Role of Career Development and Job Satisfaction for Employee Engagement for Start-ups

Muhamad Imam Mustaqim
Student of Magister Management
Faculty of Economics and Business
Telkom University
Bandung, Indonesia
imammustaqim@student.telkomuniversity.ac.id

Fetty Poerwita Sary
Lecturer of Magister Management
Faculty of Economics and Business
Telkom University
Bandung, Indonesia
fettyps@telkomuniversity.ac.id

Abstract

PT. X Start-up Company, a company that has many employees, the data found that the turnover rate in that company has increased, especially in the risk division. The research is intended to answer research questions, how the influence of career development and job satisfaction on employee engagement of the risk division of the start-up company PT. X. This study uses quantitative research methods through a descriptive approach. The number of samples used in this study were all employees of the risk division of the start-up company PT. X which amounted to as many as 80 people. Data collected by using a questionnaire in the form of a list of questions. The data analysis technique used is Path Analysis. The results research show that career development and job satisfaction either partially or simultaneously have a significant effect on employee engagement in the risk division of the start-up company PT. X. The large contribution of career development and job satisfaction to employee engagement of the risk division employees at the start-up company PT. X is 63.6% and the remaining 36.4% is influenced by other variables not included in this study.

Keywords
Start-up, Career Management, Career Development, Job Satisfaction, and Employee Engagement.

1. Introduction
The success of a start-up depends on the experience of the founders and the holistic dimensions of product, finance, market, and human resources (Klotins et al. 2016). The initial stage for any start-up is usually influenced by the experience of the founders. However, for the long term, strategic and human resource management is important for every start-up (Newbery 2018). Therefore, developing an effective strategy is very important to create a sustainable work environment which will further encourage the growth of start-ups (Bendickson et al. 2017).

In a case study that occurred at the start-up company PT. X, by taking data from one of the divisions of the company, the fact found is that employee engagement in that division of the company is relatively low, this is indicated by the high turnover in that division of the company. Rachman and Dewanto (2016) explained that the results of the study showed that employee engagement had an effect on employee turnover intention.

Mitrovska and Eftimov (2016) mentionedd the turnover rate is indicated by the LTO (Labor Turnover Rate) which can be measured. The LTO rate calculates the turnover rate that occurs in a company in the span of one year. Susanti

and Halilah (2019) explained the LTO rate can be said to be high if the calculation results show that the employee turnover rate reaches 10%. Here is the formula for calculating the turnover rate in a company:

$$LTO = \frac{Number\ of\ Employees\ Leaving}{Average\ Number\ of\ Employees}\ x\ 100$$

We can calculate the turnover rate in the risk division, the turnover rate will be measured over a period of one year. The following is the calculation of the turnover rate in 2020 and 2021:

- 2020
  Based on the company's internal data in 2020, the total turnover in that year was 5 employees, and the number of employees in that year was 72 employees, so the calculation is as follows:

$$LTO = \frac{5}{72}\ x\ 100 = 6{,}9\ \%$$

- 2021
  Based on the company's internal data in 2021, the number of turnovers in 2021 is 13 employees, and the number of employees in 2021 is 80 employees, so the calculation is as follows:

$$LTO = \frac{13}{80}\ x\ 100 = 16{,}25\ \%$$

It can be seen based on the calculation of the turnover rate in 2020 and 2021, it can be seen that there was a significant increase in the turnover rate, the turnover rate in 2020 was 6.9% while in 2021 the turnover rate was 16.25%. This can happen because employees feel detached or involved in their work and less emotionally attached to it, so it doesn't matter if they withdraw from the job. Another contributing factor why they feel not attached to the job could be due to poor career development in the division. Another factor also comes from job satisfaction which they do not get optimally in the company division.

1.1 Objectives

- Knowing and analyzing how respondents respond to career development for employees of the risk division of the start-up company PT.X.
- Knowing and analyzing how respondents respond to job satisfaction of employees of the risk division of a start-up company PT. X.
- Knowing and analyzing how respondents respond to employee engagement at the risk division employees of the start-up company PT. X.
- Knowing and analyzing how career development influences and job satisfaction on employee engagement risk division employees start-up company PT. X

2. Literature Review

Human Resource Management are policies, practices and systems that influence employee behavior, attitudes and work performance. The usefulness of Human Resource Management is to realize the company's performance by contributing to employee and customer satisfaction (Ratnasari 2019).

