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THE EFFECT OF CAREER GROWTH ON THE TURNOVER INTENTION IN EMPLOYEES OF STARTUP X

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ABSTRACT

Career development is a measure for a person who is developing himself in the organization where he works. It can be said that career growth is the level of perception that an individual has of the career possibilities that exist in his organization. However, it is known that career development also has an influence on turnover intentions, especially in the startup business. For this reason, this research aims to determine the effect of Career Growth on turnover intention on startup X employees in Surabaya. This research was conducted on startup X employees with a sample of 39 employees with a minimum service period of 1 year. The data were collected using survey techniques through a questionnaire, where the career growth scale was developed by Weng and Hu. While data analysis uses a simple regression test with the help of the IBM SPSS Statistics 24.0 program for windows. The results of the analysis show the value of F analysis of 18.199 with a significance value of $0.00 < 0.05$ which indicates the level of growth that affects the career growth with turnover intention on startup X employees in Surabaya. Through the results of the analysis, it can be concluded that the higher the level of career growth in employees, the lower the level of turnover intention they have.

INTRODUCTION
The development of startups in Indonesia from year to year always experiences a very significant increase (Wijaya, 2019). As a company with pioneering company characteristics, the problem of turnover at startup becomes quite attention-grabbing (Hessels, van Gelderen and Thurik, 2008). Turnover intentions among

startups themselves can be used as a benchmark for the possibility of employee turnover in the future (Korunka et al., 2003). The turnover intentions refer to the conscious and planned desire to leave the organizations (Chin, 2018) which are positively related to actual employee turnover (Memon et al., 2014). Turnover itself actually has both positive and negative impacts. One startup company in Indonesia that is quite concerned about the turnover problem is startup a company X which is domiciled in Surabaya.

Through interviews with the owner, it is known that the company has a significant increase in employee turnover every year, which percentage increases about 3% every year. There are many factors which affect the turnover at startup X (Syauqi, 2018). Based on interviews conducted with the human resource development (HRD) team of startup X, it is known that most employees make a turnover because employees choose to move and work in other companies (both in startup companies and in large companies). This shows that before making a turnover, the employee already has thoughts or compares other companies with the company where he works now. Furthermore, HRD of startup X also added that they felt some impact from the high employee turnover. Especially if the employees who make a turnover are employees with good quality and contribute greatly to the company, then inevitably the company must recruit new employees who may not necessarily have the same quality as the previous employee.

Based on this, career growth can be said to be one of the factors that greatly influences the tendency of employee turnover intentions (Abdillah, 2012). For this reason, this research aims to examine the effect of career growth on turnover intention on startup X employees.

RESEARCH METHOD
This research was done quantitatively, aiming to find the effect of career growth on turnover intentions. This type of research aims to explain a generalization of the sample to its population or explain the relationship, differences in a variable with other variables (Neuman, 2007). On the other hand, based on data collection techniques, this research uses a survey method that aims to find relationships between variables that exist in research (Kerlinger, 2006). The writers' goal is to examine the effect of career growth with turnover intentions.

In addition, this research also uses dependent variables and independent variables. The population types were the employees of Startup X, focusing on employees who had worked for at least 1 year. During this time the employee was considered to have passed the training period and had a view on career advancement in the organization where they worked (Weng and McElroy, 2012). Based on this, there were 50 employees who were included as the sample. The writer intends to take the entire population as research subjects, but because the subject is spread in two branches and there are many subjects that are not in place because of coverage and outside services, the writers resorted to different sampling technique. The sampling technique used in this research was accidental sampling. In this sampling technique, the sample used is anyone who accidentally encountered by the writer at the time of data collection, which was 39 employees.

