

**THE ROLE OF CAREER GROWTH TOWARDS OUTSOURCING EMPLOYEES
IN MINIMIZING TURNOVER INTENTION**

A THESIS

Submitted as partial fulfillment of the requirements to obtain a master's degree



Proposed by.

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MASTER MANAGEMENT STUDY PROGRAM

FACULTY OF ECONOMICS

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VALIDATION

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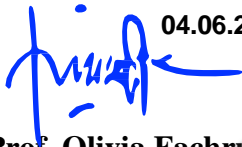
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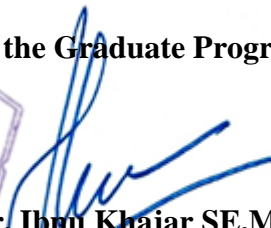
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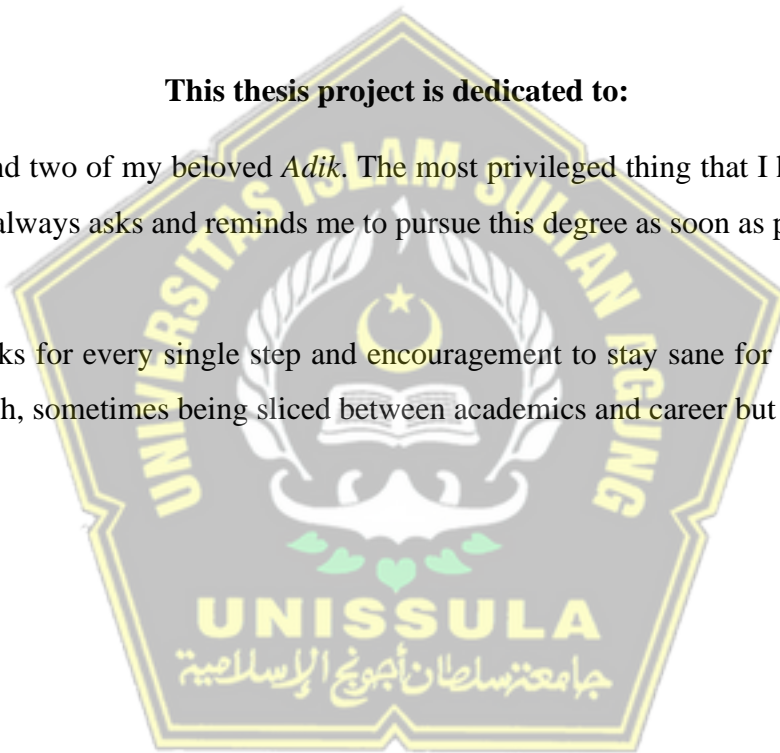
“...Mas, hidup itu harus ada tiga: ibadah, sehat, dan berkecukupan”— Abi

“Sibgotallah. This is the ‘natural’ Way of Allah. And who is better than Allah in ordaining a way? And we worship ‘none but’ him”

— Al-Baqarah 138

This thesis project is dedicated to:

1. *Umi, Abi*, and two of my beloved *Adik*. The most privileged thing that I have ever had is someone who always asks and reminds me to pursue this degree as soon as possible. *I did it, Umi! Abi!*
2. *to me*. Thanks for every single step and encouragement to stay sane for working on this project although, sometimes being sliced between academics and career but *you did it nan!*



ACKNOWLEDGMENT

First things first, I would like to thank Allah SWT. For blessing and giving me the most precious opportunity in between pursuing my career path and academic things. Moreover, happiness, healthiness and peacefulness during work and research is meaningful. *Alhamdulillah.*

Secondly, my peace and salutation be upon our prophet Muhammad SAW who has given darkness to the lightness, God's path and guidelines for a better life.

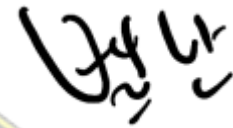
In this precious opportunity, I would like to giving a standing applause and greatest appreciation for the following people:

1. The most helpful, insightful and full of inspiration. The one and only best and smartest woman who I ever known Prof. Olivia Fachrunisa Ph.D who always tried to remind me while I was facing my career and discovering the variables, concepts, topics and ahead of it. *Thanks prof. I did it!*
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4. All of the lecturers at the Faculty of Economics, Master of Management study program, Sultan Agung Islamic University, Semarang, provided all their knowledge to me during the lecture period.
5. All the staffs at the Faculty of Economics, Master of Management study program, Sultan Agung Islamic University, Semarang, who have provided the best service
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Apologize if this thesis project is still in the lackness and side of it within bad condition. It causes an author just a *homosapiens* who has a lack of capability, eroded by revolution and far within perfection. Hopefully, this thesis project could be a *door* for opening insight into further research and reference.

Jakarta, May 01, 2024



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STATEMENT OF WORK'S ORIGINALITY

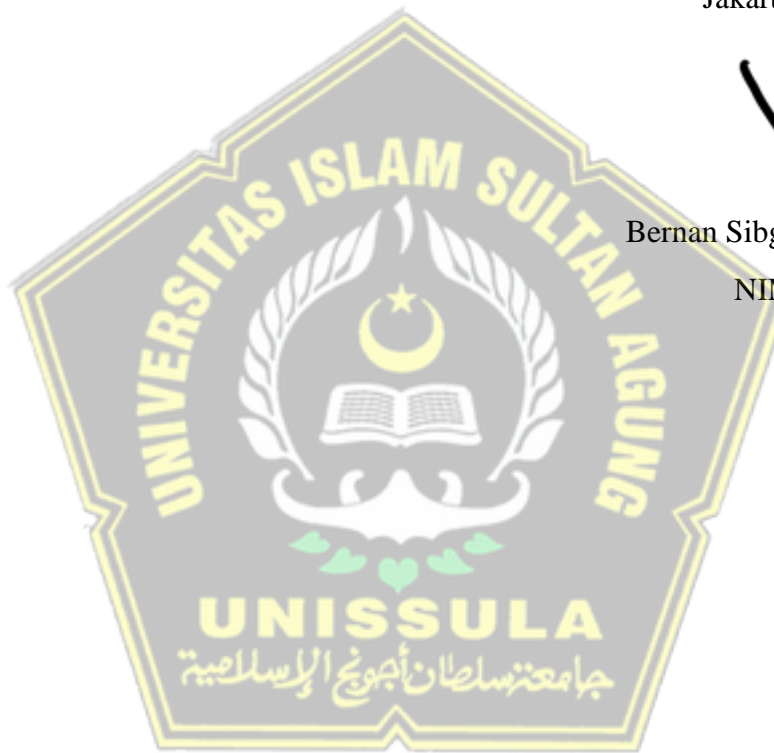
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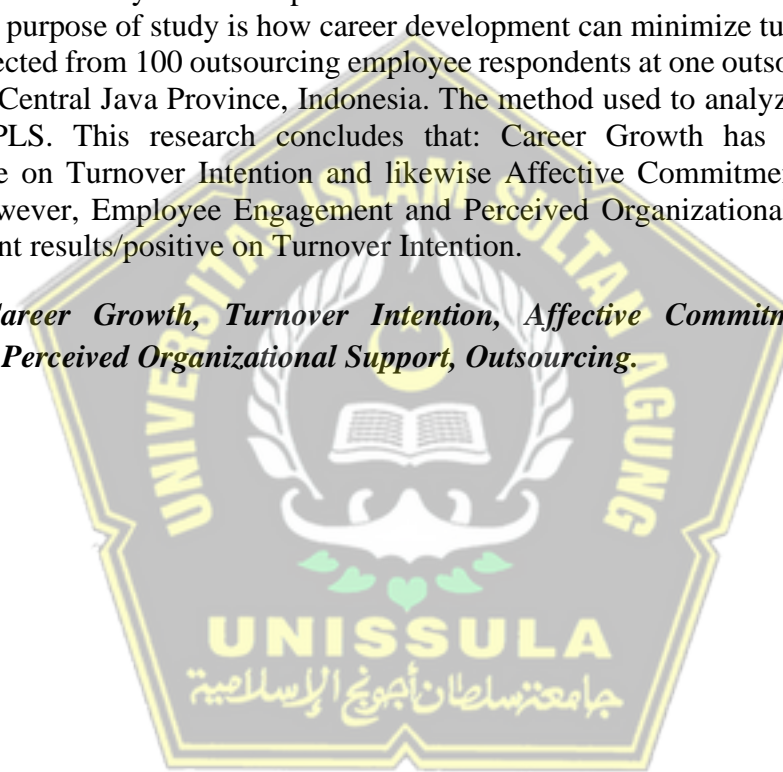


ABSTRACT

Rabbani, Bernan Sibgotallah, 2024. *THE ROLE OF CAREER GROWTH TOWARDS OUTSOURCING EMPLOYEES IN MINIMIZING TURNOVER INTENTION*. A thesis project, Master of Management, Faculty of Economics, Sultan Agung Islamic University. Advisor: Prof. Olivia Fachrunisa Ph.D.

Career Growth is an important factor for a company to improve the company's reputation. Companies need to ensure that employees provide the best and appropriate performance productivity so it is hoped that this can minimize the occurrence of turnover intention. The purpose of study is how career development can minimize turnover intention. Data was collected from 100 outsourcing employee respondents at one outsourcing company in Semarang, Central Java Province, Indonesia. The method used to analyze the hypothesis uses Smart PLS. This research concludes that: Career Growth has an insignificant effect/negative on Turnover Intention and likewise Affective Commitment and Turnover Intention. However, Employee Engagement and Perceived Organizational Support (POS) have significant results/positive on Turnover Intention.

Keywords: *Career Growth, Turnover Intention, Affective Commitment, Employee Engagement, Perceived Organizational Support, Outsourcing.*



INTISARI

Rabbani, Bernan Sibgotallah, 2024. *THE ROLE OF CAREER GROWTH TOWARDS OUTSOURCING EMPLOYEES IN MINIMIZING TURNOVER INTENTION*. Tesis, Sarjana 2 Manajemen, Fakultas Ekonomi, Universitas Islam Sultan Agung Semarang. Pembimbing: Prof. Olivia Fachrunisa Ph.D.

Perkembangan karir merupakan faktor penting bagi sebuah perusahaan untuk meningkatkan reputasi perusahaan. Perusahaan perlu memastikan bahwa pegawai memberikan kinerja terbaik dan sesuai dengan produktivitas sehingga diharapkan hal ini dapat meminimalisir terjadinya turnover intention. Tujuan dari penelitian ini adalah bagaimana perkembangan karir dalam meminimalisir turnover intention. Data dikumpulkan dari 100 responden karyawan outsourcing di salah satu perusahaan outsourcing di Semarang, Provinsi Jawa Tengah, Indonesia. Metode yang digunakan dalam menganalisis hipotesis menggunakan Smart PLS. Penelitian ini menyimpulkan bahwa: Career Growth memiliki pengaruh yang tidak signifikan/negatif terhadap Turnover Intention dan begitupun Affective Commitment dan Turnover Intention. Akan tetapi untuk Employee Engagement dan Perceived Organizational Support (POS) memiliki hasil yang signifikan/positif terhadap Turnover Intention.

