

# The Influence of Self-Determination on Career Success through Work Engagement: A Study on Startup Employees in Surabaya

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**Abstract:** This research aims to analyze the influence of self-determination on career success through work engagement in startup employees throughout Surabaya. This study uses a quantitative approach. The population of this research is startup employees spread across Surabaya and the sample size collected was 124 respondents. The sample collection technique uses an accidental sampling technique. The data in this study were analyzed using SEM-PLS which was processed with SmartPLS 3.2.9 software. The analysis results obtained from this research show that (1) Self-determination has a significant positive effect on career success. (2) Self-determination has a significant positive effect on work engagement. (3) Work engagement has a positive effect on career success. (4) Work engagement can mediate the influence of self-determination on career success. From this research, it can be concluded that self-determination can support career success in startup employees throughout Surabaya and foster work engagement in the work environment at startup companies. So that employees can develop all their ideas, thoughts, and potential which will directly impact the startup company. Apart from that, the model in this research is new so it can be studied further on other objects.

**Keywords:** Self-determination, career success, work engagement

**Paper type:** Empirical paper

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## Introduction

Industrial competition in Indonesia is currently increasingly complex. This makes companies increasingly challenged to remain serious and keep up with the extraordinary pace of progress in their environment ((Wahyudi Rahman et al., 2020). Companies need to maximize human resources in all fields (Park, 2019). The fundamental problem in managing the quality of human resources is the relationship between the company and employees (Parker et al., 2010). One indicator is their future career prospects.

Managing human resources is indeed a chore for all companies. According to a survey from Pricewaterhouse Coopers International (2023), as many as 52% of Generation Z employees and as many as 31% of the millennial generation in Asia Pacific do not believe that the company they work for will not last more than one year. decadence. This is an indication of their distrust in their work. According to BPS data (2020), the majority of Indonesia's population is dominated by Generation Z at 28.94% and the millennial generation at 25.87% of Indonesia's population. The percentage of the population of productive age is 70.72% of the total population. However, the problem in companies is the emergence of the career switch phenomenon which occurs in the Z generation and the millennial generation.

Career success is indeed important for individuals, but this also has a serious impact on a company. For example, when someone has a positive career perspective, they will certainly be better able to maintain work-life balance (Sturges, 2008) and are more likely to stay with the company when facing future company challenges (Armstrong-Stassen & Ursel, 2009). On the other hand, someone with a negative career perspective in the future will tend to withdraw from work and will even resign from their job, thus causing ongoing problems in many fields (Simon et al., 2010). To achieve career success, a person needs psychological encouragement from within himself (need satisfaction). Need satisfaction can be obtained through the need for autonomy, competence, and relatedness. Self-determination theory reveals that a person will feel more motivated when their psychological needs are met, this will result in self-determined work motivation (Deci & Ryan, 2000).

Based on research by Dahling & Lauricella (2017), supports that self-determination influences career success. Someone who has the freedom to determine how to complete their work will certainly be more enthusiastic, maintain, and feel obsessed with their work (Deci & Ryan, 2000). According to González & Paoloni (2014), self-determination has several indicators, namely autonomy, competence, and connectedness which can be directly related to work engagement. The main factors influencing work engagement are perceived autonomy support and satisfaction of intrinsic psychological needs for autonomy, competence, and relatedness (Parker et al., 2010)

Bakker & Leiter (2010), states that work involvement is an aspect that includes positive emotions, and full involvement in doing work and is characterized by three main dimensions, namely enthusiasm (strength), dedication (dedication), and absorption in work (absorption). Work engagement is related to a person's behavior in attaching themselves to work. Someone who has a high level of work involvement will show their best performance, this is because that person enjoys their work (Bakker & Leiter, 2010). Demerouti et al., 2001, stated that there are several characteristics of someone who is work engaged with their work, such as having confidence in their abilities and assuming that work is fun. A person with a low level of self-determination will cause employee work engagement to decrease (De Fraga & Moneta, 2016).