Robbins and Judge (2017) Organizational behavior (OB) is a field of study that investigates the impact that individuals, groups, and structures have on behavior in organizations, for the purpose of applying that knowledge to improve organizational effectiveness.

Utama (2020) Career development is a process by which a person becomes aware of personal attributes related to a career (skills, interests, knowledge, motivation, and other characteristics) and a series of stages that contribute to the achievement of one's career, such as obtaining information about career opportunities and determining plans to achieve certain career goals.

Schermerhorn et al. (2016), job satisfaction is one of the psychological aspects that reflects one's feelings towards his work, job satisfaction is also an emotional attitude that is pleasant and loves his job.

Employee engagement is defined as a condition in which employees have individual involvement, satisfaction and enthusiasm for the work they do (Robbins and Judge 2017).

The framework of thought in this research is as follows:

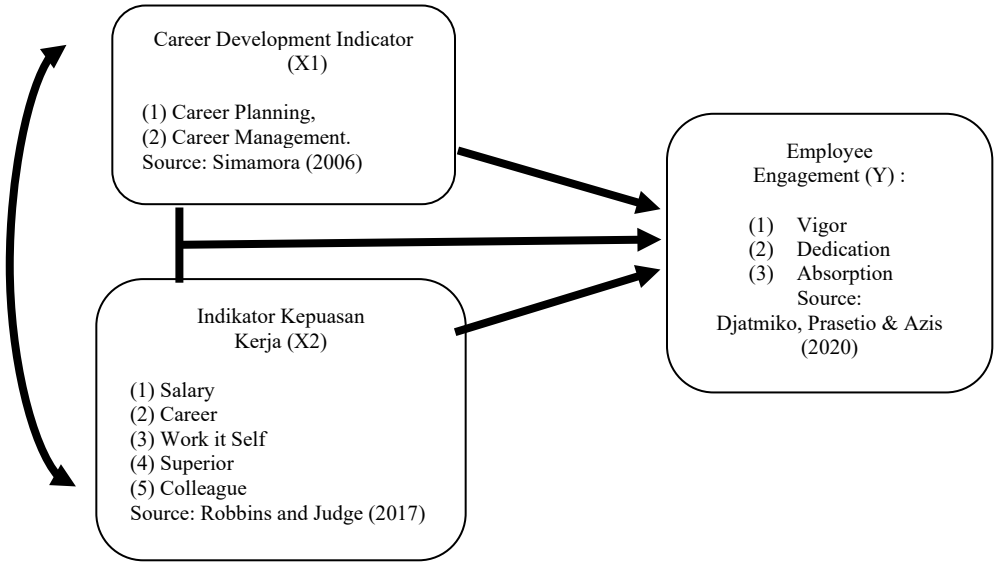

Figure 1. Framework

The hypothesis in this study is as follows:

H_1 : Career development has a positive effect on job satisfaction of employees in the risk division at the start-up company PT. X

H_2 : Career development has a positive effect on employee engagement in the risk division of the start-up company PT. X

H_3 : Job satisfaction has a positive effect on the career development of risk division employees at the PT. X

H_4 : Job satisfaction has a positive effect on employee engagement in the risk division of the start-up company PT. X

H_5 : Career development and job satisfaction have a positive effect on employee engagement in the risk division of the start-up company PT. X

3. Methodology

3.1 Methods

Based on the method, this research uses quantitative methods and if based on the objectives, this research is included in the type of descriptive research. Sujarweni (2019) Quantitative method is a type of research that produces findings that can be achieved by various statistical procedures or other means of measurement. This study uses path analysis techniques. Ghozali (2018) states that diagrams path analysis provide frankly the quality relationship between variables based on theory. This study uses a cross-sectional research design because this study aims to observe and measure variables at one time, that is, each object is only observed once and variable measurements are carried out during the examination (Sujarweni 2019).