Kata Kunci: *Career Growth, Turnover Intention, Affective Commitment, Employee Engagement, Perceived Organizational Support, Outsourcing.*

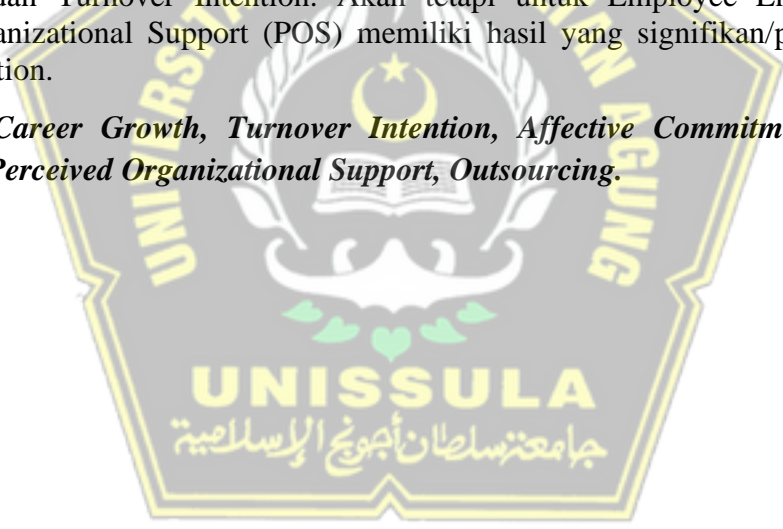


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CHAPTER I

INTRODUCTION

1.1 Background of the study

Implemented career into current condition had complimented rules. The rules referred to here is that workers have a significant position in the world economic cycle. Nowadays, the world requires employees who are qualified to face a complicated world. There are a lot of things that could be against the cycle of repetitive working. Therefore, the new generation is supposed to discover ways so that, new generation's career could grow significantly. (Jia-jun & Hua-ming, 2022) Stated that career growth had emphasized progress for employees at a certain point including not only current internal growth of the enterprise but also the career growth of individuals in the enterprise. For each employee to have their level on their own it is not only about the employee exhibiting behaviors beneficial to the organization within the organization but also, includes their individual's attitude through the enterprise and recognition of the value of their existence in the enterprise.

Along with research by (Weng, McElroy, Morrow, & Liu, 2010) career growth refers to a possibility for employees to be promoted and gain career development experience, remuneration, enhance responsibilities and professional ability. As well as that (Weng et al., 2010) stated the perception of career growth has a few points namely, career development goals, development of professional abilities, the speed of promotion, and the growth of remuneration. Those points are against employees' possibility about what they feel to career development and progress in an organization (Laksmitawati et al., 2022). Widely, the career growth concept is defined as a sequence of work experience that is directed under companies control that has any goals whether personal and organizational goals. The distinctive features of this conceptualization are that the employees have a long-term perspective, current satisfaction development, and employee performance. Those are not only focused on the

objective aspect as well as on the subjective aspect of the career, but rather looking at career effectiveness as the achievement of social function (Dewi & Nurhayati, 2021).

Outsourcing companies are one of the highest companies that allow a new generation. Especially, fresh graduates who still have a huge amount of spirit on their purpose of life. According to (Belcourt, 2006) outsourcing occurs when an organization gets connection contracts with another organization to major or specific function or activity. Furthermore, (Rochester, n.d.) stated that outsourcing means companies that provide business functions outside's organization. Outsourcing is widely discussed today because large business and government agencies are increasingly sending support functions to external suppliers. Outsourcing has a different culture from alliances or partnership or joint ventures in that the flow of resources is one-way, from the provider. Other than that, work that is traditionally done internally is shifted to an external provider, and the employees of the original organization are often transferred to the service provider. In addition, this could be strengthened by (Gurchiek, 2005) stating that almost all outsourcing companies are growing out and being trends.

Unfortunately, there are a lot of outsourcing companies out there that are still giving feedback for their employees especially, fresh graduates with a lack of feedback and narrow career growth. Outsourcing companies have not given their employees enough opportunity within career growth, instead of discovering employee's capability the company would focus on their lack of things that had been done before. The presence of outsourcing raises polemics. Based on the observations, it is known that some outsourcing employees submit resignations within a period of not lasting up to 6 months. In addition, some outsourcing employees also seem less eager in carrying out tasks, emotions when they get orders, and complaining. It is known that the performance owned by outsourcing employees has not been ideal because most outsourcing employees are not animated in carrying out their duties and are saturated with their work. Outsourcing employees feel that their career development is

not so clear. This is feared to be a cause of violations in the field and the lack of optimal outsourcing employees in carrying out their duties. The presence of concerns about position in work and the emergence of a thought to leave work is one of the reflections of low optimism of career development.

The relationship between employees and the company can be interpreted as a milestone in the rotation on the nets of a company, this can be strengthened by the statement from (Che et al., 2022) that the relationship between employees and company is an important aspect of the employment relationship. In addition, organizational factors have their main influence on employee engagement (Eldor and Harpaz, 2014). Furthermore (Tsui et al., 1995) stated that the relationship between employees and company, including formal, informal, social, and psychological relationships. Discussion about the relationship between employees and company are not far from psychological state or mental state, this matter extremely the things that are supposed to increase. According to (Guat, 2015) mental health greatly affects the world of work and these things include on core point indicators it could be called affective commitment. Additionally, according to (Mercurio, 2015), affective commitment is developed primarily by an individual's involvement and identification organization. Specifically, they asserted that individuals become intrinsically motivated and involved towards a course of action that develops from an identification, association, and attachment with the larger organization's values and objectives. Therefore, narrow career growth would impact a whole cycle of working development, it could be discovered from how it affects employees who work at those companies. Particularly, (Nasrudin, Hemdi, and Guat., 2018) discovered the direct effect of career growth, career development and career performance appraisal on organizational commitment. This statement strengthened by (Foong-ming., 2008) discovered that perceived organizational support mediates the relationship between career growth, career development, performance, supervisory support, internal promotion, affective commitment and turnover intention. In contrast (Chew and Chan., 2008) stated that training and career growth have no significant effect of commitment to leave the task.

The impact of narrow career growth can be very widespread and caused by many factors. This can be corroborated by the statement from (Cho & Lewis, 2012) stating that linking employees' perspective of their turnover intentions, their actual decision and their work environment would require a longitudinal research design that surveyed individuals and tracked for years a costly effort that would raise ethical issues. (Alam & Asim, 2019) stated that turnover intention is affected by the attitude of workers, it could have a positive or negative impact from both industries. In addition, the impact of a narrow career could be when the company did not manage the cycle of company whether internal or external matter. With the statement above one of the big impacts that have to be accepted by the company is turnover intention. Turnover intentions are the rate at which workers join and leave the organization (Alam & Asim, 2019). Clearly, it means how long employees tend to stay in the organization. Other than that, how can a company reduce the turnover intention along with employees' implications? (Conlon, Wesson, Porter & Ng, 2001; Haines et al., 2010) stated that, grievance systems can suppress turnover intention because employees can "voice" their concerns through the systems rather than "exit" the workplace. A fair grievance system would reduce turnover intention by enhancing employees' perceptions of procedural and distributive justice.

Turnover refers to employees leaving an organization generates a series company cost and losses. These include the cost of recruitment and training new employees, the reduction of efficiency prior of the employee's departure, and the possible loss of information. Along with statement (Mobley, 2013) stated that turnover intention is the final stage before employees' initiative to leave. With the various statements, it can be concluded that this research aims to reduce the turnover intention of outsourced employees through career growth. This will be very crucial and have an impact on company management turnover. The implementation that can be obtained will be very useful for future learning and benchmarks.

PT. Mitracomm Eksarana operates in the field of outsourcing services. This company has various kinds of projects, one of which is the Traveloka project. As you know, Traveloka is a large start-up engaged in transportation, hotels, resorts and other entertainment. Employees working in this company have an interesting background. There are many cases that can be studied and researched. Therefore, this study will examine a case which has a significant problem and has a high degree of relatability to present and future generations. As discussed above, the existing research on the career growth has focused on turnover intention, perceived organizational support, employee engagement, affective commitment, and performance. Based on the background of the study that has been described above and some of the results of previous research, this thesis aims to examine a model to reduce turnover intention of outsourcing employees by broadening their career growth.

1.2 Problem statement

Based on the background of the study, the formulation of the study is this research is how to reduce turnover intention in outsourced employees who currently have a very high career turnaround and have narrow career growth. This is related to the statement from (Buchwald and Hobfoll, 2004) that narrow career growth has various dimensions including turnover intention. Based on the results of previous literature studies, the formulation of the problem *"How to reduce turnover intention among outsourced employees through career growth"*? while the research question are as follows: the problem statement is how to reduce turnover intention

1. How is the relationship between affective commitment and career growth?
2. How is the relationship between perceived organizational support and career growth?
3. How is the relationship between employee engagement and career growth?
4. How is the relationship between career growth and turnover intention?

1.3 Purpose of the study

Based on the background of the study, the purpose of the study is:

1. Describing, investigating and analyzing the roles of affective commitment, perceived organizational support, and employee engagement to improve career growth.
2. Describing and analyzing the impact of career growth and turnover intention

1.4 Significance of the study

There are 2 significant of the study, the first one is pedagogical significance of the study. By implementing four variables mentioned by this research, there would be an expansion of current understanding of the firms on these human resource management strategies in terms of reducing turnover intention in outsourcing employee.

This study provides a clear presentation of these human resource management strategies for career growth, giving employees' insight into which strategies are more appropriate and useful for employees. Specifically, this research would benefit outsourcing companies with human resource management being a matter. Furthermore, the second significance of the study is practical study, a detail of this research may serve as a tool for further studies to innovate the current strategies for outsourcing companies.

CHAPTER II

REVIEW OF LITERATURE

2.1 Outsourcing Companies

The concept of outsourcing came from the American terminology “outside resourcing”, meaning to get resources from the outside. The term was later used in the economic terminology to indicate the use of external sources to develop the business, which typically were using their internal resources. According to (Mark Power, Kevin De Souza and Carlo Bonifazi, 2021) stated that outsourcing is a strategic tool used by organizations to achieve competitive advantage. Outsourcing is a business practice in which a company hires a third party to perform tasks, handle operations or provide services for the company. In recent years, the specialty literature was focused increasingly on outsourcing strategy when addressing the topic selected design variant. The plan for the development of a system is found and the option of outsourcing and as well as how this solution can be used during any project to implement the system.

Although outsourcing may be expected to bring long term benefits, there may be adjustment costs in the form of job losses, a process visible especially at the microeconomic level, since even in the advanced process outsourcing service is started. Overview, outsourcing is a business practice in which services or job functions are hired out to a third party on a contract or ongoing basis. Companies may choose to outsource services onshore (within their own country), nearshore (to a neighboring country or one in the same time zone), or offshore (to a more distant country). Nearshore and offshore outsourcing have traditionally been pursued to save costs.

The determination of resources from outside the company is obviously carried out in order to execute the production process. In Indonesia, outsourcing has been developing thoroughly where some companies transfer some functions to other companies. Differences of outsourcing in Indonesia and other countries are seen in the class of work. In Indonesia,

there are only 5 types of work that can be done by outsourcing, they are cleaning service (janitor), security, transportation, catering and mining contracting based on Permenaker trans No. 19/2012 related to outsourcing work regulations created by the Ministry of Manpower and Transmigration (Kemenaker trans).

Outsourcing is the procurement of competent non-core work services where the company does not use core activities or basic competencies from other companies specializing in relevant fields (Arikan et al., 2015). (Soltani and Esmaeely, 2013) stated that outsourcing as an act of transferring some internal activities and decision-making responsibilities to an external provider company so that it transferred the allocation or reallocation of trade activities including services or production from internal sources to external providers.

In the last decade, recently outsourcing has become an essential tool for managers at all levels of strategic decision making. Based on the type of authority and responsibility, outsourcing performs the work delegated to the units and employees in the organization. This type is generally held by the field of specialization and also is defined as an executive project. It is also delegated to an organizational unit or team consisting of individuals in different units. (Manyasi and Omusotsi, 2014) reported various benefits obtained from outsourcing, for as a means to reduce costs, increase customer satisfaction and provide efficiency/effectiveness in productivity.

2.2. Turnover intention

Turnover intention is defined as a process of an employee to leave the current job or his willingness to separate from the organization. Truthfully, the talent of one employee cannot be inherited or be the same by another employee, thus, the need to retain the employee's talents are crucial for employers and organizations to face the challenges in today's intense global competition. Employee turnover has become the most important issue to most organizations. Hence, this issue still needs special attention since it can affect

organizational performance. However, in retaining employees, organizations cannot escape from exposing their workforce to higher levels of work stress in order to achieve high demands and targets.