Career success refers to the positive psychological acceptance accumulated in an employee's career development and relative achievements (Brownrout et al., 2021; Zhang & Tu, 2020). A survey also shows that career success plays an important role in increasing employee performance and reducing turnover rates (Xu et al., 2020).

Work engagement is related to career success, this is because when someone has work engagement between themselves and the company, of course, they will try to do their work as well as possible because of this attachment. Work engagement has a positive relationship with career success (Q. Chen et al., 2021; Elmas-Atay, 2017; Koekemoer et al., 2020; Wu et al., 2022). This is because employees feel involved in a job, they consider their work to be meaningful and they like to accept challenges because they believe that they will get growth and learning.

Employees who have a high level of work engagement and career success will have a positive impact on the company because they will try to do all their work well. This is also confirmed by (Li et al., 2022), where companies must recruit and develop leaders who are responsible and have an attachment to the company while working because it will positively affect the individual level, namely career success and the company he works.

Meanwhile, according to research from Kuok (2020), work engagement does not affect a person's career success. This is because achieving career success which is influenced by work engagement also requires work ethic, distributive justice as well as career development and support from colleagues. Without this, it will certainly be difficult for us to do our work well and be able to lead to the career success we want.

Quoted from *kompas.com* (*Ekonomi.kompas.com*) the millennial generation and generation Z are generations who are technologically literate and live and were born in an era of rapid technology. With the convenience of technology, the millennial generation and Generation Z are often trapped in inconvenience and are relatively less likely to struggle to achieve something. They think that starting something is very difficult, including their career. In fact, in the field, many millennials and Generation Z often change jobs because they feel less confident about their future careers. Especially for those who work in the start-up industry. They think that start-up industries are often unable to survive for long and grow rapidly. This is based on their lack of knowledge and their confidence in long-term projections. They prefer to work in a field or place that is comfortable and stable, such as working as a civil servant or working at a BUMN. They think that start-ups can quickly improve their careers but can also easily reduce their careers. Therefore, they prefer to work in a place that has a stable career. The development of start-ups in Surabaya is very rapid, as evidenced by the emergence of start-ups from various sectors. In the success of several start-ups, it turns out that the role of owner and employees are actively involved, and how they take their role in determining the direction of the start-up amidst uncertainty.

## **Literature Review**

### ***Self-Determination***

Self-determination is a person's belief that they have freedom and control in their work (Spreitzer, 1997). According to Scharp et al. (2022), Self-determination is defined as a driver of human motivation where humans have a natural tendency towards basic psychological growth of autonomy, connectedness, and competence. Individual feelings related to choices in initiating and managing actions (Deci E. L. & Ryan R.M., 1985). Self-determination displays autonomy in initiating and carrying out work behavior and processes, for example making decisions about work methods, speed, and effort in carrying out a task (Parker et al., 2010). To produce a person's belief in self-determination, a person needs to work with a high level of awareness (Thomas & Velthouse, 1990). Generally, employees make decisions and take steps to improve their work environment (Thomas & Velthouse, 1990). Someone who has high self-determination dares to think and behave independently in making decisions (Deci & Ryan, 2000).

### ***Career Success***

Career success can be interpreted as an achievement achieved by a person which is usually related to his career at work (Greenhaus et al., 1990). Career success is the achievement of desired work outcomes at any point in a person's work experience over time (Li et al., 2022). Koekemoer et al. (2020), state that career success is the desired achievement at a certain point in a person through their work experience over time. Koekemoer et al. (2020), also stated that career success is an important topic for everyone because an individual's assessment of their success will likely have an impact on the sense of well-being they feel. According to Kistyanto (2008), states that there are two main dimensions of career success, namely: a). Objective Career Success can be assessed from tangible things such as the amount of salary and compensation obtained, the level of promotion obtained by the individual, and the high position obtained by the individual. b). Subjective Career Success is assessed from an individual's perspective regarding career advancement and career satisfaction that the individual feels.