3.2 Sample

Respondents in this study were employees in the risk division at the start-up company PT. X is as many as 80 people. In this study, researchers obtained primary data manually from distributing questionnaires directly to research respondents as well as field observations.

4. Data Collection

4.1 Career Development

Below are the results of data analysis from respondents' responses through questionnaires regarding career development in the risk division at the start-up company PT. X:

Table 1. Career Development Variable Total Score

No.	Dimensions	Total Score	Ideal Score	Average
1	Career Planning	1.799	2.400	75,0%
2	Career Management	2.265	3.200	70,8%
Total		**4.064**	**5.600**	**72,6%**

Based on Table 1 above, it can be seen that the dimension with the highest score is career planning and the dimension with the lowest score is career management. Then, the position of the career development variable on the continuum line can be shown in the figure below:

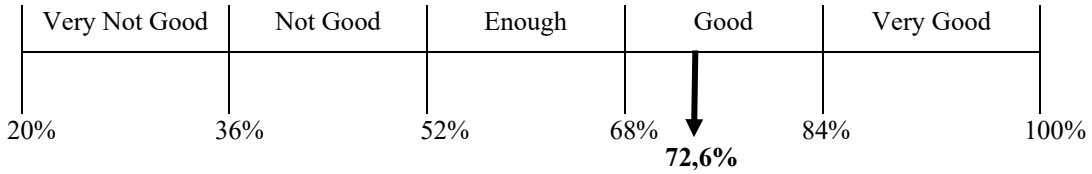

Figure 2. Position of Career Development Variables on the Continuum

From Figure 2 above, it can be seen that the position of the career development variable on the continuum line is included in the good category with a score of 72.6%. So overall, it can be said that the career development of risk division employees at the start-up company PT. X is in the good category.

4.2 Job Satisfaction

Below are the results of data analysis from respondents' responses through questionnaires regarding job satisfaction in the risk division at the start-up company PT. X:

Table 2. Total Score of Job Satisfaction Variables

No.	Dimensions	Total Score	Ideal Score	Average
1	Salary	1.853	2.800	66,2%
2	Career	1.144	1.600	71,5%
3	Job it Self	1.203	1.600	75,2%
4	Superior	879	1.200	73,3%
5	Colleague	1.343	1.600	83,9%
Total		**6.422**	**8.800**	**73,0%**

Based on Table 2 above, it can be seen that the dimension with the highest score is coworkers and the dimension with the lowest score is salary. Then, the position of the job satisfaction variable on the continuum can be shown in the figure below:

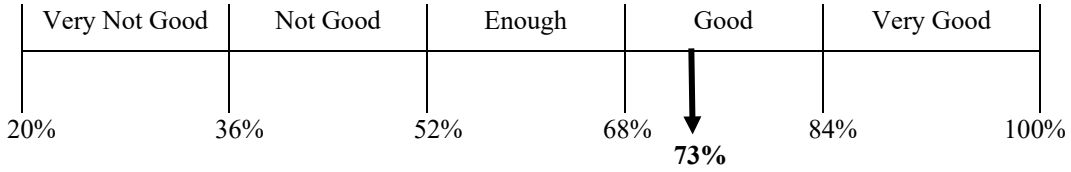

Figure 3. Position of Job Satisfaction Variable on the Continuum

From Figure 3 above, it can be seen that the position of the job satisfaction variable on the continuum line is included in the good category with a score of 73.0%. So overall, it can be said that the job satisfaction of employees in the risk division at the start-up company PT. X is in the good category.