This research is in the form of survey research that uses a written questionnaire in data collection (Neuman, 2007). The questionnaire used is a Likert scale which is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena (Sugiyono, 2009). Research using questionnaires is considered appropriate because responses on a Likert scale have advantages between others, are relatively easier, have relatively high reliability, and a large response number makes Likert able to provide more information about the opinions and attitudes of respondents (Nazir, 2011). In addition, in this research, there are also two psychological measurement instruments, namely the career growth scale and the turnover intention scale. Then, the measurement validity used in this research is content validity seen from the suitability of the content in the measuring instrument to represent the conceptual definition (Neuman, 2007). To find out the content validity of the measuring instrument used, the writer asked for help from 4 professional judgments consisting of 1 lecturer in the Faculty of Psychology, Universitas Airlangga, and 3 people who were experienced in managing human resource in a company/organization. The results of criticism and suggestions from the professional judgment will be considered in improving the measuring instrument that will be used. The test also uses the Cronbach Alpha technique which is calculated with the help of SPSS 24.0 for windows.

RESULTS AND DISCUSSION

Career growth scale reliability

This research uses a career growth scale developed by Weng and Hu (Kim et al., 2016). Previously the research was adapted by Garin Herlambang (2015) in his thesis entitled "The Effect of Job Insecurity and Career Growth on Turnover Intentions on Contract Employees at Institution X" with a reliability value of 0.93. This scale consists of 15 items that capture 4 dimensions (career goal progress, professional ability development, promotion speed, and remuneration growth). The following is a reliability test in this research:

Table1. Career Growth Scale Career Results Alpha Cronbach N Score (Total Items)

Alpha Cronbach	N Score (Total Items)
0.730	15

Based on table 1, the reliability score shows 0.730. The scale of career growth can be said to be reliable with a high degree of reliability. In addition to seeing the total Cronbach Alpha score, the reliability of the measuring instrument can also be seen through reliability per item. Most of the item is worth more than 0.3. Thus, it can be said that the power difference between the items is somewhat satisfactory (Azwar, 2012).

Turnover intention scale reliability

The turnover intention instrument was developed by Mobley, Honer, and

Hollingsworth (1978) which was translated by Garin Herlambang (2015). This turnover intention questionnaire consisted of 3 favorable items using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 2. Turnover Intentional Scale Reliability Results

Alpha Cronbach N Score (Total Items)
0.687 3

Based on the table, the score of religiosity shows a number of 0.687. The scale of turnover intuition can be said to be reliable with a moderate degree of reliability. In addition to seeing the Cronbach Alpha total score, the reliability of the measuring instrument can also be seen through per-item reliability. All items are valued more than 0.3 so that it can be said that the power difference between items is fairly satisfying (Azwar, 2012).

Descriptive analysis results

Descriptive statistics are statistics that process raw data into data that is easier to understand. This descriptive statistical analysis includes maximum values, drinking values, range values, mean values and standard deviation values. The results of descriptive analysis of the data obtained from this research are as follows:

Table3. Calculation of Descriptive Statistics of Career Growth Results on Turnover Intentions

Descriptive statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation
X	39	27	48	75	56.26	4.993
Y	39	6	3	9	5.85	1.647

Valid N (listwise) 39

Based on table 3, it can be seen that there were 39 data that was processed. Variable X (career growth) has a minimum value of 48 and a maximum value of 75, with a range value of 27. As for the mean value of 56.26 and the standard deviation of 4.993 for the career growth variable. The variable Y (turnover intention) has a minimum value of 3 and a maximum value of 9 to produce a range value of 6. While on the turnover intention variable, the mean value is 5.85 and the standard deviation is 1.647.

Career growth norms are divided into five categories: very high, high, medium, low, very low. Through the research results it can be seen that the career growth

of startup X employees is moderate. This can be seen from the majority of employees who have a moderate score of 16 employees (41.03%). Then the low category was 11 (28.21%) and very high was obtained by 2 employees (5.13%). Very low category was found as many as 1 person (2.56%), and those included in the high category were only 9 people (23.08%).

On the other hand, the turnover intention norm is divided into five categories, namely very high, high, medium, low, very low. Through the research it can be seen that the turnover intention of startup X employees is classified as moderate. This can be seen from the majority of employees who have high scores (14 employees, 35.90%). Then the medium category was 13 employees 33.33% and low was 9 employees (23.08%), very low and very high categories were 2 employees (5.13%) and 1 employee (2.56%).