## ***Work Engagement***

Work Engagement is a positive condition with work where this condition indicates the desire to contribute to the success of the organization. According to Li et al. (2022), Work engagement is a relationship that exists between employees and the company in which employees do their work correctly and care about their work. Wu et al. (2022), define work engagement as a positive, relatively stable, and long-lasting emotional and cognitive state. Likewise, research conducted by (González & Paoloni, 2014), states that work engagement is an interaction with an active, constructive, and persistent context. (Schaufeli & Bakker, 2004) states that in work engagement there are three indicators, including 1) Vigor, 2) Dedication, 3) Absorption.

## ***The Relationship between Self-determination and Career Success***

Self-determination has a position and influence on career success. This is because autonomy support, competence, and connectedness contribute to motivation and can influence a person's career outcomes (Gagné & Deci, 2005). Because someone who has high self-determination dares to act and behave independently in making decisions (Deci & Ryan, 2000). From a practical perspective, the results show that job support guided by self-determination has important implications for increasing career success (Dahling & Lauricella, 2017). Generally, someone who makes decisions and takes steps to improve their work environment will achieve success in their career more quickly (Thomas & Velthouse, 1990). Ryan & Deci (2002), stated that self-determination is a basic individual need such as autonomy, competence, and relatedness. Self-determination itself can be interpreted as the levels at which a person feels reciprocal responsibility for every action related to work, to the feeling of having a choice in initiating and managing behavior (Spreitzer, 1997). Employees who feel they have high self-determination will be able to have the best methods in overcoming every problem or job they face so that they can encourage them to be successful in their careers in the future. Therefore, it can be hypothesized that:

H1: It is suspected that self-determination has a positive influence on career success in start-up employees throughout Surabaya

## ***The Relationship between Self-determination and Work Engagement***

Self-determination is about how individuals choose their destiny. Individuals who have the freedom to determine their destiny will certainly be more enthusiastic, and dedicated and feel absorbed in something they are going to do. This shows that someone who has self-determination tends to have an attachment to their work (Bakker & Oerlemans, 2019). Based on the relationship that exists between the two, there is research that supports the influence between self-determination and work engagement. In research conducted by (González & Paoloni, 2014) it is explained that the influence of self-determination on work engagement has a positive relationship. The same thing was also expressed by research from Scharp et al (2022), which revealed that self-determination has a significant and positive effect on work engagement. The self-determination given to each employee will certainly influence their work engagement. This condition makes employees feel involved in doing their work because they are given the freedom to choose so that employees will devote all their efforts. This shows the importance of providing self-determination to shape employee involvement in carrying out their work (Meyer & Gagne, 2008). Therefore, it can be hypothesized that:

H2: It is suspected that self-determination has a positive influence on work engagement among up-and-coming employees throughout Surabaya.

## ***The Relationship between Work Engagement and Career Success***

Work engagement is related to career success, this is because when someone has work engagement between themselves and the company, of course, they will try to do their work as well as possible because of this attachment. Work engagement has a positive relationship with career success (Q. Chen et al., 2021; Elmas-Atay, 2017; Wu et al., 2022; Xie et al., 2016). Work engagement is an important motivational concept to increase cognitive and emotional energy, improving role performance (Schaufeli & Bakker, 2004). As a positive experience that is relevant to work and psychological conditions, work engagement is important for individuals in the process of improving themselves and achieving success (Q. Chen et al., 2021). Good work engagement will play a role in a person feeling satisfied and enthusiastic at work. With good performance at work, they will certainly get positive feedback and achievements that will encourage them to achieve career success (Wu et al., 2022). Thus, work engagement plays a very important role in achieving one's career success. So, creating work engagement in a company or organization is also important so that individuals can bring out their best abilities which will have a positive impact on the organization. Therefore, it can be hypothesized that:

H3: It is suspected that career success has a positive influence on work engagement in start-up employees throughout Surabaya.