4.3 Employee Engagement

Below are the results of data analysis from respondents' responses through questionnaires regarding employee engagement in the risk division at the start-up company PT. X:

Table 3. Total Employee Engagement Variable Score

No.	Dimensions	Total Score	Ideal Score		Average
1	*Vigor*	1.950	2.400		81,3%
2	*Dedication*	2.550	3.200		79,7%
3	*Absorption*	1.802	2.400		75,1%
Total		**6.302**	**8.000**		**78,8%**

Based on Table 3 above, it can be seen that the dimension with the highest score is vigor and the dimension with the lowest score is absorption. Then, the position of the employee engagement variable on the continuum can be shown in the figure below:

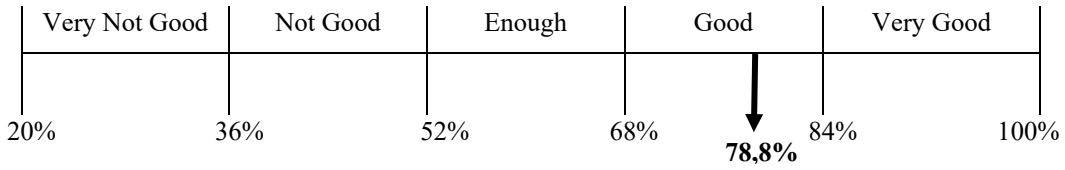

Figure 4. Position of Employee Engagement Variable on the Continuum

From Figure 4 above, it can be seen that the position of the employee engagement variable on the continuum is in the good category with a score of 78.8%. So overall, it can be said that employee engagement in the risk division of the start-up company PT. X is in the good category.

5. Results and Discussion

5.1 Classic Assumption Test

The normality test in this study was conducted to test whether in the regression model, the variables used had a normal distribution or not. A good regression model is one that has a normal or close to normal data distribution. Then, to test whether the data distribution is normal or not, the researcher used the Kolmogorov-Smirnov One-Sample normality test and the P-P Plot graph normality test. The results of the normality test can be seen in the table and figure below:

Table 5. *One-Sample Kolmogorov-Smirnov* Normality Test Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		80
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	9.40234083
Most Extreme Differences	Absolute	.071
	Positive	.071
	Negative	-.068
Test Statistic		.071
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.

c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Based on the output of the normality test above, it can be seen that the significance value (Asymp. Sig. 2-tailed) obtained is 0.200 > 0.05. Thus, it can be concluded that the data used in this study were normally distributed.

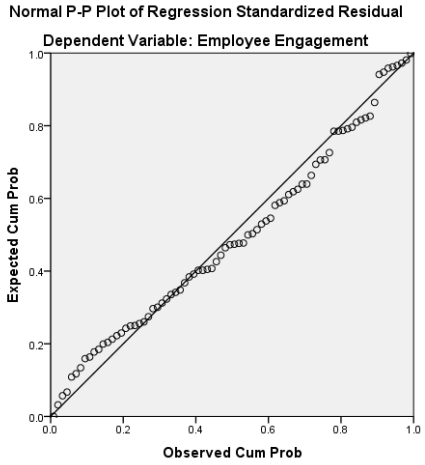

Figure 5. Normality Test Results Using P-P Plot Graph

Based on Figure 5 above, the results of the normality test with the P-P Plot graph show that the data or plot points are around the diagonal line and follow the direction of the diagonal line. Thus, it can be concluded that the data used in this study is normally distributed.

5.2 Multicollinearity Test

The multicollinearity test was carried out by researchers to ensure that the data that had been collected did not have a correlation between independent variables or was free from multicollinearity symptoms. Symptoms of multicollinearity can be identified by looking at the tolerance score and VIF. If the tolerance score is greater than or equal to 0.1 and the VIF score is less than or equal to 10, it can be concluded that the data does not have symptoms of multicollinearity. The results of the multicollinearity test in this study are as follows:

Table 6. Multicollinearity Test

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Career Development	.199	5.013
	Job Satisfaction	.199	5.013

a. Dependent Variable: Employee Engagement

Based on the results of the multicollinearity test in the table above, it shows that the career development variable (X1) has a tolerance score of 0.199 and the VIF score is 5.013 and the job satisfaction variable (X2) also has a tolerance score of 0.199 and the VIF score is 5.013. The tolerance value of the two variables is greater than 0.1 and the VIF value is less than 10. Thus, it can be said that there are no symptoms of multicollinearity in the two independent variables in this study.