Turnover intention is an employee's reported willingness to leave her organization within a given period of time and is often used for studying actual employee turnover. Since employee turnover can have a detrimental impact on business and the labor market at large, it is important to understand the determinants of such a choice. Employee turnover refers to the situation where an employee leaves an organization. According to (Manag, 2008) stated that turnover intention it can be classified as voluntary, when it is the employee who decides to terminate the working relationship, or involuntary, when it is the employer who decides. Voluntary turnover is divided further into functional and dysfunctional (Sage 2001), which refer to, respectively, the exit of low-performing and high-performing workers. (McGraw-Hill Higher Education, 2018) discovered that turnover intention is important for organizations to be able to retain their talented workforce as this brings stability and growth.

It is also important for governments to monitor whether organizations are able to do so as changes in employee turnover can be symptomatic of an ailing economic sector. Furthermore, (Psychol, 2017) stated that turnover intention, which is an employee's reported willingness to leave the organization within a defined period of time, is considered the best predictor of actual employee turnover. Although the link between the two has been questioned (Goodman, 2016), it is still widely used for studying employee retention as detailed quit data is often unavailable due to, e.g., privacy policies. Moreover, since one precedes the other, the correct prediction of intended turnover enables employers and policy makers alike to intervene and thus prevent actual turnover.

In the recent competitive business environment, human capital has become a fundamental part of taking good care of the employers. Organizations in the modern era must compete in order to retain their employee's talent and explore possible ways that the quality

and quantity of the attachment of employees with their organization can be improved. In addition, the talent of one employee cannot be inherited or be the same by another employee, thus the need to retain the employees is crucial for employers and organizations to face the challenges in intense global competition.

Employee turnover intention has become the most important issue to organizations. Hence, it really needs special attention since it can affect workplace climate and lead to decreasing performance. (Chang, Black, P., and Wiliam, D., 2013). The continuous high number of turnover intentions is not a good sign to the organization, internal and externally. Internally, it affects the organization's costs, employee's morale that stays in the organization, employee's dissatisfaction and weak performance.

Externally, it will also ruin the organization's image and overall organizational performance (AlBattat, A. R., Som, A. P. M., and Helalat, A. S., 2014) Over the years, turnover rate has become the main challenge for industries. Based on previous research conducted at private sectors, there are many questions regarding why turnover occurs among employees in the organization (Jeetesh K, S. G., 2015). The operational definition of the variable is shown to outsourced employees regarding their turnover intention for the company they work for. Parameters used by several indicators, one of which is “The thought of leaving the company” and so on. Those statements could be simply that turnover intentions is something that makes employees want to move from the company where they worked before. Turnover intention is basically the desire to leave the company.

2.3. Career Growth

Currently, in industrial development the growth in import and export of goods is rapid. Then, countries that are agents of import and export of trade commodities must be able to adapt well in order to have a positive impact on the country's economy. Career growth is an optimistic tendency that has to accept good things about the cycle of working for the future. In other words, career growth optimism as an individual's positive view of an

employee's planned career path progression. People who have a low value of career growth optimism tend to see the work with poor conditions. Low optimism in the individual can also be reflected through the behavior that appears and the performance shown. Researchers also suspect that the low performance of outsourced employees is related to the feeling of job insecurity. Job insecurity is the state of a person who feels vulnerable and stressed over work.

The existence of job insecurity can affect the productivity of the workforce as well as the company. According (Rhoades & Eisenberger, 2002) stated that job insecurity is associated with a decrease in commitment to the organization. Furthermore, (Orpen, 1994) stated that career growth is basically negotiable values, expectations, and objectives of employees related to employee's career growth, combined with the needs and goals of the organizations in order to create an efficient working relationship among them. Career as a form of sequence of work experience aims to simultaneously attain both personal and organizational goals. Eisenberger, Rhoades, and Cameron (1999) state that career opportunities and promotion have a positive impact on organizational support.

Previous studies have examined the effects of career growth on employee performance. For instance, (Wayne, Shore, and Liden 1997), (Meyer and Smith 2000), (Lew 2009), (Foong-ming 2008) discovered that the organizational development of employee experience and promotion significantly impacts employee perception on organizational support. Similarly, (Rhoades and Eisenberger 2002), (Levinson 1965) stated that extent to which organizations assess employee contributions and care about their welfare by providing adequate opportunities and personal needs profoundly implies on the practice of human resource management and ultimately affects the employee trust. Hence, the influence of career growth on employee performance requires organizational support (Chang, 1999).

Moreover (Nasrudin, Hemdi, and Guat, 2008) discovered the direct effect of career growth and performance appraisal on organizational commitment. Along with the statement (Mangkunegara, 2004) discovered that career growth is a job activity that helps employees

plan their future in an organization so that organizations and employees can develop themselves to the fullest. Additionally, (Flippo, 2000) stated that career growth can also be interpreted as a series of work activities that are separate but still have complimentary, sustainable relationships and give meaning to someone's life. Meanwhile, according to Robbins (1996) career development is a way for organizations to support or increase worker productivity, as well as prepare them to face a changing world. The operational definition of the variable is shown to outsourcing employees regarding career growth, this aims to find out how career growth in outsourcing companies is then, the measurement parameters are through or using four indicators, one of which is self-knowledge, exploration and so on. Those statements could simply be that career growth emphasizes the career progress made by employees at a certain point including not only the current internal growth of the enterprise but also the career growth of individuals in the process of inter-organizational mobility, especially the growth rate of individuals in the enterprise.

2.4. Affective Commitment

Mental state issues and psychological state issues at company are a trend nowadays. It causes important things for every company in this world that are practical to understand and implement what and how affective commitment works. Affective commitment is a psychological term and people nowadays are hit by logic and reality that mental state and psychological issues have an important role, many people ask "What is affective commitment?" This term refers to the tendency of a worker or employee to stay even if they survive because their industrial or organizational psychologist provides improved services during their session with workers or employees who are unsure of their futures, undecided about a new opportunity or frustrated with their current place within business.

This statement can corroborate by (Allen and Meyer, 1991) stated that affective commitment is a kind of stable psychological binding force that can guide individual behavior to some extent, reflecting the mental state or psychological state employees who

have a sense of obligation, need and desire to maintain membership in the organization to some extent. As mentioned above it could be explained that affective commitment has an important role within cycle's company that provides a thing that makes employees, supervisors even manage to implement a psychological state, mental state so that the working process day by day is productive and has a good ambience. (Anna S. Matilla, 2006) stated that affective commitment reflects a consumer's emotional attachment to the service provider. Furthermore, affective commitment could be as a service provider. With the idea that affective commitment might be the key to brand loyalty.

Along with statements that provide affective commitment is consumer's emotional attachment (Meyer and Herscovith, 2001) stated that affective commitment have connection with extensive review of the literature that affective commitment is primarily developed by an individual's involvement and identification with the organization. Specifically, affective commitment asserts that individuals become intrinsically motivated or involved in a course of action that develops from an identification, association, and attachment with the larger organization's values and objective. Therefore, affective commitment increases the roots of motivation that involve employees' performance.

Motivation has a larger definition but pointedly, motivation is a positive core that could be boosting up someone for reaching up to what they would like to reach. Along with huge motivation the company would receive many benefits. On the other hand, many companies focus on their system and management without considering what mental and psychological conditions employees feel, this is a huge problem that is supposed to find out what and how the root of the problem. so that employees can feel well-being and a balanced life cycle or in trend, "Work, Life, Balance". The operational definition of the variable is shown to outsourced employees regarding affective commitment. This is intended so that outsourced employees are able to be more aware of mental health and psychology. The measurement parameters use indicators, one of which is individual psychology, organization

reputation and so on. With those statements could be simply that affective commitment is a stable psychological binding force that can guide individual behavior for reflecting the mental and psychological state of employees.

2.5. Employee Engagement

Most often employee engagement has been defined as an emotional and intellectual commitment to the organization (Baumuruk, 2004, Richman 2006 and Shaw 2005). Moreover, employee engagement defines a human resources (HR) concept that describes the level of enthusiasm and dedication a worker feels toward their job. Engaged employees care about their work and about the performance of the company, and feel that their effort makes a difference. An engaged employee is in it for more than a paycheck and may consider their well-being linked to their performance, and thus instrumental to their company's success or the amount of discretionary effort exhibited by employees in their job (Frank, 2004). Although it is acknowledged and accepted that employee engagement is a multi-faceted construct, as previously suggested by (Kahn, 1990). Along with (Truss, 2006) stated that employee engagement simply as 'passion for work', a psychological state which is seen to encompass the three dimensions of engagement discussed by (Kahn, 1990), and captures the common theme running through all these definitions.

The existence of different definitions makes the state of knowledge of employee engagement difficult to determine as each study examines employee engagement under a different protocol. In addition, unless employee engagement can be universally defined and measured, it cannot be managed, nor can it be known if efforts to improve it are working (Ferguson 2007). This highlights the problems of comparability caused by differences in definition. Furthermore, whilst it is acknowledged that employee engagement has been defined in many different ways, it is also argued the definitions often sound similar to other better known and established constructs such as 'organizational commitment' and 'organizational citizenship behavior' (OCB) (Robinson et al 2004). Thus Robinson et al

(2004) defined engagement as ‘one step up from commitment’. As a result, employee engagement has the appearance of being yet another trend, or what some might call “old wine in a new bottle”.

Employee engagement can be critical to a company's success, given its clear links to job satisfaction and employee morale. Communication is a critical part of creating and maintaining employee engagement. Engaged employees are more likely to be productive and higher performing. They also often display a greater commitment to a company's values and goals. Employers can encourage employee engagement in many ways, including communicating expectations clearly, offering rewards and promotions for excellent work, keeping employees informed about the company's performance, and providing regular feedback. Other strategies include making efforts to make employees feel valued and respected, and feeling that their ideas are being heard and understood. Engaged employees believe that their work is meaningful, believe that they are appreciated and backed by their supervisors and that they have been entrusted with the success of their company.

The operational definition of the variable is shown to outsourced employees regarding how their relationship is with their fellow employee peers to peers, this aims to discovered how good their relationship with their fellow employees. The measurement parameters are presented through several indicators, one of which is cognitive resources in work, emotional and so on. Those statements could be simply that employee engagement denotes the degree to which a person shows self-preference in job tasks to promote connections between self and job, which can increase role performance through cognitive, emotional, and physical self-investment.

2.6. Perceived Organizational Support (POS)

The concept of organizational commitment has attracted considerable interest as an attempt to understand the intensity and stability of employee dedication to work organization. (McGee & Ford, 1987) stated that there are two majors for viewing employee dedication that focus on affective attachment and calculative involvement, respectively, which are usually considered to be conceptually and empirically distinct. According (Rhoades and Eisenberger, 2002) stated that perceived organizational support (POS) reflects to employees “general belief that their work organization values their contributions and cares about their well-being”. Furthermore, POS may be used by employees as an indicator of the organization’s benevolent or malevolent intent in the expression of exchange of employee effort for reward and recognition (Lynch, 1999). According to organizational support theory (Eisenberger, 1997), employees personify organization by developing an exchange relationship that varies in strength and influence on attitudinal and behavioral reactions.

Along with (Lynch, 1999)’s statement perceived organizational support (POS) is not only about an organizational cycle, but something that is very important for all employees who work at the company so that employees can feel a more company contribution to employees. According to Eisenberger, (1986) Perceived Organizational Support will be influenced by various aspects of employee treatment by the organization and then affect employee understanding of the organizational motives that govern that treatment. Perceived organizational support or perceived organizational support is the level at which employees believe the organization values their contributions and cares about their well-being (Robbins & Judge, 2008).

In this case the company's contribution to employees is very important and has a major influence on the continuity of employees both in terms of clothing, food and shelter. Perceived Organizational Support is an important aspect that must be owned by an organization because with this aspect an organization can run productively. With this there

are two antecedents of perceived organizational support felt by employees, namely employee confidence in an organization that will affect their perception of the quality of exchange relations with the organization, namely perceived organizational support.