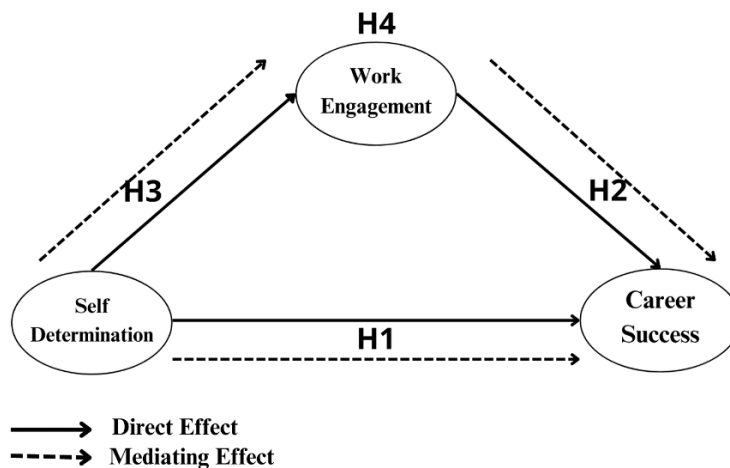
***The mediating effect of work engagement***

Work engagement can mediate the influence of self-determination on work engagement. This is because self-determination has a positive influence on career success. Self-determination can provide individual motivation so that it can support good performance and work experience in the future (Webster & Garvis, 2020). Apart from that, when someone has self-determination, he will be braver in making a decision (Amida et al., 2020). Self-determination can also have positive implications for work engagement. When self-motivation is high, employee work engagement will also be high. Research conducted by Wu et al. (2022), shows the mediating role of work engagement on career success. And work engagement can also influence a person's career success, because when someone feels attached to their job and the company where they work, they will do their job as best as possible (Xie et al., 2016). Therefore, it can be hypothesized that:

H4: It is suspected that self-determination has a positive influence on career success through work engagement in start-up employees throughout Surabaya.

Figure 1. shows the model hypothesized in this research, Self-determination acts as an independent variable, Work engagement acts as a mediating variable and career success acts as a dependent variable.

Figure 1. Theoretical model



## **Research Design**

### *A. Design Research*

By considering the nature of the problem to be studied, the researcher uses a quantitative approach. Because this research tests a series of hypotheses including confirming the theory. Data has been collected from a representative sample of the population; the next step is analysis to answer this research statement.

### *B. Population and sampling*

The sample size in this study was 124 startup employee respondents in Surabaya. This research uses a non-probability sampling technique, a type of accidental sampling. Accidental sampling is a technique for determining samples based on chance, that is, people who happen to meet the researcher can be used as a sample if it is felt that the person they met by chance is suitable as a data source. (Sugiyono, 2017).

### *C. Measures*

To measure the influence of self-determination using items from (Chiu, 2021) which consist of 12 items from three dimensions. Career success uses indicators from (H. Chen et al., 2022) which consist of 6 dimensions represented by 12 items and work engagement uses indicators from (Schaufeli & Bakker, 2004) which consist of 6 statement items. All item statements use a 1-5 Likert scale (1= strongly disagree and 5= strongly agree) (Arikunto, 2014).

### *D. Data analysis*

Data analysis uses the Structural Equation Model (SEM) method with Partial Least Square (PLS) which is supported by the Smart-PLS 3.9.2 and SPSS 23.0 software program for analysis of respondent characteristics. To measure validity, reliability, and significance. So based on convention, a suitable reflective model using outer loading must be above 0.70 (Henseler et al., 2012). In an adequate model, the AVE should be greater than 0.50 (Chin, 1998; Hock & Ringle, 2010). In a robust model for exploration purposes, the combined reliability should be equal to or greater than 0.60 (Chin, 1998), equal to or greater than 0.70 for a robust model for confirmation purposes (Henseler et al., 2012), and equal to or greater than 0.80 to be considered good for confirmatory research (Chin, 1998). Based on convention, the applicable limits are greater than or equal to 0.80 for a good scale, 0.70 for an acceptable scale, and 0.60 for exploration purposes (Garson, 2021). P-value significant level  $< 0.50$  or T-statistic significant level  $> 1.96$  (Garson, 2021)

## **Result**

### *A. Descriptive profile of sample*

The characteristics of the respondents in Table 1 show the profiles of the respondents who participated in this study. A total of three demographic components are presented using frequency. The five profiles are age, education, and marital status. The data is included in a statistical package processed using SPSS 23.00 to produce a detailed descriptive statistical report.

