

ENHANCING INNOVATIVE WORK BEHAVIOUR THROUGH CAREER GROWTH AND WORK ENGAGEMENT AMONG EMPLOYEES IN START-UP FIRMS

Dony Firman Santosa^{1*}, Novi Tri Yanti², Novia Dewi Syafitri³

¹Program Studi Manajemen Sumber Daya Manusia, Politeknik Ketenagakerjaan
Email: donyfirman@politeknaker.ac.id

²Program Studi Manajemen Sumber Daya Manusia, Politeknik Ketenagakerjaan
Email: ovitriyanti11@gmail.com

³Program Studi Manajemen Sumber Daya Manusia, Politeknik Ketenagakerjaan
Email: syafitri.noviadewi@gmail.com

*Penulis Korespondensi

Masuk : 05-08-2025, revisi: 20-10-2025, diterima untuk diterbitkan : 24-10-2025

ABSTRAK

Perusahaan rintisan merupakan salah satu penggerak utama inovasi dalam era ekonomi digital. Namun, di balik pertumbuhan tersebut, perusahaan rintisan menghadapi tantangan besar, terutama dalam mempertahankan keberlanjutan inovasi. Salah satu tantangan utama adalah membangun sumber daya manusia yang mampu menunjukkan perilaku kerja inovatif secara konsisten. Penelitian ini bertujuan untuk menganalisis pengaruh pengembangan karier terhadap keterlekatan kerja, pengaruh keterlekatan kerja terhadap perilaku kerja inovatif, serta pengaruh keterlekatan kerja terhadap keinginan karyawan untuk meninggalkan perusahaan rintisan. Populasi penelitian ini adalah karyawan yang telah bekerja minimal satu tahun di PT Sumoda Tama Berkah, PT Lotus Boga Lima, PT Savana Anugerah Lestari, CV Rafila, dan PT Tata Tirta Utama. Metode *purposive sampling* digunakan untuk mengumpulkan data sehingga diperoleh sebanyak 80 responden yang terlibat dalam penelitian. Data dianalisis dengan menggunakan pendekatan *Structural Equation Modeling* berbasis *Partial Least Square* (SEM-PLS). Hasil penelitian menunjukkan bahwa pengembangan karier berpengaruh positif dan signifikan terhadap keterlekatan kerja. Keterlekatan kerja berpengaruh positif dan signifikan terhadap perilaku kerja inovatif, serta berpengaruh negatif dan signifikan terhadap keinginan untuk meninggalkan perusahaan. Secara teoretis, hasil penelitian ini memperkuat konsep pertukaran sosial yang menjelaskan bahwa investasi organisasi dalam karier karyawan akan dibalas dengan peningkatan komitmen dan perilaku positif. Dari sisi praktis, manajemen perusahaan rintisan disarankan untuk menyediakan jalur karier yang terstruktur, memperkuat program pengembangan kompetensi, dan melakukan pemantauan rutin terhadap tingkat engagement sebagai strategi retensi dan penggerak inovasi.

Kata Kunci: Keinginan meninggalkan perusahaan, Keterlekatan kerja, Perilaku kerja inovatif, Pertumbuhan karier, Perusahaan rintisan

ABSTRACT

Start-up enterprises are among the primary drivers of innovation in the digital economy. However, despite their rapid growth, many start-ups continue to face significant challenges, particularly in sustaining continuous innovation. One of the most critical challenges lies in developing human resources capable of consistently exhibiting innovative work behaviour. This study aims to examine the influence of career development on work engagement, the impact of work engagement on innovative work behaviour, and the effect of work engagement on employees' intention to leave start-up organizations. The research population comprises employees who have worked for at least one year at PT Sumoda Tama Berkah, PT Lotus Boga Lima, PT Savana Anugerah Lestari, CV Rafila, and PT Tata Tirta Utama. Data were collected through purposive sampling, yielding 80 valid responses. The data were analysed using the Structural Equation Modelling–Partial Least Squares (SEM-PLS) approach. The findings indicate that career development has a positive and significant effect on work engagement. Furthermore, work engagement positively and significantly influences innovative work behaviour while negatively and significantly affecting employees' turnover intention. Theoretically, these results reinforce the principles of Social Exchange Theory, suggesting that when organizations invest in employees' career development, employees reciprocate through stronger commitment and positive behavioural outcomes. From a practical standpoint, start-up management is encouraged to establish structured

career pathways, enhance competency development programmes, and conduct regular engagement assessments as part of their retention and innovation strategies.

Keywords: *Innovative work behavior, Organizational career growth, Startup companies, Turnover Intention, Work engagement*

1. INTRODUCTION

Start-up enterprises have become an essential driver of innovation and economic growth in the digital era. In Indonesia, the start-up ecosystem continues to expand, with more than 2,300 active start-ups recorded by 2024. Despite this promising growth, many start-ups struggle with organizational stability, human resource management, and the sustainability of innovation (Startup Genome LLC, 2024). Employee innovative work behaviour (IWB) is considered one of the critical determinants of a start-up's success, as it enables firms to generate creative solutions, adapt to market shifts, and maintain competitiveness. Previous research suggests that organizational career growth and work engagement play central roles in shaping innovative behaviour. Structured career development improves job satisfaction and commitment, while high levels of engagement foster intrinsic motivation and collaborative efforts that stimulate innovation, particularly within dynamic start-up environment (Karatepe, 2013)

Organizational career growth represents the extent to which employees perceive opportunities for professional advancement and development within the organization (Weng & McElroy, 2012). Employees are more likely to remain and contribute positively when they experience meaningful career prospects (Lee et al., 2019). Prior studies have demonstrated that career growth correlates not only with individual outcomes such as job satisfaction but also with organizational-level outcomes, including performance and positive work attitudes (Wau & Purwanto, 2021). Career growth is commonly measured using four dimensions: career goal progress, professional ability development, promotion speed, and remuneration growth (Weng et al., 2010).