5.3 Path Analysis

Below are the results of the correlation analysis between career development variables (X1) and job satisfaction variables (X2):

Table 7. Correlation between Independent Variables

Correlations

		Career Development	Job Satisfaction
Career Development	Pearson Correlation	1	.895**
	Sig. (2-tailed)		.000
	N	80	80
Job Satisfaction	Pearson Correlation	.895**	1
	Sig. (2-tailed)	.000	
	N	80	80

**. Correlation is significant at the 0.01 level (2-tailed).

Based on the table above, it is known that the correlation coefficient (R12) between the career development variable (X1) and the job satisfaction variable (X2) is 0.895, where the value lies in the interval 0.800 – 1,000 with a very strong category. Thus, it can be said that the relationship between career development (X1) and job satisfaction (X2) is a strong relationship.

Below are the results of the path coefficient analysis of the career development variable (X1) and the job satisfaction variable (X2) on the employee engagement variable (Y):

Table 8. Path Coefficients X1 and X2 against Y

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.827	5.136		2.497	.015
Career Development	.582	.249	.360	2.337	.022
Job Satisfaction	.446	.150	.459	2.984	.004

a. Dependent Variable: Employee Engagement

Based on the table above, it is known the path coefficient value of each independent variable to the dependent variable. The path coefficient value can be seen in the Beta column. The path coefficient of the career development variable on the employee engagement variable (ρyx1) is 0.360. While the path coefficient of the variable job satisfaction on employee engagement (ρyx2) is 0.459.

Below are the results of the analysis of the coefficient of determination of the career development variable (X1) and the job satisfaction variable (X2) on the employee engagement variable (Y):

Table 9. Coefficient of Determination X1 and X2 against Y

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798[a]	.636	.627	9.52367

a. Predictors: (Constant), Job Satisfaction, Career Development

Based on Table 9 above, it can be seen that the value of the coefficient of determination (R2yx1x2) is 0.636 or 63.6%. This means that 63.6% employee engagement in the risk division of the start-up company PT. X is influenced by career development and job satisfaction. While the remaining 36.4% (100% - 63.6%) was influenced by other variables that were not included in this study.

Based on the test results above, a path diagram of the influence of career development variables (X1) and job satisfaction variables (X2) can be drawn on the employee engagement variable (Y) as follows:

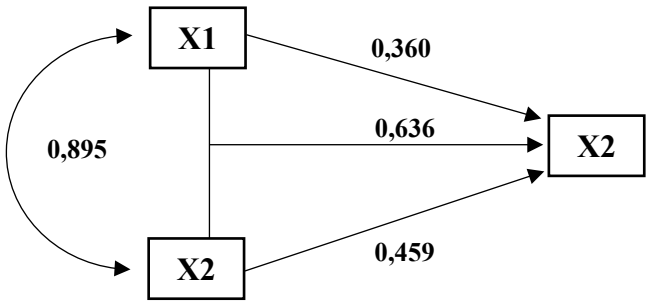

Figure 6. Path Diagram of the Effect of X1 and X2 on Y

5.4 Hypothesis Test

The partial hypothesis test or t test aims to determine the effect of the independent variable (X) partially on the dependent variable (Y). The t-test was carried out at the 0.05 level of significance with the basis of decision making as follows:

- If the significance value (Sig.) > 0.05 or the t-count value < t-table, then H0 is accepted, meaning that the X variable has no significant effect on the Y variable.
- If the significance value (Sig.) < 0.05 or the t-count value > t-table, then H0 is rejected, meaning that the X variable has a significant effect on the Y variable.

Then the results of partial hypothesis testing with t-test in this study are as follows:

Table 10. Partial Hypothesis Test Results (t Test) Effect of X1 on X2

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.082	3.847		1.321	.190
Career Development	1.491	.084	.895	17.693	.000

a. Dependent Variable: Job Satisfaction

Based on Table 4.20 above, it is known that the t-count value of the effect of career development on job satisfaction is 17.693 with a significance value of 0.000. With a positive t-count and a significance value less than 0.05 (0.000 < 0.05), it means that the career development variable has a positive and significant effect on job satisfaction of employees in the risk division at the start-up company PT. X so that H_1 is accepted.