Table 1. Profile of respondents

Respondent Characteristics		Frequency n=124	%
<b>Age</b>			
19-23 years old	Generation Z	8	6,5%
24-27 years old		45	36,3%
28-31 years old	Generation Y	46	37,1%
32-35 years old		21	16,9%
36-39 years old		4	3,2%
<b>Pendidikan</b>			
high school		12	13,7%
3-year diploma		93	9,7%
Bachelor 1/Diploma 4		2	75%
Masters		17	1,6%
<b>Marital Status</b>			
Already Marry		58	46,8%
Not married yet		66	53,2%

Source: SPSS 23

Based on table 2, shows the average value of the variables self-determination, career success, and work engagement. The data was processed from SPSS 23.0. The results showed the average answer of respondents per item, where the variable of career success was the variable with the lowest value of the three variables.

Table 2. Profile of likert-scale measures

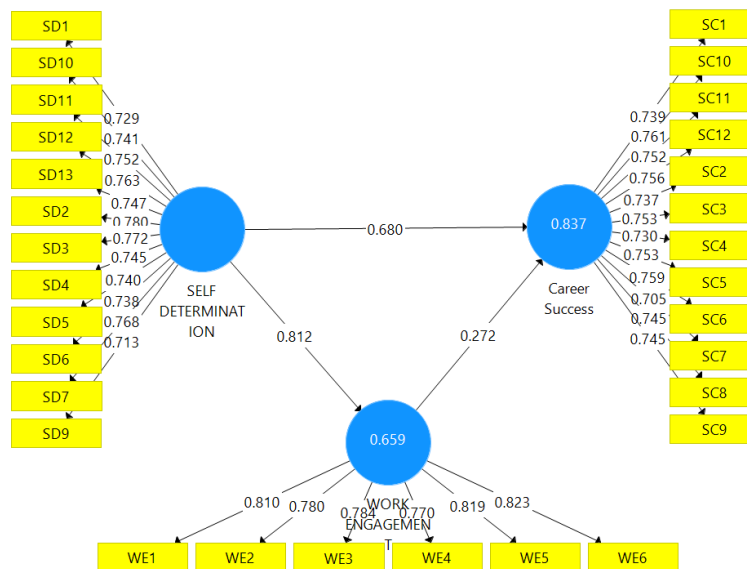
	Mean
<b>Self Determination</b>	
1. I prefer to work if I set my targets (SD1)	4,17
2. I enjoy every job I do in my way (SD2)	4,30
3. I will use my way to complete the work (SD3)	4,13
4. I have significant authority in determining how I complete each job (SD4)	4,16
5. I am confident that I can do my job well if I use my method (SD5)	4,22
6. I have the opportunity to decide for myself what I will do next (SD6)	4,08
7. I feel I have obtained a job by my competencies (SD7)	4,18
8. I feel capable of achieving my goals at work (SD8)	4,12
9. I feel capable of facing all challenges at work (SD9)	4,06
10. I feel I have a good relationship with colleagues and superiors (SD10)	4,25
11. I feel comfortable with the existing work environment (SD11)	4,28
12. I feel cared for by those around me, both co-workers and superiors (SD12)	4,41
Average intention to use score:	<b>4,19</b>
<b>Career Success</b>	
1. I am always able to carry out the work given by the Company (SC1)	4,15
2. I am always able to complete every new task given on time (SC2)	4,08
3. I feel that the position I am currently holding is by the competencies I have (SC3)	4,35
4. I feel satisfied with the authority I have in my current position (SC4)	4,18
5. As long as I work at this company my career always improves (SC5)	4,08
6. The same salary receives more than the salary of other people with similar job (SC6)	4,15
7. From my work experience, the income here is classified as good (SC7)	4,23