Work engagement, defined as a positive psychological state characterised by vigour, dedication, and absorption, has received increasing scholarly attention (Gupta & Sharma, 2016; Popli & Rizvi, 2016; Schaufeli et al., 2002). Engaged employees are energetic, resilient, and productive (Bakker & Demerouti, 2008). According to Gorgievski et al., (2010), employees who are engaged tend to enjoy their work, leading to sustained positive attitudes and higher performance levels.

Employee innovative work behaviour has been widely recognised as a key element of organizational performance and long-term survival. It refers to employees' intentional actions aimed at generating, promoting, and implementing novel ideas in the workplace (De Jong & Den Hartog, 2010). Empirical evidence shows that innovative behaviour contributes to new product development, improved processes, market expansion, and enhanced organizational performance (Shanker et al., 2017). Work engagement has also been linked to innovation, as engaged employees are more willing and capable of transforming creative ideas into tangible outcomes (Trabucchi et al., 2024).

Furthermore, prior studies have revealed a negative association between work engagement and turnover intention, implying that higher engagement levels reduce employees' propensity to leave their organizations (Andriani et al., 2023). Turnover intention refers to an employee's deliberate consideration to exit the organization within a certain period, even if the decision has not been executed (Abet et al., 2024). Dampak negatif dari pergantian karyawan tidak hanya terbatas pada

implikasi finansial. Ketika karyawan keluar, sumber daya yang berharga dialihkan dari organisasi sehingga mengurangi efisiensi dan efektivitas (Kanchana & Jayathilaka, 2023). Selain itu, biaya perekrutan, pelatihan, dan mempertahankan karyawan baru meningkat secara signifikan (Hom et al., 2019)

Despite growing interest in this field, there remains a research gap concerning how career growth and work engagement can be optimised simultaneously to enhance innovative work behaviour while reducing turnover intention—particularly within Indonesian start-ups. Many start-ups face structural limitations that hinder career progression clarity, while high workload pressure and performance demands may affect employees' engagement levels. Therefore, this study aims to (1) examine the effect of career growth on work engagement among start-up employees; (2) analyse the influence of work engagement on employees' innovative work behaviour; and (3) investigate the impact of work engagement on turnover intention. The study also provides practical insights for improving human resource management effectiveness in start-ups, thereby contributing to the creation of a sustainable and innovation-driven organizational ecosystem.

This research provides both theoretical and practical contributions to the field of human resource management, particularly within the dynamic landscape of Indonesian start-ups. From a theoretical perspective, the study enriches the discourse on how organizational career growth and employee work engagement jointly influence the manifestation of innovative work behaviour, while simultaneously mitigating employees' propensity to leave the organization. From a practical standpoint, the results offer strategic implications for start-up leaders in formulating structured career development pathways and engagement-driven initiatives that not only stimulate innovation but also foster employee retention. Overall, this study advances the development of sustainable human resource management practices that enhance organizational resilience and competitiveness in the start-up ecosystem.

LITERATURE REVIEW AND HYPOTHESIS

Organizational Career Growth

In this study, the term career growth is conceptualised as organizational career growth to reflect the notion that it pertains to an individual's career advancement within their current organization, rather than their overall career progression across the labour market (Weng & McElroy, 2012). According to Jans (1989) captures the essence of career growth by defining career prospects as an individual's perception of opportunities for development and advancement within an organisation. Building on this idea Weng et al., (2010) expanded the construct of organisational career growth by proposing four key dimensions: (1) career goal progress, referring to the extent to which one's current job aligns with and facilitates the attainment of personal career goals; (2) professional ability development, which denotes the degree to which one's current role enables the acquisition of new skills and knowledge; (3) promotion speed, representing employees' perceptions of how quickly and likely they are to be promoted; and (4) remuneration growth, describing employees' perceptions of the rate, amount, and likelihood of increases in their compensation.

Work Engagement

According to Schaufeli et al., (2002), work engagement is defined as a positive and fulfilling psychological state of mind that enables individuals to display high levels of energy, strong involvement, and deep focus on their work. Engaged employees are typically energetic, resilient, and effective in performing their tasks (Bakker & Demerouti, 2008). A study by Gorgievski et al., (2010) further revealed that engaged workers experience genuine enjoyment in their jobs, making their work inherently pleasurable. Work performance tends to receive a meaningful boost from

engagement, as organisations consistently observe that fully engaged employees outperform their less engaged counterparts (Salanova et al., 2005). Similarly, Bakker et al., (2012) found that engaged employees not only derive happiness and fulfilment from their work but also maintain better psychological health, which in turn enhances their productivity and overall performance.