Employee trust in an organization that will influence their perception of the quality of the relationship exchange with the organization, namely perceived organizational support. Trust is defined as the assumption that other people can be counted on to do what they say. When a leader believes in that, employees will certainly feel the same way about their organization. Indirectly it will have an impact on increasing employee organizational commitment. The operational definition of the variable is shown to outsourced employees regarding perceived organizational support (POS) then, for the measurement parameters themselves through several indicators, one of which is organization cares, organization attention. With those statements could be simply that perceived organizational support (POS) refers to employee perceptions regarding employees values, contributions and cares about well-being.

2.7. Hypotheses development

2.7.1. Affective commitment and career growth

Affective commitment is an umbrella used to describe one's commitment to a number work related target; namely, to one's career, one's profession and one's occupation. Practically, career professional and career growth are often used interchangeably. In addition, affective commitment has articulating that specificity regarding commitment to one's line of work Lee et al. (2000). That is, one does not have to be in a profession to develop a sense of commitment to that chosen line of work. Thus, the company sees the term professional commitment as overly restrictive. On the other hand, affective commitment is used by some to represent a series of jobs or occupations over the course of one's work life.

The development affective commitment begins with occupational choice and change based on actual experiences. Consequently, (Lee, 2000) stated that affective commitment is defined as the “psychological link between a person and his or her occupation that is based on affective reaction to that occupation. This definition is consistent with (Meyer, Allen, and Smith's, 1993) stating that affective commitment recognizes that other forms of affective commitment exist, such as continuance and normative. Along with a statement by (Meyer et al.,1993) stated that focus on how affective commitment could affect the relationship between affective commitment and career growth. The statement by (Meyer, Allen, and Smith's, 1993) could be simply that affective commitment has positive significance to career growth. Therefore, the correlation between affective commitment and career growth has positive significant results towards continuity for employee psychological and mental state or could be concluded, affective commitment.

Hypothesis 1: There is a positive significance relationship between affective commitment and career growth

2.7.2. Perceived organizational support (POS) and career growth

POS's perceptions had been spread to a huge researcher, there are so many definitions and results that explained about POS. Shortly, POS refers to the belief, contributions, and values of a company. How an employee's perceptions affect POS is what individuals that could get and absorb. According to (Eisenberger et al, 1986) stated that POS refers to employees' perceptions regarding the extent to which their organization thinks highly of their contributions and promotes their welfare this thing can be drawn into how employees put their value and contributions in the company. This statement can be corroborated by the statement from (Gouldner, 1998) stating that POS conveys that employees' contributions are valued and appreciated.

Accordingly, empirical evidence showed that POS is positively related to a plethora of positive attitudes and behaviors at work such as employees' affective commitment, organizational identification (e.g., Sluss et al., 2008), work engagement, career growth, career development (e.g., Caesens et al., 2016), and job performance (e.g., Chen et al., 2009; Shoss et al., 2013). POS was also found to be positively related to several indicators of employees' well-being such as job satisfaction (e.g., Eisenberger et al., 1997; Caesens and Stinglhamber, 2014), and general health (e.g., Bradley and Cartwright, 2002). In contrast, numerous studies indicated that POS decreases employees' turnover intentions (e.g., Kurtessis et al., 2017), absenteeism (e.g., Eder and Eisenberger, 2008), and burnout (e.g., Kang et al., 2010; Caesens et al., 2017). Interestingly, even if prior studies have thus clearly demonstrated that POS creates a positive environment for employees, the influence of POS on workplace conflict has been ignored. Succinctly, POS has positive significance to career growth and this statement has been supported by the statement above that POS has connection and collaboration with career growth.

Hypothesis 2: There is a positive significant relationship between perceived organizational support (POS) and career growth

2.7.3. Employee engagement and career growth

The level of employee engagement not only means that the employee exhibits behaviors beneficial to the organization within the organization but also includes the individuals' attitude toward the enterprise and recognition of the value of their existence in the enterprise. According to (Rothman and Joubert, 2007) stated that knowledge workers attach great importance to whether they can get good development opportunities and resources in the enterprise, which to some extent shows that career growth has a significant impact on employees' work attitudes.

Individuals will reciprocate with a high level of engagement when organizations provide employees with opportunities to improve their professional ability.

Work engagement is the key to improving employee performance. Improving employee performance can be achieved by increasing employee work engagement. The level of attachment of employees to the company in which they work, can affect the performance of employees in that company. Low optimism, the presence of work discomfort, and low work engagement make the workforce easily feel tired. Job fatigue is a state of reduced proficiency, work performance, and decreased strength or perseverance to get the job done. If the worker feels tired and forced to keep working, then the weakness will increase and this fatigue condition will greatly disrupt the smooth work and further negatively affect the worker concerned.

The resources invested by enterprises to improve the professional level of employees could promote employees' work involvement. (Fateme, 2017) stated that it divided developmental human resource management into three dimensions namely, career growth, training opportunities, and performance evaluation. Believing that all three dimensions can positively affect employee engagement, meet the needs of enterprise and employees, and trigger a benign interaction between employers and employees. Shortly, employee engagement has positive significance to career growth. This case has a huge influence and collaboration in a company or organization.

Hypothesis 3: There is a positive significant relationship between employee engagement and career growth

2.7.4. Career growth and turnover intention

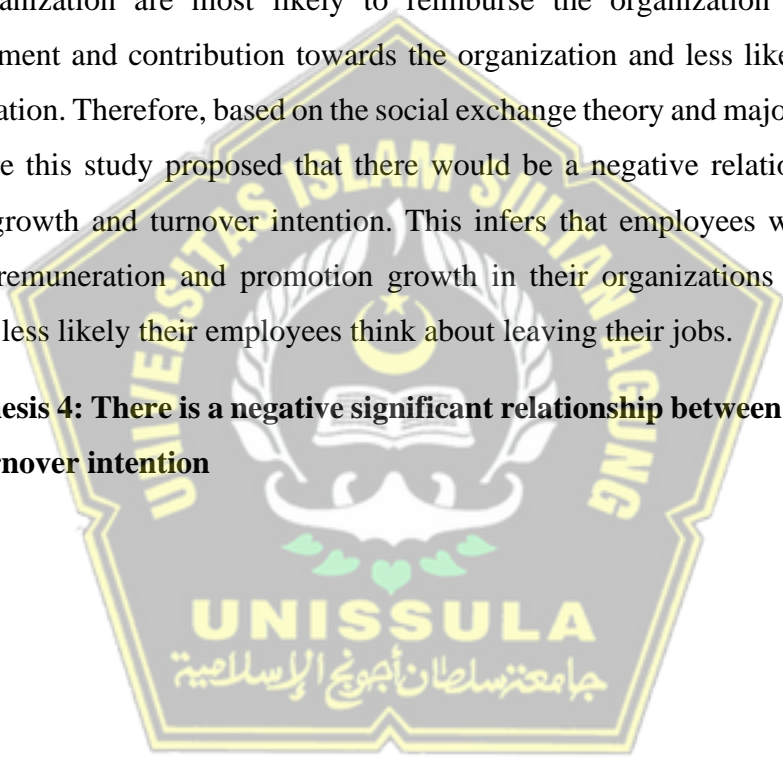
Career management has important rules because it argues that employees are full of concern about their possibility of career growth whether in the organizations whose employees are currently working for or in other organizations. (Wang & Hu, 2009) stated that career growth has been defined as the degree of professional upward mobility within an organization. In addition (Price, 2001) stated that career growth and development carries satisfaction between employees and decreases their internet of leaving organizations or companies. In this regard, according to (Schnake, 2007) stated that career management is a practice whereby organizations provide career planning, career counseling, career paths, training, and mentoring workshops to their employees. Along with statements from (Schanake, 2007) studies that link career management and turnover intention are not many but all of them agree that turnover intention is less among employees who work organizations that are perceived to help employees with career management.

Furthermore, (Karadavar, 2014) also argued that retaining employees, organizations supposed to focus on career growth and career concerns policies that could create psychological contracts with its employees. One which employees who expect progress and growth in their career will ultimately stay longer in the organization, which means turnover intention will become less. Nonetheless, before it can be safely concluded that career management practices could indeed be beneficial to reduce turnover intention among employees, there is need to determine whether employees turnover intentions are affected by employees career growth and career concern. Currently available research that relates career growth to turnover intention quite a few, and some of the, is the study by (Nouri and Parker, 2013), (Weng and Hu, 2009), (Weng and McElroy, 2009) and (Karavardar, 2014). According (Wang and Hu, 2009) suggested that the professional growth of employees could be captivated by four dimensions: career goal progress, professional ability

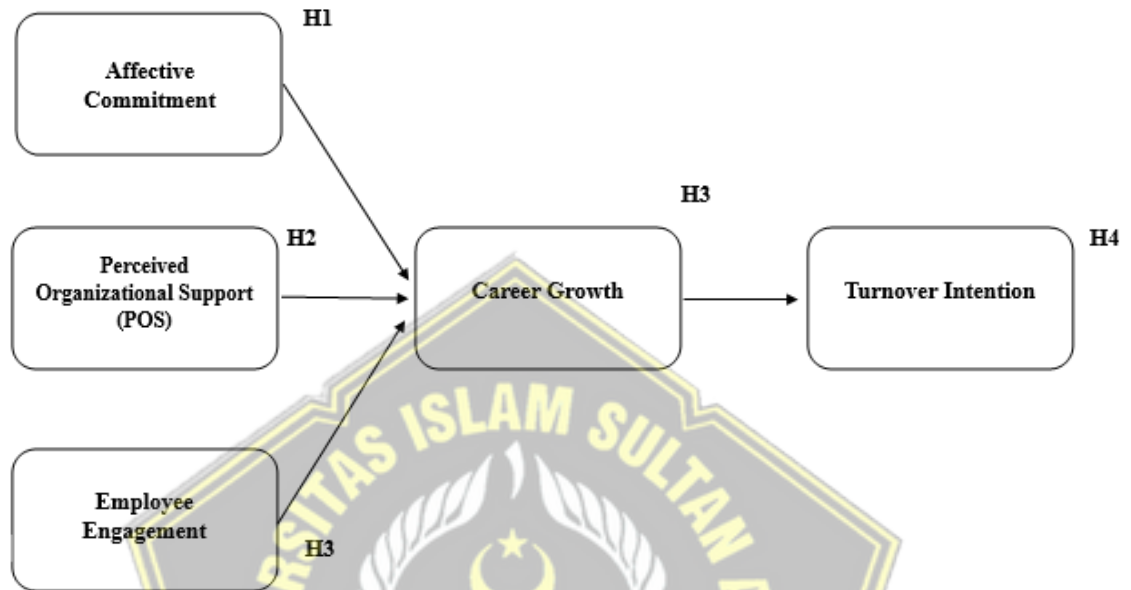
development, promotion speed, and remuneration growth. This multidimensional conceptualization means that career growth simultaneously features employees' effort on making progress toward career objectives and the acquiring new skill and the organization's efforts rewarding these efforts, by promotions and salary increases.

Moreover, in accordance with the social exchange theory by (Bleau, 1964) it is assumed that encouraged and promoted employees who feel appreciated through the organization are most likely to reimburse the organization by his or her commitment and contribution towards the organization and less likely to leave the organization. Therefore, based on the social exchange theory and majority of previous literature this study proposed that there would be a negative relationship between career growth and turnover intention. This infers that employees who seek to get proper remuneration and promotion growth in their organizations will ultimately make it less likely their employees think about leaving their jobs.

