felt by employees.
- d. Fourth, salary growth averages 8.93 or 3 on the standardized Likert scale and produces a standard deviation of 2.380. The results of the frequency distribution show that as many as 67 people (62.6%) experience high salary growth, while as many as 36 people (33.6%) are in the medium category.
- e. Let's look at the overall career growth opportunity variable. The average value of the total score is 55.06 or 4 on the standardized Likert scale used, resulting in a standard deviation of 8.453. The frequency distribution results show that 50 participants (46.7%) are in the medium career growth opportunity category. Participants also felt the opportunity for career growth in the low and high categories, namely 29 people (27.1%) in the low category and 28 people (26.2%) in the high category. This is due to the uneven distribution of talent mapping and development systems for all divisions in Startup X.

Correlation Test Results Between Variables

Before proceeding to the following analysis, the researcher conducted a correlation test between the research variables. In this correlation analysis, researchers tested demographic data with research variables to see if there were variables that had an effect. This correlation analysis uses Pearson (*Pearson product-moment correlation*) by testing the variables analyzed are career growth opportunity (independent variable) with four dimensions and turnover intention (dependent variable), as well as control variables which include gender, age, number of company changes, length of work, and level. The correlation test results are shown in Table 5 below.

Table 5
Variable Correlation Test Results

Variable	1	2	3	4	5	6	7	8	9	10	11
1. JK	-										
2. Age	.286 **	-									
3. Company	-.102	.411 **	-								
4. Length of work	-.066	.107	-.265 **	-							
5. Levels	.292 **	.556 **	.241 **	.15 7	-						
6. IT	.068	-.181	-.147	.02 7	-.279 **	-					
7. CGOa	.253 **	.129	.062	.05 7	.147	.253 **	-				
8. CGOb	.257 **	.017	.080	.02 3	-.006	-.182	.592 **	-			
9. CGOc	-.153	.024	-.007	.06 2	.215 *	.306 **	.495 **	.448 **	-		
10. CGOd	.223 **	.114	-.023	.11 0	.180	-.176	.363 **	.365 **	.70 9*	-	
11. CGO Total	.277 **	.087	.035	.04 2	.173	.295 **	.781 **	.758 **	.85 1*	.762 **	-

N= 107, * significant at $p < .05$, ** significant at $p < .01$

Table 5 above shows the correlation results of all variables. The results show that gender has a negative and significant relationship with three dimensions of the career growth opportunity variable, including career goal progress ($r = -.253$, $p < .01$) and professional ability development ($r = -.257$, $p < .01$), and salary growth ($r = -.223$, $p < .01$). Apart from that, the level has a negative and significant relationship with turnover intention ($r = -.279$, $p < .01$), meaning that the lower the employee's level, the higher the potential for turnover intention felt by employees. This employee level also has a positive and significant relationship with one of the dimensions of the career growth opportunity variable, namely promotion speed ($r = .215^*$, $p < .05$). It means,

Next, the correlation test results between the two variables were carried out by testing each dimension and the total score of career growth opportunity and turnover intention. The correlation test results for the total career growth opportunity score with turnover intention

show a negative and significant relationship ($r = -.295$, $p < .01$), meaning that the lower the career growth opportunity, the higher the level of employee turnover intention. Meanwhile, the results of the correlation test for each dimension of career growth opportunity show that only the dimensions of career goal progress and promotion speed have a negative and significant relationship with turnover intention ($r = -.253$ & $r = -.306$, $p < .01$). It means,

The results of this research in Hypothesis 1 show that career *growth opportunities* have a significant negative correlation with turnover intention. This result is in line with the results of previous research that career growth is closely correlated with the level of turnover intention (Lee et al., 2019; Nouri & Park, 2013; Weng & McElroy, 2012). Then, in testing Hypothesis 2, testing each dimension of career growth opportunity with turnover intention, the leading problem formulation in this research, to see the gap in each dimension. The results show that 2 of the four dimensions of career growth opportunity, namely, career goals progress and promotion speed, are correlated with turnover intention. This means that the greater the employee's perception regarding career goals progress and promotion speed provided by the company, the less likely the employee is to think about leaving the company.

The results of this study, when compared with several previous studies, show quite varied results. Research from Karavardar (2014) shows dimensions of professional ability development and remuneration growth, research by Nawaz & Pangil (2015) shows dimensions of remuneration growth and promotion speed, and research by Handayani & Suhariadi (2020) shows dimensions of career goals progress and remuneration growth that correlate with turnover intention. The results of these studies vary. Researchers argue that there are supporting factors that can influence employees' perceptions of perceived career growth opportunities. Like the condition and structure of the organization, which generally consists of core and support teams, this is related to the retention period given to employees (Arthur, 2008; Granrose & Baccili, 2006). Generally, companies will prioritize employees in the core team to be given opportunities to develop and improve work capabilities to achieve company goals (Lee et al., 2019). From the results of this study, the researchers decided to focus on career goals, progress, and promotion speed as factors causing the high rate of turnover intention.

Based on the variable correlation test results with demographic data, research shows that staffing level has a significant negative correlation with turnover intention and promotion speed ($p < 0.05$). This means that most employees who have reached a high level (SPV-up) are more likely to have a lower intention to leave the company than employees who are still at a low level (Staff level). Apart from that, employee gender significantly correlates with three dimensions of career growth opportunity: career goals progress, professional ability development, and remuneration growth. This means that from a gender perspective (both men and women), it describes the suitability of work with career goals, the potential for professional career development,

Then, 72% of the participants in this study included Generation Y with an age range of 26-35 years, assuming that the age aspect influenced perceptions of career growth opportunity and turnover intention. This is based on previous research by Nindyati (2017), which stated that the behavior of changing jobs is often carried out by Generation Y (with an age range of 26-35 years) due to the urge to improve themselves and their careers. Generally, this age range has characteristics known as individuals who are ambitious, self-confident, and have a great desire for their career growth (De Hauw & De Vos, 2010). However, from this explanation,

The limitations of this study include two main things. First, the research subjects were limited to one organization, namely startup companies, with 107 participants. This limitation means that the research results cannot be directly generalized to other populations outside the same organization. Second, the research design used is correlation between variables. In this context, the research cannot conclude that there is a causal relationship between the variables

studied. By considering these limitations, it is necessary to interpret research results carefully, and further research with broader and more complex designs can be carried out to gain a deeper understanding of the phenomenon under study.

4. Conclusion

Based on the results of data processing and analysis that have been carried out on the research problem formulation, it can be concluded that Career growth opportunity shows significant correlation results with employee turnover intention at Startup PT, which shows a significant correlation with employee turnover intention at Startup PT X. Methodological and practical suggestions that can be drawn from the results of this study are as follows. From a methodological perspective, it is recommended that further research explore other predictor variables, such as readiness for organizational support, organizational commitment, and systems designed to support career development. In addition, researchers are also advised to expand the number of research samples in order to obtain more representative results. Furthermore, similar research with the characteristics of Startup companies and involving other companies must also be carried out to get a more comprehensive picture of the phenomenon under study. In terms of practical advice, the results of this study suggest that PT X should consider designing a company system that supports employee career development to care for employees and reduce the desire to change jobs. In addition, designing a regular career planning program is also recommended to map employee career goals and match their needs with the organization, such as career guidance programs and the like.

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