Work engagement is considered a positive, work-related state of mind characterised by vigour, dedication, and absorption. Unlike momentary affective states, engagement represents a persistent and pervasive affective–cognitive condition that is not directed toward a specific object, event, person, or behaviour. The three dimensions of engagement are as follows: (1) vigor, marked by high levels of energy and mental resilience during work, a willingness to invest effort in one's tasks, and persistence even in the face of difficulties. (2) dedication, which reflects a strong sense of involvement and identification with one's work, accompanied by feelings of significance, enthusiasm, inspiration, pride, and challenge. (3) absorption, characterised by being fully concentrated and deeply engrossed in one's work, to the extent that time passes quickly and detachment from work becomes difficult (Schaufeli et al., 2002).

Innovative Work Behaviour

According to Janssen (2000), innovative work behaviour refers to deliberate actions aimed at generating, introducing, and implementing novel ideas intended to enhance the performance of individuals, teams, or the organisation as a whole. More specifically, employees' innovative behaviour constitutes a valuable organisational asset, as it encompasses the creation, adoption, and application of new ideas, processes, products, or services that enable organisations to remain competitive in dynamic business environments. For individuals, engaging in innovative behaviour is personally beneficial, as it highlights their proactive role and contribution to organisational improvement rather than relying solely on structural or managerial initiatives.

Turnover Intention

Bester (2012) conceptualises turnover intention as the final stage in an employee's decision-making process prior to their actual departure from the organization. Thus, turnover intention can be understood as an individual's deliberate and planned behavioural intention to leave their current employer. Lacity et al., (2008) define turnover intention as the extent to which an employee contemplates or plans to resign from the organisation. Meanwhile, Bothma & Roodt, (2013) argue that leaving one's job is not always a matter of personal choice; rather, the decision is influenced by a range of personal and contextual factors, such as employability, job satisfaction, and labour market conditions. An employee's intention to quit is therefore contingent upon perceived opportunities, the ease of obtaining alternative employment (particularly during challenging economic circumstances), cognitive mobility, and individual differences in job search behaviour.

Bothma & Roodt (2013) emphasise that employee turnover carries substantial financial costs and a range of adverse consequences for any organisation. The loss of highly skilled employees can disrupt organisational functions, hinder service delivery, and impede administrative efficiency. Furthermore, turnover often results in additional expenses related to recruitment, onboarding, and retraining of replacement staff (Sulu et al., 2010).

Organizational Career Growth and Work Engagement

The study conducted by Jia-jun & Hua-ming (2022) aimed to explore the effect of career growth on enhancing employees' work engagement and to identify the specific relationships between the dimensions of career growth and the level of employee engagement. The findings demonstrated that career growth exerts a positive and significant influence on employees' work engagement.

H1 : Career growth has a positive and significant effect on employees' work engagement.

Work Engagement and Innovative Work Behaviour

There is a well-established link between work engagement and innovative work behaviour, in which engagement serves as a psychological driver shaping employees' attitudes and capacities to generate and realise innovative ideas (Trabucchi et al., 2024). Engaged employees are committed to continuous learning and personal growth, actively seeking opportunities to acquire new skills and knowledge. This ongoing learning orientation enables them to stay abreast of industry trends, emerging technologies, and best practices, all of which stimulate creative thinking and innovative behaviour.

H2 : Work engagement has a positive and significant effect on innovative work behaviour.

Work Engagement and Keinginan Turnover Intention

Based on the research conducted by Andriani et al., (2023), there is a negative and significant relationship between work engagement and employees' turnover intention. This implies that higher levels of work engagement can effectively reduce employees' intention to leave the organisation. Drawing upon the aforementioned empirical findings, the following research hypothesis is proposed:

H3 : Work engagement has a negative and significant effect on employees' turnover intention.

The conceptual framework developed for this study is illustrated as follows:

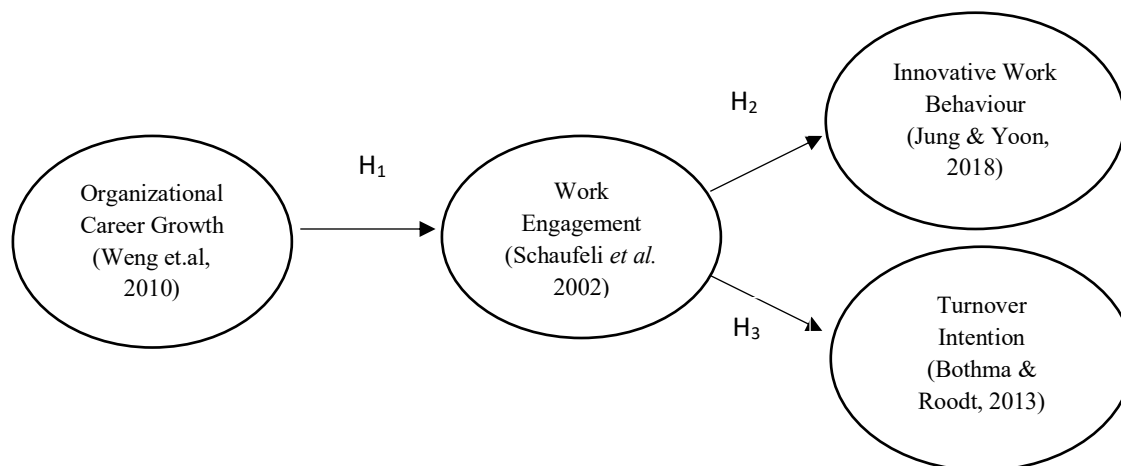


Figure 1. Conceptual Framework of the Study
Source: Developed by the Author (2025)

