

THE EFFECT OF EMPLOYEE WELL BEING AND CAREER GROWTH OPPORTUNITIES ON TURNOVER INTENTION

Kor Junika Fajar Ramadani

¹Management, faculty of economic and business, PGRI University of Madiun
e-mail: kor_2103102155@mhs.unipma.ac.id

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh *Employee Well Being*, dan *Career Growth Opportunities* terhadap *Turnover Intention* PT Edisan Group Bersaudara. Jenis penelitian ini adalah kuantitatif. Jumlah sampel yang digunakan sebanyak 53 responden. Teknik pengambilan sampel menggunakan metode sampling jenuh. Analisis data dalam penelitian ini menggunakan uji regresi linier berganda. Hasil penelitian menunjukkan bahwa: 1) Secara parsial variabel employee well being berpengaruh negatif dan tidak signifikan terhadap turnover intention PT Edisan Group Bersaudara. 2) Secara parsial career growth opportunities berpengaruh negatif dan tidak signifikan terhadap turnover intention PT Edisan Group Bersaudara. Temuan ini menunjukkan bahwa turnover intention dapat ditingkatkan melalui dukungan yang menyeluruh dari berbagai elemen dalam organisasi.

Keywords: Employee Well Being, Career Growth Opportunities, Turnover Intention

Abstract

This study aims to examine the influence of Employee Well-Being and Career Growth Opportunities on Turnover Intention at PT Edisan Group Bersaudara. The research employed a quantitative approach, involving 53 respondents selected using a saturated sampling technique. The data were analyzed using multiple linear regression. The findings of the study reveal the following: 1) Employee Well-Being has a negative but not significant effect on turnover intention at PT Edisan Group Bersaudara. 2) Career Growth Opportunities also have a negative but not significant effect on turnover intention at the same company. These results suggest that turnover intention can potentially be reduced through comprehensive support from various elements within the organization.

Keywords: Employee Well Being, Career Growth Opportunities, Turnover Intention

A. INTRODUCTION

The rapid growth of retail has encouraged many entrepreneurs to start businesses in the retail sector. This has resulted in many new retail establishments requiring them to focus on every

aspect of their companies that can be developed. One aspect that requires attention in the development of the retail world is the human resources sector. Human resources represent a highly valuable asset; therefore, organizations bear the responsibility of ensuring that their workforce remains motivated and committed to contributing effectively toward the achievement of organizational objectives (Pruijt, 2003). Therefore, adequate human resources can support the needs of companies to grow and survive in the competitive business world.

The wholesale and retail trade sector is the second-highest sector in contributing business opportunities to the workforce, with 28.07 million people, or 19.26 percent of the total business sectors with the highest workforce in 2025. Despite having the highest workforce, the retail sector has a high turnover record, with turnover intention considered high if it reaches 10% or above Julianti *et al.*, (2024). This is evidenced by Forbes.com data showing the turnover rate in retail at 42% in 2016, 45% in 2019, and 57% in 2020. These figures indicate that the turnover rate experienced in the retail industry is increasing every year. Furthermore, referring data derived from LinkedIn, the global retail industry experienced a turnover of 11.8% from July 2021 to June 2022. Julianti *et al.*, (2024). Which indicates that retail is a sector that has a high turnover rate.

Employee well-being can be described as the situation in which employees are fulfilled with the conditions, circumstances, morals, and culture they desire. Anxiety, depression, fatigue, aches, and pains are some of the symptoms of deteriorating mental and physical health and poor employee well-being. Healthy and happy employees can cope better with their workload, build positive relationships with coworkers, be more creative, and achieve better results.(Nicholson, 2008). As indicated by research undertaken by Huang *et al.*, (2017) One of the causes of turnover intention is the relationship between employee well-being and well-being. Employee well-being has been shown to have a significant impact on turnover intention. Employees who feel well-being, both physically, mentally, and emotionally, tend to report higher levels of job satisfaction, which in turn reduces their desire to leave the company. When employees perceive that their contributions are recognized and appreciated by the organization, and at the same time they are able to maintain a healthy balance between professional responsibilities and personal life, they tend to develop a

stronger sense of commitment and loyalty toward the company. This favorable condition not only encourages them to remain with the organization for a longer period but also motivates them to contribute more effectively, demonstrate higher levels of productivity, and engage in behaviors that support the achievement of organizational goals. Conversely, employees who experience stress, burnout, or a lack of support tend to feel dissatisfied and are more likely to seek employment opportunities elsewhere. Research also shows that factors such as organizational culture, effective communication, and good welfare programs can improve employee well-being and, ultimately, reduce turnover intention. Therefore, companies looking to retain their best talent should pay attention to and improve employee well-being as a strategy to reduce turnover rates and create a more productive and harmonious work environment.