8. My current job is by what I aspire to (SC8)	4,03
9. I am satisfied with the progress I have made in achieving my career goals to date (SC9)	4,12
10. I feel that the company where I work always appreciates the achievements of each employee (SC10)	4,25
11. My work achievements can improve my career path in this company (SC11)	4,25
12. I feel that the company often gives awards for each employee's performance (SC12)	4,25
Average perceived usefulness score:	<b>4,17</b>
<b>Work Engagement</b>	4,19
1. I feel full of energy when I work (WE1)	
2. I have strong mental resilience when working (WE2)	4,26
3. I feel enthusiastic about the work provided by the company (WE3)	4,18
4. I fully support the decision for the development of the Company (WE4)	4,27
5. I am very totality in doing work (WE5)	4,29
6. I make work a valuable experience (WE6)	4,44
Average perceived ease of use score:	<b>4,27</b>

C. Partial least square findings

Figure 2 and Table 3, outline that there is no problem with convergent validity and is considered to be eligible. Checking against the size of all items of the latent variable is found to be a reasonable parameter. The external load for each indicator and the AVE result exceeds the required value. Also, the reliability of the consistency shows that the reliability value of composite and Chonbach's alpha exceeds the value of limit needed.

Figure 2. Measurement Model



Source: SmartPLS 3.9.2

Table 3. Outer Loading, AVE, CR and CA

Latent Variable	Item	Convergent Validity		Internal Consistency	Reliability
		Outer Loading	AVE	Composite Reliability	Cronbach Alpha



		>0.70	>0.50	0.70	>0.60
Self-Determination	SD1	0,729	0.561	0,939	0,929
	SD2	0,780			
	SD3	0,772			
	SD4	0,745			
	SD5	0,740			
	SD6	0,738			
	SD7	0,768			
	SD8	0,713			
	SD9	0,741			
	SD10	0,752			
	SD11	0,763			
	SD12	0,747			
Career Success	SC1	0,739	0.555	0.937	0,927
	SC2	0,737			
	SC3	0,753			
	SC4	0,730			
	SC5	0,753			
	SC6	0,759			
	SC7	0,705			
	SC8	0,745			
	SC9	0,745			
	SC10	0,761			
	SC11	0,752			
	SC12	0,756			
Work Engagement	WE1	0,810	0.637	0.913	0,886
	WE2	0,780			
	WE3	0,784			
	WE4	0,770			
	WE5	0,819			

Source: SmartPLS 3.9.2

Table 4 shows that the results of the R-Square calculation between the variables of career success and work engagement have relatively different values. The value obtained from the career success variable was 0.837 or 83.7% while the work engagement variable showed an R-Square value of 0.659 or 65.9%. These variables can be explained by the R-squared value and explained by other factors outside the variables. Based on the R-Square value, it shows that the career success regression model has a greater value than work engagement, so it can better explain career success as an important supporting aspect of self-determination that will later affect it.

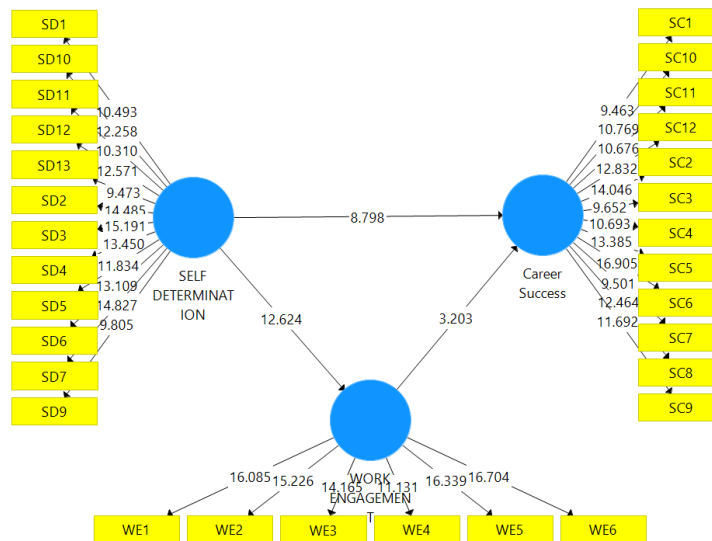
Table 4. R-Square

Variable	R-Square
Career Success	0,837
Work Engagement	0,659

Source: SmartPLS 3.9.2

To test the Level of significance, t-statistics for all paths were generated using the SmartPLS 3.9.2 Bootstrapping test. Based on the path coefficient assessment in Figure 3, it was found that there was a relationship between the three variables which had a t-statistic value  $\geq 1.96$ . The significance value was no more than 0.005. And shows a positive number in the coefficient value so that the three are positively related.