Hypothesis 4: There is a negative significant relationship between career growth and turnover intention



2.8 Research model



Picture 2.1 Research Framework

CHAPTER III

RESEARCH METHOD

3.1 Type of research

This study uses an explanatory type with a quantitative approach. Thus this research was driven by the statement (Sugiyono, 2017) that this quantitative approach is used for research on certain populations or samples as well as data collection methods using research variables. It aims to analyze the influence of the relationship between variables. The variables used for this research consist of Independent variables and dependent variables (Independent variables stand for, Affective Commitment (X1), Perceived Organizational Support (POS) (X2), Employee Engagement (X3) whereas, dependent variables stand for Career Growth (Y1) and for (Y2) is Turnover Intentions.

3.2 Population and sample

3.2.1 Population

The population in this study were all employees of PT. Mitracomm Ekasarana Project Traveloka consists of two divisions, namely flights and hotels. The flight division has 50 employees and the hotel division has 50 employees. Total number of 100 employees for 2 divisions. Each division consists of 50 employees. A whole of population was outsourcing employees – non-permanent employees. Then, Researchers chose PT. Mitracomm Ekasarana Project Traveloka with good and competent criteria and considerations. The researcher determined the two flight and hotel divisions because indeed the complexity side of these 2 divisions has a great opportunity for the variables to be carried out through this research.

3.2.2 Sample

The sampling in this study is census sampling according to (Patrick J. Cantwell, 2021) defines that A census is an attempt to list all elements in a group and to measure one or more characteristics of those elements. The group is often an actual national population, but it can also be all houses, businesses, farms, books in a library, cars from an assembly line, and so on. A census can provide detailed information on all or most elements in the population, thereby enabling totals for rare population groups or small geographic areas.

A census and a sample survey have many features in common, such as the use of a questionnaire to collect information, the need to process and edit the data, and the susceptibility to various sources of error. The samples taken in this study amounted to 100 employees of PT. Mitracomm Ekasarana Project Traveloka in 2 divisions flight and hotel. Each division will take 50 employees. These 2 divisions are very intersecting, apart from the work concentration of employees who each have their own capabilities in the job desk and work schedule. The intended respondents in this study were employees who had different backgrounds. One difference that can be seen is how systematic the work schedule is between the 2 divisions and the work schedule itself is divided into 2 consisting of 1. shifting and 2. non-shifting (office working hours).

3.3 Sourced and type of data

Data source is a subject from which it is obtained. According to (Emmanuel and Ibeawuchi, 2015) stated that primary data sources are data obtained from the first source of information from a researcher so that they can collect relevant data in research. Then, the primary data source in this study was obtained from a questionnaire given to employees of PT. Mitracomm Ekasarana Project Traveloka in 2 divisions, flights and hotels. The data obtained is in the form of answers to statements in the questionnaire about variables that have been explained above.

3.4 Method of collecting data

Data collection methods in this study used 2 types of questionnaires, namely open and closed questionnaires. A separate questionnaire was prepared on the basis of indicators of the variables in the research conducted using questionnaire statements filled out by the respondents. Based on this study the measurement of indicators or statements in the questionnaire uses a semantic differential scale which is a scale for measuring attitudes that contains a series of bipolar characteristics (two poles) arranged on a continuum line where very positive answers are on the far right and very negative answers on leftmost position, or vice versa.

3.5 Measurement

Table 3.1 Table of Measurement

Number	Variable Name	Operational Definition	Indicators	Statement of questionnaire
	Affective Commitment	Affective Commitment is a kind of stable psychological binding force that can guide individual behavior to some	Individual Psychology	I feel 'emotionally attached' to this organization
			Organization Reputation	This organization

		extent, reflecting the mental state or psychological state of employees who have a sense of obligation, need and desire to maintain membership in the organization to some extent (Allen and Meyer, 1991).		has a great deal of personal meaning for me
			Side of Sense of Belonging	I feel between my organization and I had a strong sense of belonging
			Organizational Problem	I really feel as if this organization's problems are my own
2	Perceived Organizational Support (POS)	Perceived organizational support (POS) refers to employee perceptions regarding the extent to which their employer “values their contributions and cares about their well-being” (Eisenberger, Huntington, Hutchison, & Sowa, 1986).	Organization Employee Welfare	I feel that when I work I have very prosperous results and values
			Organization Attention	I feel that the company pays full attention to employees' capacity, space and time
			Organization Cares	I feel that the company is very concerned about the mental health of each individual employee

			Employee Organization Benefit	I feel that the company provides significant benefits to employee welfare
3	Employee Engagement	(Kahn, 1990) Stated that Employee Engagement denotes the degree to which a person shows self-preference in job tasks to promote connections between self and job, which can increase role performance through <i>cognitive, emotional, and physical self-investment</i> .	Cognitive resources in work	I feel, I ought to work hard to increase my performance
			Emotional	I feel, I always enthusiastic for work at company
			Physical self-investment	I feel, I have been giving an extramiles for this company and working hardly
4	Career Growth	Wangshuai Wang (2022) stated on his journal that career growth emphasizes the career progress made by employees at a certain point—including not only the current internal growth of the enterprise but also the career growth of individuals in the process of inter-	Self-Knowledge	The company provides career assessment for every employee so that employees can stimulate their own self-knowledge
			Exploration	I can explore my career path through

		organizational mobility, especially the growth rate of individuals in the enterprise.		assessment provided by the company. So that I understand my career development in the future
			Decision-Making	I can make decisions easily while I work in the company
			Action	I can act freely what I want when I want to choose my career path
5	Turnover Intention	According to Nelwan (2008) turnover intention is something that make employees want to move from the company where they worked before. Turnover intention is basically the desire to leave the company.	The thought of leaving the organization	I have some thoughts to leave this company
			The desire for a new job	I feel the new job would be suit in my potential for further
			The desire to leave the organization	I feel there is a desire to resign from the company

3.6 Data Analysis

3.6.1 Partial least square (PLS)

Partial Least Square (PLS) is a family-based regression method for creating and constructing models and methods for the social sciences with a prediction-oriented approach (Wold, 1960). PLS assumes that the research data is distribution-free, meaning that the research data does not refer to one particular distribution (for example, the normal distribution). PLS is an alternative method of SEM that can be used to solve complex relationship problems between variables but the data sample size is small (30 to 100), considering that SEM has a minimum data sample size of 100 (Hair et al., 2010). According to Abdi (2003), PLS regression is a method for finding components of X that are also related to Y.

PLS is used to determine the complexity of the relationship between a latent variable and other latent variables, as well as the relationship between a latent variable and its indicators. PLS is defined by two equations, namely the inner model and the outer model. The inner model determines the specification of the relationship between latent variables and their indicators. Latent variables are divided into two, namely exogenous latent and endogenous latent. Exogenous latent variables are causal latent variables, latent variables that are not influenced by other latent variables. Exogenous latent variables have an effect on other latent variables. While endogenous latent variables are latent variables explained by exogenous latent variables. Endogenous latent variables are the effects of exogenous latent variables 30 (Yamin and Kurniawan, 2009).

3.6.2 Outer Model

Testing the outer model measurement model determines how to measure latent variables. Evaluation of the outer model, by testing internal consistency reliability (Cronbach alpha and composite reliability), convergent validity (indicator reliability and AVE), and discriminant validity (Fornell Larcker, Cross Loading, and HTMT).

3.6.2.1 Convergent Validity

Convergent validity measures the correlation between constructs and latent variables. In evaluating convergent validity from examining individual item reliability, it can be seen from the value of the loading factor. The loading factor value describes the magnitude of the correlation between each measurement item (indicator) and the construct. The loading factor value > 0.7 is said to be ideal, meaning that the indicator is said to be valid for measuring the construct. This is based on Chin's theory (2010) which states that a loading factor that is more than 0.7 is expected and better. After we evaluate the individual item reliability through the loading factor value. Another measure of convergent validity is the average variance extracted (AVE) value.

The AVE value describes the magnitude of the variance or diversity of manifest variables that can be owned by latent constructs. Thus, the greater the variance or diversity of the manifest variables that can be contained by the 31 latent constructs, the greater the representation of the manifest variables to the Latin constructs. Fornell and Larcker (1981) in Ghazali (2014) and Yamin and Kurniawan (2011) recommend using AVE as a criterion in assessing convergent validity. The limit used in this study is 0.5. If the AVE is above

0.50, the construct is able to explain on average at least 50% of the item variance (Chin, 1998).

3.6.2.2 Internal Consistency Reliability

The next step is to look at the internal consistency reliability of Cronbach's alpha and composite reliability (CR). Cronbach's Alpha tends to estimate lower construct reliability than Composite Reliability (CR). The composite reliability varies between 0 and 1, with a higher value indicating a higher level of reliability. It is generally interpreted in the same way as Cronbach's alpha. Specifically, the composite reliability values are 0.60 – 0.70. Composite reliability (CR) interpretation is the same as Cronbach's alpha. The cutoff value > 0.7 is acceptable, and the value > 0.8 is very satisfying and the value is below 0.95 (Hair, Hult, Ringle, & Sarstedt, 2017)

3.6.2.3 Discriminant Validity

Discriminant validity is the extent to which a construct is truly different from other constructs by empirical standards. Thus, establishing discriminant validity implies that a construct is unique and captures phenomena not represented by other constructs in the model. Traditionally, researchers have relied on two measures of discriminant validity using the Fornell-Larcker and the HTMT. (heterotrait-monotrait ratio of correlations). To test discriminant validity, researchers used Fornell-Larcker and HTMT (heterotrait-monotrait ratio of correlations) (Henseler, Ringle, and Sarstedt, 2016).

3.6.3 Inner Model

After evaluating the construct/variable measurement model, the next step is to evaluate the structural model or inner model. Evaluation of the structural model or inner model aims to predict the relationship between latent variables. The inner model, namely the specification of the relationship between latent variables (structural model), also known as the inner relation, describes the relationship between latent variables based on the substantive theory of research. (Jaya, 2008). The structural model was evaluated using the R-square for the dependent construct, the Stone-Geisser Q-square test for Q2 predictive relevance, and the significance test of the structural path parameter coefficients.

3.6.3.1 Coefficient of Determination

The first step is to evaluate the Coefficient of Determination (R-square). The interpretation of the R2 value is the same as the interpretation of the R2 linear regression, namely the magnitude of the variability of the endogenous variables that can be explained by exogenous variables. According to Chin (1998) in Yamin and Kurniawan (2011:21). Criterion R 2 consists of three classifications, namely: R2 values of 0.67, 0.33 and 0.19 as substantial, moderate and weak. (Hair et al., 2017) recommends that if the R-square values are 0.75, 0.50 and 0.25 then it proves that the predictive ability of a model is (strong, moderate, and weak). Changes in the value of R 2 can be used to see whether the influence of exogenous latent variables on endogenous latent variables has a substantive effect.

3.6.3.2 Effect Size (F-square)

The second step is to evaluate the Effect Size (f-square) In addition to evaluating the R^2 values of all endogenous constructs, the change in R^2 values when certain exogenous constructs are removed from the model can be used to evaluate whether the removed constructs have a substantive impact on the endogenous constructs, this measure is referred to as a measure effect f^2 . The guideline for assessing f^2 is that values of 0.02, 0.15, and 0.35, respectively, represent small, moderate, and large effects (Cohen, 1988) of exogenous latent variables. An effect size value of less than 0.02 indicates that there is no effect.

3.6.3.3 Hypothesis Testing

Testing the significance of the hypothesis can be seen in the P-values and T-values obtained through the bootstrapping method in the Path Coefficients table. Ghozali (2018) argues that if the value of 35 is significant, the p value is <0.05 and the significance value is 5%, the path coefficient is considered significant if the t-statistic value is > 1.96 (Hair, Ringle & Sarstedt, 2011). Meanwhile, to determine the magnitude of the influence of the relationship can be seen through the path coefficient. Diamantopoulos and Siguaw (2000) stated that if the path coefficient below 0.30 gives a moderate effect, from 0.30 to 0.60 is strong, and more than 0.60 gives a very strong effect.