Table 11. Partial Hypothesis Test Results (t Test) Effect of X2 on X1

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.177	2.228		2.773	.007
Job Satisfaction	.537	.030	.895	17.693	.000

a. Dependent Variable: Career Development

Based on Table 11 above, it is known that the t-count value of the effect of job satisfaction on career development is 17.693 with a significance value of 0.000. With a positive t-count and a significance value less than 0.05 (0.000 <0.05), it means that the job satisfaction variable has a positive and significant impact on the career development of the risk division employees at the PT. X so that H_2 is accepted.

Table 12. Partial Hypothesis Test Results (t Test) Effect of X1 and X2 on Y

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.827	5.136		2.497	.015
Career Development	.582	.249	.360	2.337	.022
Job Satisfaction	.446	.150	.459	2.984	.004

a. Dependent Variable: Employee Engagement

Based on Table 12 above, it is known that the t-count value of the effect of career development on employee engagement is 2.337 with a significance value of 0.022 and the effect of job satisfaction on employee engagement is 2.984 with a significance value of 0.004. With a positive t-count value and a significance value less than 0.05 (0.022 and 0.004 <0.05), it means that both career development variables and job satisfaction variables partially have a positive and significant effect on employee engagement in the risk division of the start-up company PT. X, so that H_3 and H_4 are accepted.

Simultaneous hypothesis testing or F test aims to determine the effect of the independent variable (X) simultaneously on the dependent variable (Y). The F test was carried out at a significance level of 0.05 with the basis for making the following decisions:

- If the significance value (Sig.) > 0.05 or the F-count value < F-table, then H_0 is accepted, meaning that the X variable simultaneously has no significant effect on the Y variable.
- If the significance value (Sig.) < 0.05 or the F-count value > F-table, then H_0 is rejected, meaning that the X variable simultaneously has a significant effect on the Y variable.

Then the value of the F-table with the number of respondents as many as 80 (n = 80), 3 variables (k = 3), and degrees of freedom df1 = k – 1 or 3 – 1 = 2 and df2 = n – k = 80 – 3 = 77 which is equal to 3.12. The results of simultaneous hypothesis testing with the F test in this study are as follows:

Table 13. Simultaneous Hypothesis Test Results (Test F)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12203.059	2	6101.530	67.271	.000[b]
	Residual	6983.917	77	90.700		
	Total	19186.976	79			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Job Satisfaction, Career Development

Based on Table 13 above, it is known that the F-count value is 67.271 with a significance value of 0.000. The F-count value is greater than the F-table (67.271 > 3.12) and the significance is smaller than 0.05 (0.000 < 0.05). Thus, it can be concluded that career development and job satisfaction have a positive and significant impact on employee engagement in the risk division of the start-up company PT. X so that H_5 is accepted.

5.4 Discussion

Career development of risk division employees at the start-up company PT. X has been implemented well by the company, as supported by the results of descriptive data analysis that the criterion level of career development variables is included in the good category. A good assessment of career development includes several dimensions including career planning dimensions and career management dimensions. Therefore, a good assessment can be interpreted that these two dimensions and the indicators in them can be implemented as well as possible, except for indicators of career goals to be achieved, indicators of career paths, and indicators of the suitability of employee expectations with career opportunities attention from the company to be improved again.
For start-ups, career development must be carried out properly, the implementation of the right career development programs can increase employee engagement in startup companies, and can retain employees at start-ups (Moser et al. 2017). Career development programs at startup companies can include training and ability development according to (Anitha 2014). Training programs at startups can be focused on flexibility, innovation and communication skills (Forster et al. 2013). The purpose of training at these startups is to create employees who are ready to work well, and can manage the talents of startup employees so that employees feel that their career paths are being cared for and have a clear career path, therefore a training program for startup companies is needed (Bendickson et al. 2017)