Figure 3. Measurement Bootstrapping Model



Source: SmartPLS 3.9.2

Relationship	Original Sampel (O)	T-Statistic	P-Value	Result
Self determination →Career Success	0,680	8,798	0,000	H1 Accept
Self Determination → Work Engagement	0,812	12,624	0,000	H2 Accept

Work Engagement → Career Success	0,272	3,203	0,001	H3 Accept
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Table 5. Hypothesis Testing for Direct Effect

Source: SmartPLS 3.9.2

Bootstrapping analysis shows that there is an influence of self-determination on career success through work engagement which has a positive coefficient value. The results of this calculation show that the path coefficient is 0.221. Apart from that, it can be seen from the t-statistics that it is 3.027 which is greater than (1.96) and the P-value value is less than 0.003, less than 0.05. This analysis shows that work engagement can mediate the influence of self-determination on career success. It can be concluded that self-determination has a significant positive effect on career success through work engagement.

Table 6. Hypothesis Testing for Indirect Effect

Relationship	Original Sampel (O)	T-Statistic	P-Value	Result
Self Determination → Work Engagement → Career Success	0,221	3,149	0,002	H4 Accept

Source: SmartPLS 3.9.2

The following is a discussion of the results of the analysis to answer the hypotheses proposed in this research, including:

### The Influence of Self-determination on Career Success

Based on the analysis results obtained regarding the self-determination variable on career success, it shows that self-determination has a positive and significant effect on career success. This was obtained after causality UI with a t-statistic result of 8.798 or more than 1.96. This value is also supported by the coefficient value of 0.680 with a positive sign. So the first hypothesis regarding the influence of self-determination on career success is accepted.

These findings are in line with research conducted by Dahling & Lauricella (2017)) and Webster & Garvis (2020) where the research states that self-determination has a positive and significant effect on career success. The influence between two variables related to self-determination on career success applied in startup companies throughout Surabaya is quite good. With good self-determination from startup companies, employees feel successful in their careers. These results refer to the statistical analysis of respondents' answers which shows a very high average figure which illustrates that startup employees have the authority to determine their destiny. Employees who work in startup companies are required to continue to be active and innovative, so they need their own space for employees to provide ideas or ideas without being afraid to convey them.

Connected with self-determination theory, someone who is supported by autonomy, competence, and connectedness will be able to contribute to motivation and influence someone's career outcomes (Gagné & Deci, 2005). Employees who have high self-determination will be able to have the best methods in overcoming every problem or job they face, to be able to encourage them to succeed in their careers in the future.

The results of the descriptive frequency of respondents regarding self-determination are also in the high category, namely 4.19. This means that self-determination is categorized as good for increasing career success. The significant impact is because employees will be confident in conveying their ideas or ideas so that it will support the success of the company and the success of their careers in the future. So, we can

conclude that self-determination can have a positive and significant influence on the career success of startup employees in Surabaya.

### ***The Influence of Self-determination on Work Engagement***

Based on the analysis results obtained regarding the self-determination variable on work engagement. Shows that self-determination has a positive and significant effect on work engagement. This was obtained after a causality test with a t-statistic result of 12.624 or more than 1.96. This value is also supported by the coefficient value of 0.812 with a positive sign. So the first hypothesis regarding the influence of self-determination on work engagement is accepted.

The results of this study are in line with research conducted by (Bakker & Oerlemans, 2019; González & Paoloni, 2014; Malinowska & Tokarz, 2020; Parker et al., 2010; Qiangwei Yan et al., 2016; Scharp et al., 2022). Employees who have good self-determination will try to give their best in doing their work.

The self-determination given to each employee will have a direct effect on work engagement. This is because employees will feel more involved and have ownership of the company and their work. So that employees will devote all their efforts. This shows the importance of self-determination in shaping employee work involvement in carrying out their work.