CHAPTER IV

RESULTS AND DISCUSSION

4.1 Variable Description

4.1.1 Description of research respondent

This research involved 100 respondents which means a whole of respondents are employees of an outsourcing company. The questionnaires were distributed throughout the company and this covered by two divisions, namely the hotel and the flight divisions. The following on below is a description of the characteristics of respondent in terms of gender/respondent sex, division and organizational tenure of respondents based on the results of filling out questionnaire:

Table 4.1 Table of research respondent

Top of type	Type	Number	Total Number	%	Total %
Gender	Male	62	100	31,00%	50,00%
	Female	38		19,00%	
Division	Flight	50	100	25,00%	50,00%
	Hotel	50		25,00%	
Organizational Tenure	Less than 1 year	82	100	41,00%	50,00%
	More than 1 year	18		9,00%	

Based on the table it could be concluded that this research has top of type such as gender, division and organizational tenure. Each from type of type has type itself. The result could be bread down by first top of type:

1. Gender has 2 type male and female, the number of male are 62 with percentage 31,00% and female are 38 with percentage 19,00% and the total percentage 50,0% which means total by gender 100

2. The flight and hotel division has total 100 which means each division has 50 persons that contribute this research with total percentage 50,00%

3. Organizational percentage has 2 types are 1st Less than 1 year with the number 82 with percentage 41,00% and 2nd More than 1 years with the number 18 with percentage 9,00% which means the total 50, 00%

4.1.2 Descriptive statistical analysis

Cheryl Bagley Thompson (2009) stated that, descriptive statistical analysis are numbers that summarize the data with the purposes of describing what occurred in the sample. Importantly, inferential statistics are numbers that allow the investigator to determine whether these differences are likely to be present in the population of interest. Descriptive statistics also can be used to compare samples from one study with another. In this research used standard deviation toward Smart PLS to see how close the data mean, minimal and maximal. Ghozali (2016) stated that standard deviation is the best way to measured of spread the data it causes the magnitude of the spread of observation unit. In addition, below is the table that appear statistical analysis from this research:

Table 4.2 Table of Descriptive statistical analysis

Variable Name	Indicator	Mean	Min	Max	Standard Deviation
Affective Commitment	(AC1)	3.230	1.000	5.000	0.958
	(AC2)	3.100	1.000	5.000	0.943
	(AC3)	3.030	1.000	5.000	0.953
	(AC4)	2.930	1.000	5.000	1.061
Perceived Organizational Support	(POS1)	3.630	2.000	5.000	0.808
	(POS2)	2.710	1.000	5.000	0.993
	(POS3)	2.730	1.000	5.000	1.112
	(POS4)	3.220	1.000	5.000	0.844
Employee Engagement	(EE1)	3.190	1.000	5.000	0.868
	(EE2)	3.080	1.000	5.000	0.924
	(EE3)	3.600	1.000	5.000	0.775
Career Growth	(CG1)	3.670	1.000	5.000	0.679
	(CG2)	3.170	1.000	5.000	0.928
	(CG3)	3.320	1.000	5.000	0.915
	(CG4)	3.440	1.000	5.000	0.931
Turnover Intention	(TI1)	4.030	2.000	5.000	0.754
	(TI2)	3.850	1.000	5.000	0.853
	(T3)	4.040	2.000	5.000	0.706

This table showed a few rows name such as variable name, indicator with abbreviation, mean (average), minimal value, maximal value and standard deviation. For Min's row showed minimal value stopped on 1.000 which means 1 and maximal value stopped on 5.000 which means 5. In other information, this table has a clear value between mean value and standard deviation. In case, this research was helped by system named Smart PLS that made the simple result and easy to analyze. If would be interpret by casual formula standard deviation would be showed in below:

$$\sigma = \sqrt{\frac{\sum (x_i - \mu)^2}{N}}$$

σ = population standard deviation

N = the size of the population

x_i = each value from the population

μ = the population mean

Picture 4.2 Formula Standard Deviation

According to accounting business articles 2019 apart from that, the value of the standard deviation also shows the level of risk. If the value of the standard deviation is smaller than the average value then the performance can be said to be good. In conclusion, based on the table above it would be interpretation *indicator by indicator* that explained below.

4.1.2.1 Description affective commitment

Allen and Meyer (1991) stated that affective commitment one of the kinds of stable way for employee, student even human behavior. It reflecting the mental and psychological state in organization. In this research affective commitment itself has 4 indicators are Individual psychological (AC1), Organization reputation (AC2), Sense of belonging (AC3) and Organizational problem (AC4). The result from each indicator could be seen on table below:

Table 4.3 Table of description affective commitment

Variable Name	Indicator	Mean	Min	Max	Standard Deviation
Affective Commitment	Individual psychological (AC1)	3.230	1.000	5.000	0.958
	Organization reputation (AC2)	3.100	1.000	5.000	0.943
	Sense of belonging (AC3)	3.030	1.000	5.000	0.953
	Organizational problem (AC4).	2.930	1.000	5.000	1.061
	Average			3.073	

The result from respondent's answer appearing that affective commitment has average value 3.073 counted by excel formula with (=AVERAGE) it means the total result said that affective commitment has middle range. On the other hand, each of indicator has result itself. The higher result landed on (AC1) with number 3.230 and the lowest result landed on (AC4) with number 2.930 it could be concluded that (AC1) with the indicator's name "Individual psychological" has the best indicator that apply-well to respondent.

4.1.2.2 Description perceived organizational support (POS)

According to Eisenberger, Huntington, Hutchison, & Sowa (1986) stated that employee's perceptions have values contribution and cares about well-being and this variable has four indicators such as organization employee well fare stand for (POS1), organization attention stand for (POS2), organization cares stand for (POS3) and last employee organization benefit stand for (POS4). The result from each indicator could be analyze on table below:

Table 4.4 Table of description perceived organizational support (POS)

Variable Name	Indicator	Mean	Min	Max	Standard Deviation
Perceived Organizational Support	Organization Employee Welfare (POS1)	3.630	2.000	5.000	0.808
	Organization Attention (POS2)	2.710	1.000	5.000	0.993
	Organization Cares (POS3)	2.730	1.000	5.000	1.112
	Employee Organization Benefit (POS4)	3.220	1.000	5.000	0.844
	Average			3.073	

The result from respondent's answer appearing that perceived organizational support has average value 3.073 counted by excel formula (=AVERAGE) it means the total result said that perceived organizational support has middle range. On the other hand, each of indicator has result itself. The higher result landed on (POS1) with number 3.630 and the lowest result landed on (POS2) with number 2.710 it could be concluded that (POS1) with the indicator's name "Organization employee welfare" has the best indicator that suit-well for respondent.

4.1.2.3 Description employee engagement

One of the most crucial things that showed in organization is employee engagement. This statement has connecting by Kahn's (1990) research that employee engagement denotes to person shows their self-preference in job or task. The good engagement within employee would be increase role performance through emotional, physical self-investment and cognitive. In addition, this variable has three indicators i.e., cognitive resource in word stands for (EE1), emotional stand for (EE2), and physical self-investment stand for (EE3). The result from each indicator could be analyze in the table below:

Table 4.5 Table of description employee engagement

Variable Name	Indicator	Mean	Min	Max	Standard Deviation
Employee Engagement	Cognitive resources in work (EE1)	3.190	1.000	5.000	0.868
	Emotional (EE2)	3.080	1.000	5.000	0.924
	Physical self-investment (EE3)	3.600	1.000	5.000	0.775
	Average			3.290	

The result from respondent's answer appearing that employee engagement has average value 3.290 counted by excel formula (=AVERAGE) it means the total result said that employee engagement has straight line. On the other hand, each of indicator has result itself. The higher result landed on (EE3) with number 3.600 and the lowest result landed on (EE2) with number 3.080 it could be concluded that (EE3) with the indicator's name "Physical self-investment" has the best indicator that applicable for respondent.

4.1.2.4 Description career growth

Wangshuai Wang (2022) stated on his journal that career growth emphasizes career progress for employees and this case have a few breaks point into four indicators i.e., self-knowledge, exploration, decision making, and action. The further result could be seen in the table below:

Table 4.6 Table of description career growth

Variable Name	Indicator	Mean	Min	Max	Standard Deviation
Career Growth	Self-Knowledge (CG1)	3.670	1.000	5.000	0.679
	Exploration (CG2)	3.170	1.000	5.000	0.928
	Decision-Making (CG3)	3.320	1.000	5.000	0.915
	Action (CG4)	3.440	1.000	5.000	0.931
	Average			3.400	

The result from respondent's answer appearing that career growth has average value 3.400 counted by excel formula (=AVERAGE) it means the total result said that career growth has straight line. On the other hand, each of indicator has result itself. The higher result landed on (CG1) with number 3.670 and the lowest result landed on (CG2) with number 3.170 it could be concluded that (CG1) with the indicator's name "Self-knowledge" has the best indicator that remarkable for respondent.

4.1.2.5 Description turnover intention

Turnover intention has three indicators it connecting to Nelwan (2008) stated that turnover intention is one of the cases that makes employees move to another company this statement provide indicator such as the thought of leaving organization, the desire for a new job and the desire to leave the organization. For further result could be seen in this table below:

Table 4.7 Table of Description turnover intention

Variable Name	Indicator	Mean	Min	Max	Standard Deviation
Turnover Intention	The thought of leaving the organization (TI1)	4.030	2.000	5.000	0.754
	The desire for a new job (TI2)	3.850	1.000	5.000	0.853
	The desire to leave the organization (TI3)	4.040	2.000	5.000	0.706
	Average			3.973	

The result from respondent's answer appearing that turnover intention has average value 3.973 counted by excel formula (=AVERAGE) it means the total result said that turnover intention has higher line. On the other hand, each of indicator has result itself. The higher result landed on (TI3) with number 4.040 and the lowest result landed on (TI2) with number 3.850 it could be concluded that (TI3) with the indicator's name "The desire to leave the organization" has the higher result indicator that respondent's concern.

4.2 Data Analysis

The aim of this research is to be an expansion of current understanding of the firms on human resource management strategies to gaining up of reducing turnover intention of outsourcing employee. This research using five variables namely, affective commitment, perceived organization support, employee engagement, career growth and turnover intention.

4.2.1 Data Analysis

This research uses Partial Least Square data processing techniques (PLS) uses Smart PLS 3.0 software which requires two stages for assessing the fit model, namely by The Outer Model testing and The Inner Model testing.

4.2.1.1 Outer model

This Outer Model analysis is to determine the relationship between latent variables with its indicators, or it could be said that outer model defines how each indicator relates to its latent variable. Three measurement criteria are used in data analysis techniques with Smart PLS 3.0 for assessing models and three measurement itself are *Convergent Validity*, *test reliability (Composite Reliability and Cronbach's Alpha)*, and *Discriminant Validity*.