2. RESEARCH METHOD

This study employed a quantitative approach, with participants comprising employees who had worked for at least one year at PT Sumoda Tama Berkah, PT Lotus Boga Lima, PT Savana Anugerah Lestari, CV Rafila, and PT Tata Tirta Utama. The research was conducted in the Jakarta and Bogor areas from March to November 2024. The selection of these five start-up companies was made purposively, as they share characteristics aligned with the study's objectives—namely, dynamic organisational structures, a strong reliance on innovation, and challenges related to employee retention. All firms have been operating for more than three years and represent emerging start-up sectors within the Jakarta–Bogor region, making them suitable contexts for examining the relationships among career growth, work engagement, and innovative work behaviour within Indonesian start-ups. Primary data were collected through surveys distributed both online and offline to employees who met the inclusion criterion of having at least one year of

work experience in their respective organisations. The sampling technique employed was purposive sampling, consistent with the defined criteria.

Descriptive statistical analysis was employed to provide an overview of the respondents' general characteristics, specifically employees working at PT Sumoda Tama Berkah, PT Lotus Boga Lima, PT Savana Anugerah Lestari, CV Rafila, and PT Tata Tirta Utama. The Structural Equation Modelling–Partial Least Squares (SEM-PLS) technique was selected to examine the effect of career growth on work engagement, as well as the influence of work engagement on innovative work behaviour and employees' turnover intention. The use of SEM-PLS was justified by the relatively small sample size and its robustness against violations of multivariate normality assumptions (Jaya & Sumertajaya, 2008). Data processing was conducted using SmartPLS 4.0 software. The analysis began with the evaluation of the outer model to assess construct validity and reliability through tests of convergent validity, composite reliability, and Cronbach's alpha. Subsequently, the inner model was tested to evaluate the relationships among latent variables based on the R-square values, path coefficients, and t-statistics derived from bootstrapping procedures. The model's overall predictive capability was further assessed using predictive relevance (Q^2) to confirm its explanatory and predictive adequacy.

The research model was developed based on both exogenous and endogenous latent variables. The endogenous latent variables consist of innovative work behaviour and turnover intention, which are influenced by the exogenous latent variables work engagement and career growth. The career growth construct was adapted from Weng et al., (2010), while work engagement was measured using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli et al., (2006). The construct of innovative work behaviour was derived from Janssen (2000) and turnover intention was measured based on the framework proposed by (Bothma & Roodt, 2013). All four constructs represent latent variables that cannot be directly observed and were measured using a five-point Likert scale. The operational definitions of each variable are presented in Table 1 below.

Table 1. Operational Definition of Research Variables
Source: Author (2025)

Variable	Definition	Dimensions	Example Items
Career Growth (CG) (Weng et al., 2010)	Refers to employees' perceived opportunities for advancement and development within their current organisation	1. Career goal progress 2. Professional ability development 3. Promotion speed 4. Remuneration growth	"My current job provides opportunities for achieving my career goals."
Work Engagement (WE) (Schaufeli et al., 2006)	A positive, fulfilling, work-related psychological state characterised by vigour, dedication, and absorption	1. Vigor 2. Dedication 3. Absorption	"I feel energised and enthusiastic when performing my job."
Innovative Work Behaviour (IWB) (Janssen, 2000)	Employees' intentional actions to generate, promote, and implement new ideas to improve individual or organisational performance	1. Idea generation 2. Idea promotion 3. Idea realization	"In the past twelve months, I often search for new methods to improve my work."
Turnover Intention (TI) (Bothma & Roodt, 2013)	The extent to which employees consciously plan or intend to leave the organisation		"I often think about leaving this organisation."

3. RESULTS AND DISCUSSION

Respondent Characteristics

A total of 80 respondents participated in this study, consisting of employees from PT Sumoda Tama Berkah, PT Lotus Boga Lima, PT Savana Anugerah Lestari, CV Rafila, and PT Tata Tirta Utama. The sample size of 80 participants was determined based on methodological considerations of the SEM-PLS analysis. According to Hair et al., (2017), the ideal sample size is influenced by model complexity and the number of indicators, with a range of 50–100 respondents generally considered adequate for a medium-sized model. The selection of 80 respondents ensured sufficient statistical power and model stability, while also representing the target population that met the purposive sampling criteria across the five start-up companies included in the study. Based on the questionnaire results, 47.059% of the respondents were male, while 52.941% were female. In terms of age distribution, the largest group consisted of employees aged between 28 and 43 years (Generation Y), accounting for 52.941% of the total sample. Respondents aged 17 to 27 years (Generation Z) represented 35.294%, followed by those aged 44 to 59 years (Generation X) at 8.824%, and employees aged above 59 years (Baby Boomers) at 2.941%. Regarding length of service, 41.176% of the respondents had worked between 5 and less than 10 years, 22.059% between 1 and less than 3 years, 19.118% between 3 and less than 5 years, and 17.647% had served for more than 10 years. In terms of education, respondents holding a bachelor's or applied bachelor's degree (S1/D4) and those with a senior high school/vocational high school background (SMA/SMK) each accounted for 39.706% of the total. Respondents with diploma-level qualifications (D1–D3) made up 13.235%, while those with postgraduate qualifications (master's or doctoral degrees) comprised 7.353%. With respect to job position within the organisational hierarchy, the majority were staff-level employees (64.706%), followed by managers (17.647%), supervisors (16.176%), and directors (1.471%).