Individuals who have the freedom to determine their destiny will certainly be more enthusiastic, and dedicated and feel absorbed in what they are doing. This shows that someone who has self-determination tends to have an attachment to their work. So we can conclude that the higher the self-determination, the higher the work engagement in the work environment. So self-determination has a positive and significant influence on work engagement.

### ***The Influence of Work Engagement on Career Success***

The test results show that work engagement has a positive and significant influence on the career success of startup employees in Surabaya. This is based on a t-statistic value of 3.203 or greater than 1.96. The coefficient value is 0.272 with a positive sign. Therefore hypothesis 3 is accepted.

These results are supported by research by (Elmas-Atay, 2017; Koekemoer et al., 2020; Li et al., 2022; Xie et al., 2016). This is because employees who have work engagement tend to have high career success in the future. After all, someone who has work engagement will try to do their job as well as possible because of their sense of belonging and attachment to the company.

Work engagement has a relationship with career success because work engagement contributes to desired work outcomes for both individuals and companies as positive experiences that are relevant to work for individuals in the process of improving themselves and achieving success (Q. Chen et al., 2021). Those who have work engagement will feel more confident in their abilities and optimistic about the future. This allows you to continue to be involved in your work, thereby remaining motivated to face every challenge and achieve career success.

Good work engagement will play a role, where someone will feel satisfied and enthusiastic at work. With good performance at work, they will certainly get positive feedback and achievements that will encourage them to achieve career success (Wu et al., 2022). This means that work engagement is categorized as good for increasing career success. So, it can be concluded that work engagement has a positive and significant influence on the career success of startup employees in Surabaya.

### ***The Influence of Self-determination on Career Success through Work Engagement***

The results of the indirect effect can show that there is a direct influence on the self-determination variable on career success through work engagement with a t-statistics value of 3.149 with a value greater than 1.96. And the coefficient value is 0.221. The p-value is 0.002. So, work engagement mediates the positive influence of self-determination on career success among startup employees in Surabaya. So the fourth hypothesis is accepted.

Based on the previous discussion, showing self-determination can make startup employees in Surabaya feel successful in their careers which is mediated by work engagement. So that startup employees are better able to develop their ideas and innovations for the company's progress which will have an impact on their future career success. Self-determination and work engagement can encourage employees to express their thoughts and thoughts more and will encourage them to achieve good career results. From the results of this analysis, it can be said that hypothesis 4 in this research, which states that it is suspected that self-determination influences career success through work engagement in startup employees throughout Surabaya, is accepted. This indicates that work engagement can be used as a mediating variable between self-determination and career success among startup employees in Surabaya.

## Conclusion

This research aims to examine the mediating role of work engagement in the relationship between self-determination and career success in startup employees throughout Surabaya. Based on the results of data processing and discussions that have been carried out, the following conclusions can be drawn: (1) Self-determination has a positive and significant effect on career success. (2) Self-determination has a positive and significant effect on work engagement. (3) Work engagement has a positive and significant effect on career success. (4) Self-determination has a positive and significant effect on career success through work engagement among startup employees throughout Surabaya.

The self-determination felt by startup employees in Surabaya is quite good. So that it can encourage career success for employees and increase work engagement. However, startup companies must continue to increase self-determination in each of their employees and create a harmonious and successful environment so that they will continue to be able to implement and express every idea and goal they have and be able to make employees feel on the path to career success. Based on existing findings, self-determination needs to be maintained and needs to be improved so that employees dare to explore new ideas. And to support employee career success, based on the findings of the promotion quality indicator which has the lowest value, which means the company must be able to ensure how they will get certainty about their future career, both promotion and the timing of their promotion. This is so that employees do not have anxiety about their careers while working. Finally, further research can collect data from various other company sectors such as BUMN (State-Owned Enterprises) which will enable discoveries for future research. In addition, it is also possible to expand the scope of the research to ensure validity in various work contexts. Further studies on topics and fields can consider other possible variables such as playful work design, career satisfaction, and psychological empowerment. Moderation tests can also be included in future model development.

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