Assumption test results

Normality test

Normality test is conducted to determine whether the population of the research data is normal or abnormal. A data can be said to be normal if it has the highest value in the middle so that the curve forms a symmetrical bell (Pallant and Manual, 2007). This research uses the Kolmogorov-Smirnov technique because the number of samples is less than 100. The basis for returning the decision in the Kolmogorov-Smirnov normality test is that the data are stated to have a normal distribution if the significance level is > 0.05. Based on the normality test data, it is known that the variable of career growth and turnover intention has a normal data distribution. This can be seen from the results of the significance level of 0.200 which is greater than 0.05.

Linearity Test

Linearity test is a test of assumptions conducted to see whether there is a significant linear relationship between variables. This research was conducted by looking at Anova tables through the help of IBM SPSS Statistics 24 for windows. A data can be said to be linear if it has a significance value of > 0.05, whereas if it has a significance value of < 0.05 it can be said that the data is not linear. Here follows the linearity of the scale of career growth and turnover intentions.

Table 4. Linearity Test Results
ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Y	Between	(Combined)	50.744	13	3.903	3.148	0.007
*	Groups	Linearity	26.951	1	26.951	21.735	0.000
X		Deviation	23.793	12	1.983	1.599	156
		From					

		Linearity					
Within Groups			31.000	25	1.240		
Total			81.744	38			

Based on table 4 it is known that the significance value of the deviation from linearity is 0.158. The significance value is greater than 0.05, thus it can be concluded that there is a significant linear relationship between career growth variables and turnover intention.

Homoscedasticity test

Homoscedasticity test is performed to determine whether the two variables have variants from the same population or not. Homoscedasticity test through images is done by looking at the distribution of data on scatterplots. If the points on the scatterplot image spread and do not form a certain pattern, it can be said that the research data is homoscedasticity. Conversely, if the points in the scatterplot image do not appear to spread and form a certain pattern, it can be said that the research data appears heteroscedastically.

Based on these tests, it can be concluded that the data is spread above and below zero around zero, the points do not fuse, and form certain patterns so that it can be said that there is no heteroscedasticity so it can be said that the data in the data in this research meet the homoscedasticity test.

Data Analysis test results

The data analysis test used in this research is a simple regression analysis technique. This linear regression analysis can be used to predict or test the effect of career growth (independent variable) on turnover intention (dependent variable). The following is the result of a simple linear regression analysis using IBM SPSS Statistics 24 for windows:

Table5. Summary Model Results between Career Growth and Intention Turnover

Model summary

Models	R	R Square	Adjusted R. Square Co.	Std. Error of the Estimate
1	0.574	330	312	1.217

Based on table 5, it can be seen that the R value is 0.579. This value shows the regression between career growth variables and turnover intention variables. According to Cohen, with a large interpretation guide, the value of R is 0.10-0.29, weak; 0.30-0.49 moderate; and 0.50-1.0 strong (Pallant and Manual, 2007). According to these guidelines, it can be said that the magnitude of the regression between career growth variables and turnover intentions has a strong influence.

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The value of R square or the value of the coefficient of determination (R2) which is 0.330 or 33% can also be seen in the table. Based on these values, it can be concluded that the magnitude of the influence between the variables of career growth with turnover intention is 33% and the rest is influenced by other factors.

Table 6. Summary Model Results between Career Growth and Intention Turnover

ANOVA

Models	Sum of Squares	df		Mean Square F	Sig.
1 Regression	26.951		1	26.951 18.199	0.000
Residual	54.793		37	1.481	
Total	81.744		38		

Table 6 shows that the coefficient of F value is 18,199 with a significance of 0.00 less than 0.05. This shows that career growth and turnover intentions have a significant influence.