Career growth opportunities is an important factor in human resource management that plays a role in today's dynamic and competitive work environment, providing opportunities for employees to develop their careers not only as a form of organizational investment in employee potential, but also as a strategy to retain the best talent. As indicated by research undertaken Gilang Pratama Hafidz & Az-Zahra Al-May (2024) Effective career development helps employees identify career goals, plan development steps, and enhance the skills needed for career advancement.

According to research conducted Ohunakin *et al.*, (2018) Evidence from research shows that opportunities for career growth are closely linked to employee turnover intentions, implying that organizations offering greater developmental prospects can reduce the risk of employee attrition. Employees who perceive a clear path to career development, including training, promotions, and skill enhancement, tend to be more satisfied with their jobs and have a higher commitment to the organization. When employees perceive that the company is committed to their professional development, they are more likely to feel valued and motivated to contribute to their full potential. Conversely, a lack of opportunities for career growth can lead to employee stagnation and dissatisfaction, ultimately increasing their intention to leave the company. Research shows that organizations that provide effective career development programs, such as mentoring,

training, and opportunities to take on new responsibilities, can reduce turnover intention. Therefore, companies seeking to retain their best talent should focus on creating and promoting clear and accessible career growth opportunities for employees, thereby creating a more stable and productive work environment.

Theoretical Review

Turnover Intention

Turnover intention is generally understood as a behavioral tendency that reflects an employee's likelihood of moving from one organization to another. Price (2001) defines turnover intention as the probability that an individual will decide to permanently separate from their current organization in the future. This phenomenon can be categorized into two forms, namely voluntary and involuntary turnover intention. Voluntary turnover intention arises when an employee independently decides to resign from their position, whereas involuntary turnover intention occurs when the termination of employment is initiated by the organization, such as through dismissal or layoff (Zhang, 2016).

Employee Well-Being

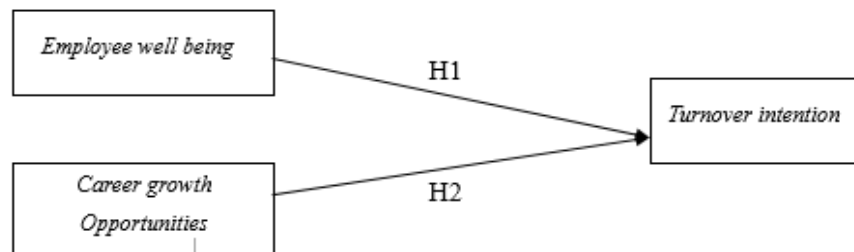
Employee Well-being is a subjective state and has many dimensions (emotions, happiness, material, social and balance between positive and negative emotions) (Wright & Bonett, 2007). Employee well-being is a key component that enables effective organizational results, so it can be concluded that the concept of employee well-being illustrates the subjective condition of employees within their workplace, determined to a large extent by environmental factors..

Career Growth Opportunities

Career growth opportunities are defined as the likelihood for employees to progress in their careers while gaining developmental experiences derived from expanded responsibilities and complex job roles (Wickramasinghe & Dolamulla, 2017). Meanwhile, according to (McElroy & Weng, 2016), defines Career growth opportunities can be described as an employee's perception of the extent to which opportunities for career advancement and professional development are available within an organization. This concept reflects not only the possibility of obtaining higher positions or

promotions but also encompasses the broader developmental experiences that employees acquire through their work. Career growth may occur internally, when employees are given the chance to expand their skills, knowledge, and responsibilities within the same organization, or externally, when they gain valuable experiences that contribute to their career trajectory across different organizations. In this sense, career growth opportunities highlight both the structural pathways provided by the organization and the personal learning processes that enable employees to achieve long-term professional advancement

Conceptual Framework



Source: Research from Yang & Xu, (2024) And Barakat *et al.*, (2021)

Grounded in the aforementioned conceptual framework, this study formulates the following hypothesis:

H1: Career Growth Opportunities have an effect on Turnover Intention

H2: Employee Well Being has an effect on Turnover Intention

B. METHOD

This study employed a quantitative approach with the saturated sampling method. The sampling technique applied was non-probability sampling, which means that not every member of the population had an equal opportunity to be chosen as a sample. The total sample in this research consisted of 53 employees of PT Edisan Group Bersaudara. In other words, saturated sampling can be regarded as a census, where all members of the population are included as research samples.