Outer Model

The outer model was evaluated by assessing the validity and reliability of each latent variable. Convergent validity was examined using the factor loading (λ) values, where indicators with loadings greater than 0.5 were considered valid. Alternatively, validity can also be confirmed when the Average Variance Extracted (AVE) exceeds 0.5. Reliability testing focused on composite reliability, which measures internal consistency; values above 0.6 indicate satisfactory reliability (Ghozali, 2011). To obtain the best-fitting structural equation model, a model respecification was conducted by removing manifest variables with loading values below 0.6. The excluded indicators included IWB1, WE1, WE3, WE4, WE12, WE13, WE14, WE15, WE16, WE17, CG14, and TI6. This respecification improved the AVE values, increasing from 0.494 to 0.598 for the latent variable turnover intention and from 0.37 to 0.601 for work engagement. Consequently, both constructs achieved AVE values above 0.5, confirming convergent validity. Furthermore, reliability tests using Composite Reliability and Cronbach's Alpha showed values above 0.6 for all constructs, indicating that all retained indicators were internally consistent and suitable for measuring their respective latent variables. Table 2 presents the validity and reliability results before and after model respecification.

Table 2. Validity and Reliability Testing Before and After Model Respecification
Source: Data Processed, 2025

Latent Construct	AVE		Cronbach's Alpha		Composite Reliability	
	Before	After	Before	After	Before	After
Career Growth (CG)	0.534	0.598	0.932	0.932	0.935	0.935
Work Engagement (WE)	0.37	0.601	0.882	0.904	0.917	0.91
Innovative Work Behaviour (IWB)	0.619	0.671	0.919	0.929	0.932	0.937
Turnover Intention (TI)	0.494	0.554	0.751	0.838	0.883	0.868

Inner Model

The Inner model was evaluated using the R-square (R^2) values for the latent variables of work engagement, innovative work behaviour, and turnover intention. The R^2 value for work engagement was 0.581, indicating that 58.1% of the variance in work engagement could be explained by career growth, while the remaining 41.9% was accounted for by other variables outside the model. The R^2 value for innovative work behaviour was 0.301, suggesting that 30.1% of the variance in employees' innovative work behaviour was explained by work engagement, whereas 69.9% was explained by factors beyond the model. Similarly, the R^2 value for turnover intention was 0.377, meaning that 37.7% of the variation in employees' turnover intention could be attributed to work engagement, while 62.3% was explained by other external factors. According to Chin & Marcoulides (1998), an R^2 value below 0.33 indicates a weak model, values between 0.33 and 0.67 suggest a moderate model, and values exceeding 0.67 represent a strong model. Based on these criteria, the structural model in this study can be classified as moderate in explanatory power.

The magnitude of the influence of an exogenous variable on an endogenous variable, whether included or excluded from the model, is measured using the effect size (f-square or f^2). According to Cohen (1988), the recommended threshold values for f^2 are 0.02, 0.15, and 0.35, which correspond to small, medium, and large effect sizes, respectively. The f^2 value for the relationship between organisational career growth and work engagement was 1.265, indicating a large effect. Similarly, the f^2 values for the relationships between work engagement and innovative work behaviour (0.421) as well as between work engagement and turnover intention (0.601) also reflect large effect sizes. These results suggest that each of the hypothesised relationships exerts a substantial influence within the structural model.

The model fit criteria were assessed using the Standardised Root Mean Square Residual (SRMR), where values below 0.1 indicate a good model fit (Henseler et al., 2015). The SRMR values obtained were 0.087 for the saturated model and 0.09 for the estimated model, confirming that the iterative model used meets the acceptable model fit criteria. In addition to SRMR, the overall quality of the structural model was evaluated through predictive relevance (Q^2), calculated using the following formula:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2) (1 - R_2^2) (1 - R_3^2) \\
 &= 1 - (1 - 0.581) (1 - 0.301) (1 - 0.377) \\
 &= 0.818
 \end{aligned}$$

The calculation of the Q^2 value produced a result of 0.818, or 81.8%, indicating that the model is capable of explaining 81.8% of the variance in innovative work behaviour and turnover intention in relation to work engagement and career growth. In other words, the model demonstrates strong

predictive relevance and is therefore suitable for hypothesis testing. The complete structural equation model is illustrated in Figure 2 below.