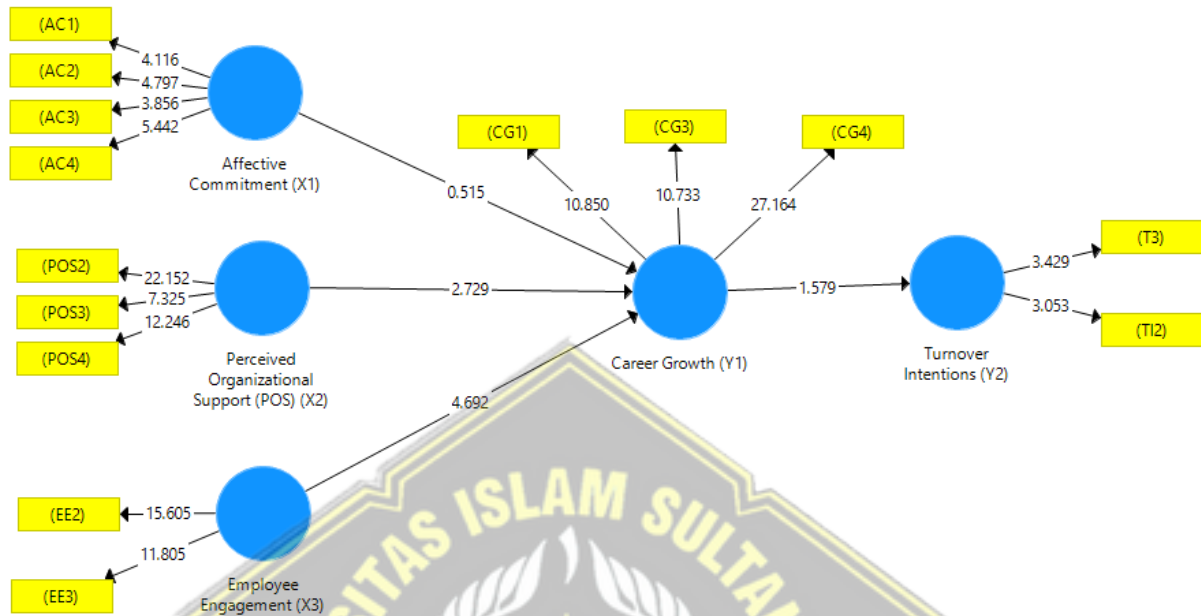
A. *Convergent validity*

Convergent validity would be able to established while items in a particular measure converge to represent the underlying construct. As per rule of thumb Kock (2020) stated that in conclusion that the measurement model has acceptable convergent validity if: (1) the loading factors should be 0.5 or higher and (2) the P values associated with the loading factors should be less than 0.5. In addition, cross-loadings should be low. Indicators for which these criteria have not satisfied sense that be excluded within analysis.

Table 4.8 Table of convergent Validity Model

Variables	Indicators	Outer Loadings	P Values
Affective Commitment	(AC1)	0.762	0.000
	(AC2)	0.785	0.000
	(AC3)	0.724	0.000
	(AC4)	0.801	0.000
Career Growth	(CG1)	0.760	0.000
	(CG3)	0.792	0.000
	(CG4)	0.854	0.000
Employee Engagement	(EE2)	0.847	0.000
	(EE3)	0.796	0.000
Perceived Organizational Support	(POS2)	0.857	0.000
	(POS3)	0.759	0.000
	(POS4)	0.835	0.000
Turnover Intentions	(TI3)	0.880	0.001
	(TI2)	0.771	0.002

On the table appear that the data analysis has valid in result with outer loading values has a higher 0.5 and P values has a higher 0.5 as well. Whatsoever, the data on the table has a right value. Furthermore, the picture of validity result test model would be seen on below:



Picture 4,3 Picture of validity result test model

B. Reliability (Composite Reliability and Cronbach's Alpha)

Reliability testing is a tool for measuring a questionnaire. The measurement of questionnaire could be said valid if reliable. The instrument of this research is using *composite reliability* and *Cronbach's alpha*. According to Fatwa Tentama (2025) stated that one of the rules for evaluate reliability it has to higher from 0.70 for research that has *confirmatory* characteristic and 0.60 – 0.70 are still acceptable for *exploratory* characteristic. Furthermore, for approving the data could be seen on the table below:

Table 4.9 Table of Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)'s Result.

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Affective Commitment (X1)	0.783	0.852	0.591
Career Growth (Y1)	0.726	0.844	0.645
Employee Engagement (X3)	0.521	0.806	0.675
Perceived Organizational Support (POS) (X2)	0.757	0.858	0.669
Turnover Intentions (Y2)	0.546	0.812	0.684

The result output based on the table shows that the *result composite reliability* from each variable appearance satisfied result higher 0.07 it means approving that consistency and instrument stability provoke a higher value. On the other hand, Employee Engagement (X3) and POS (X2) shows *Cronbach's alpha* result under 0.07 nevertheless, it still could be said that this research is reliable.

C. Discriminant Validity.

Discriminant validity is established to ascertain the distinctiveness of the constructs in the research. It shows that the constructs in the research have their own individual identity and are not too highly correlated with other constructs in the research.

1). HTMT

Heterotrait-Monotrait HTMT ratio: According to Henseler et al. (2015) suggest that threshold value of 0.90 if the path model includes constructs that are conceptually very similar.

Table 4.10 Table of Heterotrait-Monotrait HTMT ratio

Variables	Affective Commitment	Career Growth	Employee Engagement	Perceived Organizational Support	Turnover Intentions
Affective Commitment					
Career Growth	0.385				
Employee Engagement	0.434	0.849			
Perceived Organizational Support	0.699	0.560	0.484		
Turnover Intentions	0.487	0.261	0.363	0.618	

As per analyzed and processed data, the discriminant validity using HTMT method shows that the data have a match result within rules from previous research that said HTMT's result was supposed to be minus (not more than) 0.90. It could be seen on the table that each square foot has results are not more than 0.90. In conclusion, HTMT method are valid and achieved for this research.

2). Fornell Larcker Criteria

The second criterion is Fornell Larcker according to M R Ab Hamid (2017) stated Fornell Larcker method compares the square root of the average variance extracted (AVE) with the correlation of latent construct. Therefore, the square root of each construct's AVE supposed to have greater value than the correlation with other latent construct

Table 4.11 Table of Fornell Larcker Criteria

Variables	Affective Commitment	Career Growth	Employee Engagement	Perceived Organizational Support	Turnover Intentions
Affective Commitment	0.768				
Career Growth	0.325	0.803			
Employee Engagement	0.279	0.528	0.822		
Perceived Organizational Support	0.525	0.433	0.311	0.818	
Turnover Intentions	-0.330	-0.181	0.007	-0.398	0.827

As per analyze and process the data. The table shows that each variable has a valid result. Among values from Affective commitment until turnover intention the values have a higher result. In addition, the discriminant validity using a Fornell Larcker method is valid and achieved.

3). Cross loading result

The third criterion is cross loading according to researchwithfawad.com cross loading is a particular thing that has opposite items. The higher items it has to its own parent construct to compare to another construct. It could be showed on table below:

Table 4.12 Table of Cross loading result

Indicators	Affective Commitment	Career Growth	Employee Engagement	Perceived Organizational Support	Turnover Intentions
(AC1)	0.762				
(AC2)	0.785				
(AC3)	0.724				
(AC4)	0.801				
(CG1)		0.760			
(CG3)		0.792			
(CG4)		0.854			
(EE2)			0.847		
(EE3)			0.796		
(POS2)				0.857	
(POS3)				0.759	
(POS4)				0.835	
(TI3)					0.880
(TI2)					0.771

The table showed the values that have been found from the cross-loading results. Each variable had different values whether row and column, The table only shows the higher values in each column. The difference of values less than .10 it could be indicates that the cross loading result could be a threat to discriminant validity.

4). AVE Root value

Table 4.13 Table of AVE Root

Variables	Affective Commitment	Career Growth	Employee Engagement	Perceived Organizational Support	Turnover Intention
Affective Commitment	0.768				
Career Growth	0.325	0.803			
Employee Engagement	0.279	0.528	0.822		
Perceived Organizational Support	0.525	0.433	0.311	0.818	
Turnover Intention	-0.330	-0.181	0.007	-0.398	0.827

AVE root value could be said valid if each of the result's variables are higher than 0.5. In addition, the table showed all of the result's variables had a valid value. It could be concluded that AVE root value has discriminant validity

4.2.1.2 Inner Model

Inner Model testing or structural model showed for seeing *R Square* (R^2), *Effect Size* (F^2), and *C. Predictive Relevance* (Q^2).

A. *R Square* (R^2)

This analysis is to determine the percentage of construct variability endogenous that can be explained by exogenous construct variability. Furthermore, this analysis also determines the last good values of the structural equation model. The larger R square number showed higher results between exogenous and endogenous structural validity. The result of R square could be seen on table below:

Table 4.14 Tabel of R Square (R^2)

Variables	R Square
Career Growth	0.362
Turnover Intention	0.033

Chin (1998) stated that 0.67, 0.33 and 0.90 it could be concluded that strength, mid, and weak value from R Square result. Based on the measurement result above, it can be said that the effect is medium. The career growth's R square result is 0.362 it means in the mid value and the turnover intentions R square result is 0.033 it means in the mid value as Chin (1998). In addition, the rest of the result from another variable would be explained in research outside.

B. Effect Size (F^2)

An important thing for comparing and measuring the data is *Effect Size (F^2)* to complement to null hypothesis significance testing e.g., *p-values*. Effect size's formula could be counted with Cohen's F^2 as an appropriate measure of effect size of variables within a multivariate and mixed-effect regression model. Furthermore, standardized effect size could be reduced by variables from low reliability to high variance. The table on below showed each value from each variable:

Table 4.15 Table of Effect Size (F^2)

Variables	Affective Commitment	Career Growth	Employee Engagement	Perceived Organizational Support	Turnover Intention
Affective Commitment		0.005			
Career Growth					0.034
Employee Engagement		0.253			
Perceived Organizational Support		0.076			
Turnover Intention					

1. Affective commitment (AC) has 0.005 values it showed in the lower of *Effect Size (F^2)*
2. Career growth (CG) have 0.034 values it showed in the lower of *Effect Size (F^2)*
3. Employee engagement (EE) have 0.253 values it showed in the middle range of *Effect Size (F^2)*

4. Perceived organization organizational (POS) have 0.076 values it showed in the lower range of *Effect Size (F²)*

4.2.2 Hypothesis Testing

The hypothesis testing stage to discover and analyze whether a significance is within independent and dependent variables. The hypothesis testing using *path coefficients* to emphasize how strength and weakness values from each variable. In addition, *t statistics* would be used as parameters to estimating how high is the significance value of a variable. The probability result using 0.05 for each variable line. The structural *path coefficients* result showed on table below:

Table 4.16 Table of the structural path coefficients result

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P Values
Affective Commitment (X1) -> Career Growth (Y1)	0.067	0.103	0.131	0.515	0.606
Career Growth (Y1) -> Turnover Intentions (Y2)	-0.181	-0.192	0.115	1.579	0.114
Employee Engagement (X3) -> Career Growth (Y1)	0.427	0.419	0.091	4.692	0.000
Perceived Organizational Support (X2) -> Career Growth (Y1)	0.264	0.257	0.097	2.729	0.006

Based on table it could be explain specifically that each variables have result by itself here is the specific:

- Affective Commitment (X1) -> Career Growth (Y1) have original sample result 0.067 and sample mean has high result in 0.103 and P Values is more than predicted with 0.606 it means this variable could be emphasized that Affective commitment have negative impact for career growth. This statement based on Royal Carter (2024) that $P\text{ Values} > 0.05 = H_0$ accepted (- effects)
- Career Growth (Y1) -> Turnover Intentions (Y2) have original sample result -0.181 and sample mean -0.192 which mean this could be concluded that, this variable have negative impact with P Values result higher than predict 0.114
- Employee Engagement (X3) -> Career Growth (Y1) have original sample result 0.427 and sample mean 0.419 it could be concluded this variable have positive impact with P Values result less than predict 0.000
- Perceived Organizational Support (X2) -> Career Growth (Y1) have original sample result 0.264 and sample mean 0.257 it could be concluded this variable have positive impact due P Values result less than predicted 0.006

4.2.2.1 Evaluating the direct hypothesis

The directional hypothesis encounters the values whether they have less than or equal to ($<$) and greater than ($>$). A directional hypothesis is a type of evaluation that aims to predict two variables. Specifically, to anticipate research outcomes in order to make the collection data.

Based on Royal carter (2024) stated that t statistics with significance values:

- H_0 accepted if t statistics < 1.96 (- effects)
- H_0 unaccepted if t statistic > 1.96 (+ effects)

Based on Royal carter (2024) stated that hypothesis testing with significance result measured by *P Values*:

- *P Values* > 0.05 = Ho accepted (- effects)
- *P Values* < 0.05 = Ho unaccepted (+ effects)

Hypothesis 1 (Ho 1) result

The first hypothesis Ho 1 defined that affective commitment (X1) have negative impact for career growth (Y1) with *t statistics* result 0.515 (< 1.96) and *P values* 0.606 (> 0.05) it means the Ho1 between affective commitment (X1) and career growth (Y1) have negative impact. In addition, affective commitment (X1) is an incapable thing for developing career growth (Y1).