Table7. Results of Coefficients Model between Career Growth and Turnover Intentions

Coefficients^a

Models		Unstandardized Coefficients	Standardized Coefficients		
		B Std. Error	Beta	t	Sig.
1	(Constant)	15.668 2233		7.018	0.00
	CG	-.169 0.040	-0.579	-4.266	0.00

a. Dependent Variable: IT

Based on table 7, it can be concluded that the simple linear line equation between the independent variables of stickiness with the self-efficacy dependent variable is as follows:
$Y = a + bX$
$Y = 15.668 - 0.169 X$

The equation shows that if there is no career growth, the turnover intention value is 15.499. The value of the regression coefficient X of 0.169 which means that each additional level of career growth, the intention of one's turnover will decrease by 0.169. The negative regression results show that the regression between career growth and turnover intention has a negative effect, meaning that if the level of career growth increases, the level of turnover intention will decrease and vice versa.

Proof of Hypothesis

H_a: There is a significant influence of career growth (career growth) on turnover intentions on startup X employees.

H_0: There is no significant influence between career growth (career growth) on turnover intention on startup X employees.

Table7. Beta Coefficient of Regression Model Analysis

Regression Model	β Value	Significance	Notes
Regression X to Y	-0.579	0.00	Significant

Based on these tables it is known that the results of the regression analysis test with the H testing criteria$_0$ is accepted if the significance value> 0.05, and H_0 is rejected if the significance value is <0.05. Through this table, it is known that this research has a significance value of 0.00. This shows that the significance value is less than 0.05, so it can be said that the career growth variable has an influence on turnover intention.

DISCUSSION

Based on the data analysis that has been done in this research, it is known that the variable career growth and job influence on turnover intentions on startup X employees. This can be seen from the significance value in ANOVA multiple linear regression modeling of 0.00 or smaller than 0.05. The analysis also states that the influence between career growth on turnover intentions is negative by producing a linear equation Y = 15.668 - 0.169 X. The results explain that each additional career growth, the intention of turnover will decrease by 0.169. Therefore, it can be seen that career growth has a significant influence on turnover intentions, where if the higher the career growth score the lower the level of turnover intention on startup X employees. These results indicate that H_a in this research it was accepted that there was a significant influence between career growth on turnover intention on startup X employees (Sitinjak, no date).

These results support previous research which states that there is a negative influence between career growth on turnover intentions, organizations that are able to provide good career opportunities for employees will make these employees survive in the organization (Kim et al., 2016). However, if the organization is unable to meet employee career growth, turnover intentions will be higher. Naegrin and Tzafir stated that one of the causes of employee turnover intention behavior is that it is triggered by organizations that cannot fulfill employee opportunities to develop their careers (Shahzad et al., 2011).

Data analysis also obtained a large influence of career growth variables on turnover intentions of 0.579, where according to Cohen it is said to bring from these results that it can be said that the influence between variables is included in the medium category (Pallant and Manual, 2007). In addition, the influence of independent variables on the dependent variable shows a value of 33%. With 67%

other factors that influence.

In this research, career growth showed a significance result of 0.012 < 0.05 so that it had a significant influence between the dimensions of career goal development on turnover intention. The value of β dimension of developing career goals is -0.522. This shows that in each increase in career growth rate, the intention of one's turnover will decrease by 0.522.

In addition to the salary dimension, it is seen that salary increases are individuals' perceptions of the speed, amount, and possible increase in compensation they will get (Weng and McElroy, 2012). In this research, the salary increase dimension has a significance value of 0.040 <0.05. Thus, it can be said that the salary increase dimension has a significant influence on the variable turnover intention. The value of β dimension of developing career goals is - 0.472. This shows that in each increase in career growth rate, the intention of one's turnover will decrease by 0.472.

On the other two dimensions, namely the dimension of increasing professional ability and speed of promotion, there is no significant effect on turnover intentions. In this case the development of professional abilities is the extent to which the individual's current job is possible to obtain skills of significance and new knowledge with a significance value of 0.680 > 0.05 (Weng and McElroy, 2012). The speed of promotion is an individual's perception of their level and likelihood to be promoted with a significance value of 0.109> 0.05.

CONCLUSION

Based on the results of data analysis, it can be concluded that there is a significant influence between career growth on turnover intention on startup X employees. The regression equation obtained shows a negative effect so it can be concluded that the higher the level of employee career growth, the lower the level of turnover intentions.

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