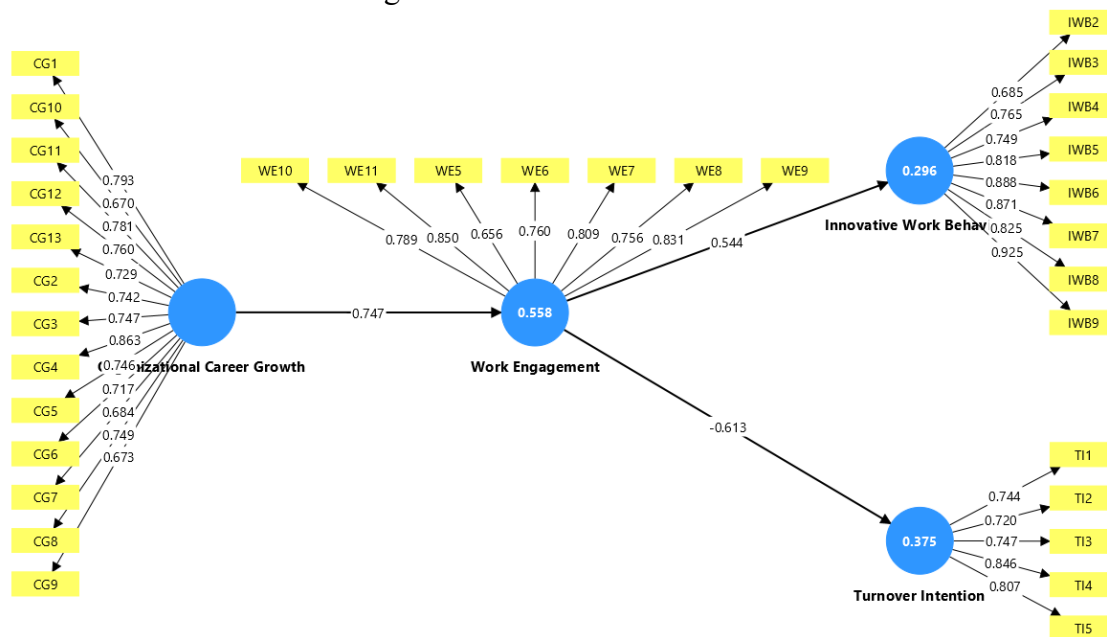


Figure 2. Structural Equation Model
Source: Data Processed, 2025

Hypothesis Testing

The results of the hypothesis testing based on the structural equation model, which examine the influence of career growth and work engagement on innovative work behaviour and turnover intention, are presented in Table 3 below.

Table 3. Results of Hypothesis Testing
Source: Data Processed, 2025

Hypothesis	Path	Coefficient	T-stat	P-value	Conclusion
H ₁	Career Growth (CG) → Work Engagement (WE)	0.762	17.297	0.000	*Signifikan
H ₂	Work Engagement (WE) → Innovative Work Behaviour (IWB)	0.548	6.222	0.000	*Signifikan
H ₃	Work Engagement (WE) → Turnover Intention (TI)	-0.614	9.691	0.000	*Signifikan

The results presented in the table above indicate that all path relationships between variables yielded t-values greater than 1.96, signifying statistically significant effects at the 5% significance level. Specifically, career growth demonstrated a significant positive influence on work engagement, suggesting that employees with stronger career development opportunities tend to exhibit higher levels of engagement. Furthermore, work engagement showed a significant positive effect on innovative work behaviour, indicating that more engaged employees are more likely to display creativity and innovation in their work. Conversely, the negative path coefficient between work engagement and turnover intention implies that as employees' engagement levels increase, their likelihood of leaving the organisation decreases.

The Effect of Career Growth on Work Engagement

The high path coefficient value of 0.762 indicates that employees' perceptions of career growth opportunities substantially contribute to shaping their level of work engagement. This mechanism can be explained through the lens of Social Exchange Theory, which posits that relationships

between individuals and organisations are grounded in mutual reciprocity. When organisations provide employees with meaningful opportunities to achieve their career goals, employees tend to reciprocate with higher levels of engagement (Cropanzano & Mitchell, 2005). These findings align with the study by Jia-jun & Hua-ming (2022) which revealed that career growth significantly enhances work engagement through the mediating role of affective commitment. Similarly, Ariffin et al., (2025), in a study involving 269 manufacturing employees in Malaysia, found that the professional ability development dimension of career growth was the most influential determinant of employee engagement. These results affirm that career growth not only enhances individuals' capabilities in performing their work but also strengthens the psychological bond between employees and their organisations (Karatepe, 2013).

The Effect of Work Engagement on Innovative Work Behaviour

The path coefficient value of 0.548 for the relationship between work engagement and innovative work behaviour indicates that employees with high levels of emotional and cognitive involvement in their work are more likely to engage in creative and adaptive behaviours. Engagement manifested through vigor, dedication, and absorption fosters a psychological state that is conducive to the exploration of new ideas and the implementation of more effective work practices (Schaufeli et al., 2002). These findings are consistent with the study of Agarwal et al., (2012) which demonstrated that highly engaged employees tend to exhibit innovative behaviour as they feel more involved, valued, and empowered within the organisation. Likewise, Ali et al., (2020) identified work engagement as a significant predictor of innovative work behaviour, particularly in organisational environments that encourage novelty and experimentation. Thus, work engagement not only enhances productivity but also serves as a key catalyst in cultivating an innovative organisational culture.

The Effect of Work Engagement on Turnover Intention

The path coefficient value of -0.614 for the relationship between work engagement and turnover intention indicates that higher levels of employee engagement are associated with a lower tendency to resign from the organisation. Individuals who are emotionally connected to their work tend to exhibit greater loyalty and resilience in the face of internal and external pressures that might otherwise trigger intentions to leave (Meyer & Allen, 1991). This result is consistent with the findings of Bothma & Roodt (2013) who identified work engagement as a significant negative predictor of turnover intention. Similarly, Du Plooy & Roodt (2010) demonstrated that the dimensions of vigor, dedication, and absorption within work engagement play a crucial role in reducing employees' intention to quit. Hence, work engagement functions as a psychological buffer that effectively mitigates employees' desire to seek alternative employment, particularly within work environments that foster professional growth and recognition.