Job satisfaction of employees in the risk division at a start-up company PT. X has been implemented well by the company, as supported by the results of descriptive data analysis that the criterion level of job satisfaction variables is included in the good category. A good assessment of career development includes several dimensions including the dimensions of salary, career, the work itself, superiors, and coworkers. Therefore, a good assessment can be interpreted that all of these dimensions and the indicators in them have been carried out as well as possible except for the balanced reciprocal indicators, indicators of the salary system and salary increases, and indicators of salary comparisons with other companies in the industry. The same, still requires attention from the company to be improved again.
One of the programs to increase employee engagement is compensation in the form of salary which is an indicator of the dimensions of job satisfaction (Anitha 2014). Salaries are received by employees as compensation for their work, including in startup companies (Martocchio 2015). The amount of salary received is usually determined by how long the employee has worked and also the position of the employee according to (Martocchio 2015). In startup companies, salary is an important component, because compensation, including salary, has an influence on employee engagement at startups, also other benefits will improved the employee engagement (Indriyani 2017).

Employee engagement of risk division employees at the start-up company PT. X has been implemented well by the company, as supported by the results of descriptive data analysis that the criterion level of the employee engagement variable is in the good category. A good assessment of employee engagement includes several dimensions including

the dimensions of vigor, dedication, and absorption. Therefore, a good assessment can be interpreted that all these dimensions and the indicators in them can be implemented as well as possible except for the serious indicator, the indicator of enjoying work, and the indicator of concentration which still require attention from the company to be improved. Rey and Bastons (2018), startup companies are companies that operate in a very dynamic business environment, and managing their employees with various employee engagement programs will be beneficial for the company. Employee Engagement manages employees by involving employees physically, cognitively and emotionally, therefore employee engagement programs for startup companies are very necessary and can also improve performance and make employees more engaged and enjoy work, besides that it can also keep employees in the company (Moser et al. 2017).

Based on the results of data analysis, career development variables have a positive and significant effect on employee engagement in the risk division employees at the start-up company PT. X. This result is indicated by a positive t-count value of 2.337 with a significance value of 0.022 <0.05. This positive influence means that the better career development applied to the risk division at the start-up company PT. X, it will increase employee engagement. When employees feel they are treated well by the company in career development, employees will be loyal and have a strong attachment to the company. Based on the results of data analysis, the variable job satisfaction has a positive and significant impact on employee engagement in the risk division of employees at the start-up company PT. X. This result is indicated by a positive t-count value of 2.984 with a significance value of 0.004 <0.05. This positive influence means the better job satisfaction felt by employees of the risk division at the start-up company PT. X, it will increase employee engagement. Based on the results of data analysis, career development and job satisfaction variables simultaneously have a significant effect on employees of the risk division at the start-up company PT. X. The results are indicated by the F-count value of 67.271 with a significance value of 0.000. With F-count (67.271) > F-table (3.12) and a significance value of 0.000 <0.05. In addition, the large contribution of career development and job satisfaction to employee engagement in the risk division of employees at the start-up company PT. X is 63.6% and the remaining 36.4% is influenced by other variables not included in this study.

6. Conclusion

Career development of risk division employees at PT. X is in the good category. This is evidenced by the average value of respondents' responses obtained from 14 statement items regarding career development, which is 72.6% of the ideal score of 5,600. Job satisfaction of employees in the risk division at the start-up company PT. X is in the good category. This is evidenced by the average value of respondents' responses obtained from 22 statement items regarding career development, which is 73.0% of the ideal score of 8,800. Employee engagement of risk division employees at the start-up company PT. X is in the good category. This is evidenced by the average value of respondents' responses obtained from 20 statement items regarding career development, which is 78.8% of the ideal score of 8,000. The results of hypothesis testing prove that career development and job satisfaction, either partially or simultaneously, have a significant effect on employee engagement in the risk division of the start-up company PT. X.

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Biographies

Muhamad Imam Mustaqim is currently as a student of Magister Management Program at Faculty Economics and Business Telkom University, Indonesia. He completed his undergraduate studies in 2017, in the program of Computer Engineering, Faculty of Engineering Telkom University, Indonesia. He also currently working at state-owned enterprise in the marketing division, he started working for the company starting in 2021.

Fetty Poerwita Sary is currently as a lecturer of Magister Management Program at Faculty Economics and Business Telkom University, Indonesia. She studied at the Padjadjaran University, Indonesia, at the Indonesia University of Educational and got her doctorate at the Indonesia University of Educational.