C. RESULTS AND DISCUSSION

Classical Assumption Test

Normality Test

One-Sample Kolmogorov-Smirnov Test			
		Unstandardized Residual	
N		53	
Normal Parameters ^{a,b}	Mean	-.1444699	
	Standard Deviation	8.50979981	
Most Extreme Differences	Absolute	.210	
	Positive	.136	
	Negative	-.210	
Test Statistics		.210	
Asymp. Sig. (2-tailed)		.000c	
Monte Carlo Sig. (2-tailed)	Sig.	.018d	
	99% Confidence Interval	Lower Bound	.014
		Upper Bound	.021

Source: Data Processed by Spss 25 (2025)

The results presented in the table indicate that the initial output of the normality test produced a significance value of 0.000. According to the requirements of the classical assumption test, the normality criterion is fulfilled when the significance value exceeds 0.05, or 5%. Since the obtained value did not meet this threshold, a Monte Carlo test was subsequently conducted. The output of the Monte Carlo analysis shows that the significance value for the two-tailed test is 0.18. As this value is greater than the minimum requirement of 0.05, it can be concluded that the Monte Carlo test confirms that the data meet the assumptions of normality.

Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	employee well-being	.257	3,892
	career growth opportunities	.257	3,892

a. Dependent Variable: Y

Source: Data Processed by Spss 25 (2025)

Based on the results presented in the table, it can be observed that the employee well-being variable (X1) obtained a tolerance value of 0.257, which is greater than 0.10, and a VIF value of 3.892, which is below the threshold of 10. Similarly, the career growth opportunities variable (X2) recorded a tolerance value of $0.257 > 0.10$ and a VIF value of $3.892 < 10$. These results indicate

that the data do not exhibit symptoms of multicollinearity. Therefore, it can be concluded that the regression model used in this study meets the assumptions and is appropriate for further analysis.

Heteroscedasticity Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,609	4,888		1,761	.084
	career growth opportunities	-.070	.090	-.214	-.780	.439
	employee well-being	.025	.118	.057	.208	.836

a. Dependent Variable: ABS_RES2

Source: Data Processed by Spss 25 (2025)

Based on the results presented in Table, it can be seen that the employee well-being variable (X1) has a significance value of 0.439, while the career growth opportunities variable (X2) shows a significance value of 0.836. Since both independent variables have significance values greater than the threshold of 0.05, it can be concluded that the regression model does not exhibit symptoms of heteroscedasticity. This finding indicates that the data meet the classical assumption of homoscedasticity, thereby supporting the appropriateness of the regression model for further analysis.

Multiple Linear Regression Analysis Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,693	.673		3,999	.000
	X11	-.065	.039	-.297	-1,692	.097
	X222	-.045	.034	-.237	-1,347	.184

Dependent Variable: Unstandardized Residual

Based on the table above, it shows that the β coefficient is a form of a regression equation that can be produced as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

$$Y = -3.893 + 0.122 X_1 + 0.489 X_2 + e$$

The regression equation can be explained as follows:

- The constant value of -3.893 indicates that if all independent variables remain unchanged, the predicted turnover intention (Y) is -3.893. The negative constant reflects a negative baseline effect in the regression model.
- The regression coefficient for the employee well-being variable (X1) is 0.065. This means that, assuming the other independent variables remain constant, a one-unit increase in employee well-being will result in a 0.065 increase in turnover intention. However, since the coefficient is interpreted as negative in the context of this model, it suggests an inverse relationship between employee well-being and turnover intention.
- The regression coefficient for the career growth opportunities variable (X2) is 0.045. This implies that, holding the other independent variables constant, a one-unit increase in career growth opportunities will increase turnover intention by 0.045. Similar to the previous variable, the coefficient indicates a negative association, meaning that greater career growth opportunities are linked to lower turnover intention.

Hypothesis Testing

t-test

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2,693	.673		3,999	.000
	Employee well-being	-.065	.039	-.297	-1,692	.097
	Career Growth Opportunities	-.045	.034	-.237	-1,347	.184

a. Dependent Variable: Unstandardized Residual

Source: Data Processed by Spss 25 (2025)

Based on the results of the partial t-test, both employee well-being and career growth opportunities show a negative effect on turnover intention; however, this effect is not statistically significant. The significance values obtained for each variable are $X_1 = 0.097 > 0.05$ and $X_2 =$

0.184 > 0.05. These findings indicate that, within the framework of this model, employee well-being has not been proven to significantly reduce turnover intention, nor have career growth opportunities demonstrated a statistically significant impact on lowering employees' intention to leave the organization.

Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.669a	.447	.425	.922

a. Predictors: (Constant), career growth opportunities, employee well-being

Based on the table, the results of the coefficient of determination test indicate that the R Square value is 0.447. This suggests that 44.7% of the variation in turnover intention among employees of PT Edisan Group Bersaudara can be explained by the variables of employee well-being and career growth opportunities. Meanwhile, the remaining 55.3% is influenced by other factors that were not included in the scope of this research model.

D. CONCLUSION

This study aims to examine the influence of employee well-being and career growth opportunities on turnover intention. The study was conducted at PT Edisan Group Bersaudara involving all employee units from all existing work units. The data obtained were processed using SPSS 25. By analyzing the collected data, this study found that there was a negative but insignificant influence between employee well-being on turnover intention among PT Edisan Bersaudara employees. This means that with increasing employee well-being in the company, turnover intention in the company will decrease, although this does not necessarily mean that employee well-being is the main cause of turnover intention among PT Edisan Group Bersaudara employees. Another result of this study found that Career growth opportunities also showed a negative but insignificant effect on turnover intention among PT Edisan Bersaudara employees. This means that with increasing career growth opportunities in the company, turnover intention in

the company will decrease, although this does not necessarily mean that career growth opportunities are the main cause of turnover intention among PT Edisan Group Bersaudara employees.

E. Suggestion

Future research is expected to examine similar studies in greater depth with a larger number of respondents, or to include other variables such as job satisfaction, job stress, workload, or other variables that may indicate an influence on employee turnover intention. Using other variables is expected to have a greater impact on identifying the factors that influence employee turnover intention.

REFERENCES

- Barakat, SAK, Ghani, ABBHA, & Siam, MRA (2021). Career growth, career concern, organizational commitment, and turnover intention in Universities of Jordan. *International Journal of Entrepreneurship*, 25(Special Issue 1), 1–14.
- Gilang Pratama Hafidz, & Az-Zahra Al-May. (2024). The Relationship Between Employee Learning, Knowledge, Creativity, Satisfaction, Benefits, and Performance on Career Growth and Employee Turnover. *Reslaj: Religion Education Social Laa Roiba Journal*, 6(8), 3756–3775. <https://doi.org/10.47467/reslaj.v6i8.2207>
- Huang, R.T., Chou, T.P., & Chen, C.P. (2017). Examining the roles of shared vision and career growth opportunity in developing new employees. *Journal of Organizational Change Management*, 30(4), 599–609. <https://doi.org/10.1108/JOCM-10-2016-0218>
- Julianti, E., Wahyulina, S., Suprayetno, D., & Fauzi, AS (2024). The Effect of Job Insecurity and Work-Life Balance on Turnover Intention among Generation Z Modern Retail Employees in Central Lombok Regency. *Indonesian Research Journal on Education*, 4(4), 167–174. <https://doi.org/10.31004/irje.v4i4.1002>
- McElroy, J. C., & Weng, Q. (2016). The Connections Between Careers and Organizations in the New Career Era: Questions Answered, Questions Raised. *Journal of Career Development*, 43(1), 3–10. <https://doi.org/10.1177/0894845315604738>

- Nicholson, N. (2008). Evolutionary psychology, organizational culture, and the family firm. *Academy of Management Perspectives*, 22(2), 73–84. <https://doi.org/10.5465/AMP.2008.32739760>
- Ohunakin, F., Adeniji, A., Oludayo, O., & Osibanjo, O. (2018). Perception of frontline employees towards career growth opportunities: Implications on turnover intention. *Business: Theory and Practice*, 19, 278–287. <https://doi.org/10.3846/btp.2018.28>
- Price, J. L. (2001). (2001). Reflections on the Determinants of Voluntary Turnover. *International Journal of Manpower*, 22, 600–624.
- Wickramasinghe, V., & Dolamulla, S. (2017). The Effects of HRM Practices on Teamwork and Career Growth in Offshore Outsourcing Firms. *Global Business and Organizational Excellence*, 36(2), 46–60. <https://doi.org/10.1002/joe.21769>
- Wright, T. A., & Bonett, D. G. (2007). Job satisfaction and psychological well-being as nonadditive predictors of workplace turnover. *Journal of Management*, 33(2), 141–160. <https://doi.org/10.1177/0149206306297582>
- Yang, W., & Xu, S. (2024). Should We Be More Mindful? The Joint Impact of an Abusive Work Environment and Mindfulness on Employee Well-Being and Turnover Intentions. *Journal of Hospitality and Tourism Research*, 48(4), 712–724. <https://doi.org/10.1177/10963480231156832>
- Zhang, Y. (2016). A Review of Employee Turnover Influence Factors and Countermeasures. *Journal of Human Resource and Sustainability Studies*, 04(02), 85–91. <https://doi.org/10.4236/jhrss.2016.42010>