Hypothesis 2 (Ho 2) result

The second hypothesis Ho 2 defined that career growth (Y1) has a negative impact for turnover intention (Y1) this statement has been emphasized by *t statistic* result with 1.579 (<1.96) and *P Values* result with 0.114 (>0.05). Furthermore Ho 2 is unacceptable. It could be concluded as career growth (Y1) is incapable of reducing turnover intention (Y2).

Hypothesis 3 (Ho 3) result

The third hypothesis Ho 3 defined that employee engagement (X3) has a positive impact for career growth (Y1) this statement has been emphasized by *t statistics* result with 4.692 (>1.96) and *P values* result with 0.000 (<0.05). It could be concluded as employee engagement (X3) has an important role within career growth (Y1).

Hypothesis 4 (Ho 4) result

And last but not least, the fourth hypothesis Ho 4 defined that perceived organizational support (X2) has a positive impact for career growth (Y1) this statement has been emphasized by *t statistics* result with 2.729 (>1.96) and *P values* result with 0.006 (<0.05). It could be concluded as perceived organizational support (X2) is capable of evolving career growth (Y1).

4.2.3 The Hypothesis Discussion

4.2.3.1 The influence among affective commitment and career growth

Discovering the result from first hypothesis with the negative values is kind of unexpected due there are a few research is obtained a positive result within affective commitment for developing the career growth within a whole concept. On the other hand, this research provided a different things and different result for variables affective commitment and career growth and this statement supported by Wayne (2002) stated that affective commitment is a bridge for career knowledge worker engagement. The statement could be elaborate that affective commitment not only into the concept employees has obligate being productive. Instead of being good at work and perform, the company have to know and has sense of understanding that affective commitment it has to on the first placement due the high affective commitment held by employee then, the most company has a huge benefit inside it. In this case, the reason why affective commitment has negative impact for career growth it could be simply, employees have not a sense of belonging within worker and the big probability that could be assume it causes the company has not giving a good facility or the working hours, and others effects inside it. In this research the data table showed that the number from *T statistics* and *P values* testing are in lower

result. Unfortunately, the theoretical result is negative without any further do the result in the field could be has the difference result. Does not rule out the possibility.

4.2.3.2 The influence among career growth and turnover intention

Theoretical and practical are things that has two tails, these variables have complexity side to evolve the result. The result form the variables are negative, it showed on top of data table said that among career growth and turn over intention has negative impact. Stated by Lakshmi Kanchana (2023) said that job satisfaction, work-life balance, trust, and management support are the critical factors that impact employee retention. Furthermore, promoting employee well-being leads to decrease employee turnover. In addition, career growth has a sensitivity for employees personal and these things connected with how mental health that have by employees itself. The more pressured company rules, the high turnover intention that companies obtained. And the statement that previous study said it has connected with this research.

The sample's domination in this research is generation Z where these generation has pros and cons itself. Generation Z has a wide range within seen where the company that match and has a sense for their life. Work life balance is the first placement that their obligate to get a best work and career growth is the second things to think about. These generation prefer to resign rather than survive. Shortly, in this research the company did not provide job satisfaction, work life balance, trust and management support. Ahead of it turn over intention could not be reducing easily. Back then with the data result that showed career growth has negative impact on turnover intention. Vice versa.

4.2.3.3 The influence among employee engagement and career growth

Improving the cycle of company organization requires a good and clean organizational plan with awareness of the cycles in the running of the company it needs engagement between one and others. These things called employee engagement. The third hypothesis has positive impact with each other variables. The variables namely, employee engagement and career growth. Furthermore, employee engagement increased motivation to employees itself, and then employee engagement has a good impact for career growth and company due employee motivation and productivity. For these reasons has connecting with employee mental health.

Now days, the generation has been known that the culture in a company it has important for surviving and comfort things. The most comfortable e.g., friend, partner, client and manager it would be made worker has the right and safe place for working. The impact for company it could be able to evolve the profit, the trade mark and the positive thing others. Back then, the result among employee engagement on career growth has good in a positive way, it could be seen on the table of data on top.

4.2.3.4 The influence among perceived organizational support and career growth

Perceived organizational support has correlation with job performance, in order to discovering how wide perceived organizational support spread it could be seen on the table of data that showed a huge result—number. Perceived organizational support could be mediating with job satisfaction, positive affect and affective commitment. This statement supported by Rhoades and Eisenberger (2002) stated that perceived organizational support has different dimension for beneficial treatment e.g., fairness, supervisor support and organization reward this thing are capable to gain up career growth. As a results perceived organizational support has an important placement for every variable in this research. Ahead of it, the data result showed that perceived organizational support has positive impact on career growth.

CHAPTER V

CONCLUSIONS AND INSIGHT AHEAD

In the last, chapter V demonstrates how each variable is capable for a few aspects. The ability of career growth has a massive impact within outsourcing employees. The discovery from a previous study has a length line for digging up the root point. The academic practitioner, the researcher and readers might be using this thesis for a research gap. Furthermore, this research is still imperfect, incomplete and lacks data. Therefore, for those people who discover definitions, the data and even variables might be used for further research gap especially, in a concept of company managerial within career growth, turnover intention and shortly, affective commitment. Based on a whole of chapter that have been explore completely, it could be conclude into a few points:

5.1 The Problem

Based on hypothesis testis in chapter IV this research has a few points that could demonstrate deeply, and here is:

- a. Affective commitment has a negative impact on career growth. It could be emphasized that affective commitment does not work to employees who work at outsourcing companies. It could be seen on the t statistic result and p values on chapter IV. The affective commitment is supposed to be bulletproof for every employee and these things would be made by outsourcing companies have the right effect and significantly. Instead of company's perspective way to emphasized employees for getting a good and super perform it supposed to way for gain the capability for these variables called "Affective commitment" it would become effective yet affective.

- b. Career growth has a negative impact on turnover intention. This statement has the strength point with T statistic and P values testing. Complete version shown in Chapter IV. The most crucial things that companies faced in this era are 2 things: generation Z and high intention for leaving the company by sudden “Turnover Intention”. These things have a big problem and talking back every company to company. Therefore, this research would be a handful yet useful for discovering how long companies especially, outsourcing companies, have turnover intention issues.
- c. Employee engagement has a positive impact for career growth. This statement is supported by T statistics and P values testing, completely could be seen in chapter IV. Employee engagement has the right place for every company especially, in this era employees have strict options between mentality, finance and balance. Nowadays, employees ranging from guess 20 - 35 years old emphasize their life with work, life, balance and one of the ways to pursue those things are engagement within their partner. In this research, employee engagement has a positive impact for pursuing their career.
- d. Perceived organizational support shortly, POS has a positive impact for career growth. These things are capable of reducing turnover intentions in a company. In addition, POS is one of the best ways to make a good for evolving company. Employees who work at a company that has the best facility and assurance for their employees would constantly make employees productive and give their best performance. This statement supported by the data for further information could be seen in chapter IV. Shirly, perceived organizational support have positive impact for career growth

5.2 The Implication

Build, evolve and consistency those things are vulnerable within to start companies. Employees' mental health, culture and other things are crucial things in this digital era. For those people who would like to discover how career and management works. Hopefully, this research could be used for big lines. Furthermore, the concept of this research has been used from previous studies that brings a smooth insight for this research. In addition, every variable that is pinned in this research has been complicated and has so many perspectives and research gaps. Instead of focusing on the theoretical, this research not only emphasized how employees are supposed to be treated by the company with the right and fair side but vice versa.

Based on an empirical model this research supports the statement by previous study. The previous study stated by Price (2001) argues that career growth and development carry satisfaction between employees and decreases their internet of leaving organizations or companies. Shortly, career growth held important rules within those variables that were mentioned in this research. The implication between affective commitment, career growth, employee engagement, perceived organizational support and turnover intention has two tails including theoretical and managerial. This research has a side that could be used for further research. It would be useful and easy to discover that each variable has a clear point and aspect. The data are capable of supporting research ahead. And full of insight.

5.3 The Strategy

Based on the data analysis that has been done in this research, the correlation between career growth and turnover intention is negative. Furthermore, the big problem is how career growth could not be reducing turnover intention?

One of the good ways for pursuing the data is doing some research. These things have a wide obligation to provide how far the variable capable reaches out the result. The theoretical is one of the first keys to get to know pros and cons of things that would like to deepen and focus on it. Korunka (2003) stated that turnover intentions among companies themselves can be used as a benchmark for the possibility of employees in the future. On the other hand, the theoretical could not be enough to support the research result. The practical does. Sometimes, among the theoretical and practical results it could be affected by a few aspects that could not be expected. This statement could simply be that turnover intention has a wide range for companies in the future. Ahead of seen on the table of data *T statistics* and *P values* result showed in number *t statistic* result with 1.579 (<1.96) and *P Values* result with 0.114 (>0.05). Moreover, here is the strategy for pursuing to reducing turnover intention:

a. Encourage a healthy work life balance

The ability to utilize a flexible work schedule could increase employees' motivation. Nowadays employees have a sense of awareness. They put work life balance in the first place because these things are the most precious for life long concepts. There are so many studies explaining how to be a productive employee and there is no way that work life balance is the most precious thing within an employee's life.

b. Offer flexibility

Employees are increasingly concerned with job flexibility and these things are important for boosting retention employee's latitude. Online job board Intex-jobs stated that about 40% of workers reported leaving a job because they did not have flexible work options. The work flexibility is not only work from home or work from the office, but also work from anywhere. It could be flextime—employees are required for work by standard government hours and could choose their flexibility time. Nevertheless, the effective offer flexibility through being on the leader how to manage time schedules and leaders has an obligation to explore any of options that might be effective for organization or company.

c. Pay attention employee engagement

Paying attention to employees is the most important thing for a company to succeed in any organization. Employee engagement is the crucial thing that influences the good factor of any organization. Furthermore, Employees who have better engaged with each other would ultimately contribute to a company's bottom line and those things are more innovative, productive, and loyal. Providing for paying attention to employee engagement has a few ways and here are:

1. Care

The fundamental thing that a company is supposed to have is caring for employees. This not only affects their work but the company would be given a good impact in it and one of the good impacts would be reducing “quiet quitting” or turnover intention. On the other hand, caring could be manifested for company and employee in various ways, such as mental health issue support, recognition work life balance and providing flexible schedule work arrangements.

2. *Connect*

Harvard business review outlines the 12 elements of emotional intelligence that include “empathy”. This thing called for a key trait to establish the connections. To improve paying attention within a company or any organization it is supposed to encourage has transparent ways it could be, namely by open communication and provide opportunities for employees to interact or collaborate. Connecting means two tails but one mission and vision and it is called by collaboration. Nowadays the technology has a key within many things and one of it is for outsourcing companies. In addition, collaboration technology has a role for bridging a gap in the form of virtual chat groups. workshop or events and a social media wall feeds all employees to the organization.

d. Build learning and development programs

Learning and development L&D is a captivating tool for pursuing the best profit in a company or any organization. This way is expected to ensure employee welfare on the other hand, the L&D programs ensure capabilities necessary to do their jobs. Shortly, ultimately boosting company culture and fostering greater commitment to the organization. The nudges way for employee engagement to learning as deeply not only about their jobs but inside of it e.g., assurance, mental health consultation, facility and other things could make the L&D program successful in the right way.

Moreover, the reason why career growth could not be reduced is that it is too narrow for employees to evolve their career and these things become unsupported by employee productivity. There are a lot of things that affect why turnover is too often in an outsourcing company and a few things itself are lack of facility, unbearable management act or even employee engagement.

5.4 Further Research

Further research could focus on how the company evolves employee's turnover intentions. In this case it has a wide side for discovering the ways reducing turnover intention itself and one of the ways is to use career growth. Further research can use this research with variative concepts not only one perspective but ahead of it.



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