4. CONCLUSION AND RECOMMENDATION

This study reveals that career growth has a significant and positive impact on employees' work engagement within start-up companies. Employees who perceive meaningful opportunities for advancement within their organisations tend to demonstrate higher levels of emotional and cognitive attachment to their work. Such engagement, in turn, positively influences employees' inclination to exhibit innovative work behaviour while negatively affecting their intention to leave the organisation. In other words, the greater the level of work engagement, the more likely employees are to contribute to the generation and implementation of new ideas, and the less likely they are to seek employment elsewhere.

Based on the findings, career growth exerts a positive influence on work engagement, which subsequently contributes to increased innovative work behaviour and reduced turnover intention among employees in start-up companies. These results underscore that clear career development opportunities and support for professional skill enhancement are crucial factors in fostering employee engagement and loyalty. Theoretically, this study reinforces the principles of Social Exchange Theory, which suggest that organisational investments in employees' career development are reciprocated through stronger commitment and positive work behaviour. From a practical perspective, start-up management is encouraged to establish structured career pathways, strengthen competency development programmes, and regularly monitor engagement levels as part of their retention and innovation strategies. Future studies could incorporate organisational culture and leadership style as moderating variables to examine whether these factors strengthen or weaken the relationship between work engagement, innovation, and turnover intention. A longitudinal research design is also recommended to capture the dynamic nature of these relationships over time. Organizational culture and leadership style are proposed as moderating variables because both influence the extent to which work engagement can translate into innovative behaviour and employee retention. A culture that promotes collaboration and learning, coupled with transformational leadership, is likely to enhance the positive effect of work engagement on innovation, whereas rigid cultures and authoritarian leadership may diminish it (Bakker & Demerouti, 2008; Schein, 2010).

Acknowledgement

The authors would like to express their sincere gratitude to Politeknik Ketenagakerjaan for providing financial and institutional support throughout the course of this research. Appreciation is also extended to all respondents from the partner companies who generously participated in the data collection process. The authors acknowledge the valuable contributions of the research team for their collaborative and professional efforts in conducting the study and preparing this manuscript.

REFERENSI

- Abet, Z., Mohd Anuar, M. A., Arshad, M. M., & Ismail, I. A. (2024). Factors affecting turnover intention of Nigerian employees: The moderation effect of organizational commitment. *Heliyon*, 10(1). <https://doi.org/10.1016/j.heliyon.2023.e23087>
- Agarwal, P. K., Bain, P. M., & Chamberlain, R. W. (2012). The Value of Applied Research: Retrieval Practice Improves Classroom Learning and Recommendations from a Teacher, a Principal, and a Scientist. In *Educational Psychology Review* (Vol. 24, Issue 3, pp. 437–448). <https://doi.org/10.1007/s10648-012-9210-2>
- Ali, A., Farooq, W., & Khalid, M. A. (2020). The Relationship Between Organizational Climate For Innovation And Innovative Work Behavior: Mediating Role Of Employee Engagement In Pakistan. *Malaysian Management Journal*, 24. <https://doi.org/10.32890/mmj.24.2020.8776>
- Andriani, R., Disman, D., Ahman, E., & Santoso, B. (2023). Empirical Effects of Work Environment, Job Satisfaction and Work Engagement On Turnover Intention in Hospitality Industry. *Jurnal Aplikasi Bisnis Dan Manajemen*, 9. <https://doi.org/10.17358/jabm.9.1.129>
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209–223.
- Bakker, A. B., Demerouti, E., & Ten Brummelhuis, L. L. (2012). Work engagement, performance, and active learning: The role of conscientiousness. *Journal of Vocational Behavior*, 80(2), 555–564. <https://doi.org/10.1016/j.jvb.2011.08.008>
- Bester, F. .2012. *A Model Of Work Identity In Multicultural Work Settings*.

- Bothma, F. C., & Roodt, G. (2013). The validation of the turnover intention scale. *SA Journal of Human Resource Management*, 11(1), 1–12. <https://doi.org/10.4102/sajhrm.v11i1.507>
- Chin, W., & Marcoulides, G. (1998). The Partial Least Squares Approach to Structural Equation Modeling. *Modern Methods for Business Research*, 8.
- Cohen, Jacob. (2009/1988). *Statistical power analysis for the behavioral sciences*. Psychology Press, Taylor & Francis Group.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An Interdisciplinary review. In *Journal of Management* (Vol. 31, Issue 6, pp. 874–900). <https://doi.org/10.1177/0149206305279602>
- De Jong, J., & Den Hartog, D. (2010). Measuring innovative work behaviour. *Creativity and Innovation Management*, 19(1), 23–36. <https://doi.org/10.1111/j.1467-8691.2010.00547.x>
- Du Plooy, J., & Roodt, G. (2010). Work engagement, burnout and related constructs as predictors of turnover intentions. *SA Journal of Industrial Psychology*, 36(1). <https://doi.org/10.4102/sajip.v36i1.910>
- Ghozali, I. (2011). *Aplikasi Analisis Multivariate Dengan Program SPSS*. Badan Penerbit Universitas Diponegoro.
- Gorgievski, M. J., Bakker, A. B., & Schaufeli, W. B. (2010). Work engagement and workaholism: Comparing the self-employed and salaried employees. *Journal of Positive Psychology*, 5(1), 83–96. <https://doi.org/10.1080/17439760903509606>
- Gupta, Neha, & Sharma, Vandna. (2016). Exploring Employee Engagement—A Way to Better Business Performance. *Global Business Review*, 17(3_suppl), 45S-63S. <https://doi.org/10.1177/0972150916631082>
- Hair, J. F. ., Hult, G. T. M. ., Ringle, C. M. ., & Sarstedt, Marko. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Hom, P. W., Allen, D. G., & Griffeth, R. W. (2019). *Employee Retention and Turnover Why Employees Stay or Leave* (1st Edition). Routledge.
- Jans, N. A. (1989). Organizational commitment, career factors and career/life stage'. In *JOURNAL OF ORGANIZATIONAL BEHAVIOR* (Vol. 10).
- Janssen, O. (2000). Job demands, perceptions of effort–reward fairness and innovative work behaviour. *Journal of Occupational and Organizational Psychology*, 73(3), 287–302.
- Jaya, I. G. N. M., & Sumertajaya, I. M. (2008). Pemodelan Persamaan Struktural dengan Partial Least Square. *Semnas Matematika Dan Pendidikan Matematika 2008*, 118–132.
- Jia-jun, Z., & Hua-ming, S. (2022). The Impact of Career Growth on Knowledge-Based Employee Engagement: The Mediating Role of Affective Commitment and the Moderating Role of Perceived Organizational Support. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.805208>
- Karatepe, O. M. (2013). High-performance work practices, work social support and their effects on job embeddedness and turnover intentions. *International Journal of Contemporary Hospitality Management*, 25(6), 903–921. <https://doi.org/10.1108/IJCHM-06-2012-0097>
- Lacity, M. C., Iyer, V. V., & Rudramuniyaiah, P. S. (2008). Turnover intentions of Indian IS professionals. *Information Systems Frontiers*, 10(2), 225–241. <https://doi.org/10.1007/s10796-007-9062-3>
- Lee, J., Kim, S. B., Chae, C., & Lee, J. (2019). Career Growth Opportunity on Turnover Intention: The Mediating Role of Organizational Commitment in Multinational Corporations. *International Journal of Human Resource Studies*, 9(4), 1. <https://doi.org/10.5296/ijhrs.v9i4.15245>

- Meyer, J. P., & Allen, N. J. (1991). *A Three-Component Conceptualization Of Organizational Commitment*.
- Popli, Sapna, & Rizvi, Irfan A. (2016). Drivers of Employee Engagement: The Role of Leadership Style. *Global Business Review*, 17(4), 965–979. <https://doi.org/10.1177/0972150916645701>
- Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. In *Journal of Applied Psychology* (Vol. 90, Issue 6, pp. 1217–1227). <https://doi.org/10.1037/0021-9010.90.6.1217>
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701–716. <https://doi.org/10.1177/0013164405282471>
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71–92.
- Shanker, R., Bhanugopan, R., van der Heijden, B. I. J. M., & Farrell, M. (2017). Organizational climate for innovation and organizational performance: The mediating effect of innovative work behavior. *Journal of Vocational Behavior*, 100, 67–77. <https://doi.org/10.1016/j.jvb.2017.02.004>
- Startup Genome LLC. (2024). *The Global Startup Ecosystem Report 2024*.
- Sulu, S., Ceylan, A., & Kaynak, R. (2010). Work Alienation as a Mediator of the Relationship between Organizational Injustice and Organizational Commitment: Implications for Healthcare Professionals. In *International Journal of Business and Management* (Vol. 5, Issue 8). www.ccsenet.org/ijbm
- Trabucchi, D., Bellis, P., Buganza, T., Canterino, F., Shani, A. B. (Rami), Verganti, R., & Press, J. (2024). Leading impactful research: applying platform thinking to drive collaborative inquiry in the innovation field. *European Journal of Innovation Management*, 27(9), 408–436. <https://doi.org/10.1108/EJIM-11-2023-0975>
- Wau, J., & Purwanto, P. (2021). The Effect of Career Development, Work Motivation, And Job Satisfaction On Employee Performance. *Jurnal Aplikasi Bisnis Dan Manajemen*. <https://doi.org/10.17358/jabm.7.2.262>
- Weng, Q., & McElroy, J. C. (2012). Organizational career growth, affective occupational commitment and turnover intentions. *Journal of Vocational Behavior*, 80(2), 256–265.
- Weng, Q., McElroy, J. C., Morrow, P. C., & Liu, R. (2010). The relationship between career growth and organizational commitment. *Journal of Vocational Behavior*, 77(3), 391–400.
- Zainal Ariffin, Z., Mohd Pauzi, N. Y., Md Razak, M. I., & Wahab, H. N. (2025). The Influence Of Career Growth On Work Engagement: Employees Of Manufacturing Industry In Klang Valley, Malaysia. *International Journal of Entrepreneurship and Management Practices*, 8(29), 321–338. <https://doi.org/10.35631/ijemp.829021>