



# Construction analysis of predictor variables that explain labor turnover problems among millennials employees

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## ABSTRACT

Turnover is a problem for which no solution or prevention has yet been found, because there is no measuring tool that can be used to predict turnover. So this research aims to construct variables as predictors for analyzing the potential turnover of millennial employees, as well as testing external factors such as management systems and work environments as well as individual factors as variables that influence turnover in millennial employees. The research, which took 86 millennial employee respondents from five manufacturing companies in East Java, was measured using the General Aptitude Test Battery (GATB) and Minnesota Importance Questionnaire (MIQ) as predictors. Data analysis used descriptive statistics and testing used analysis of variance (Anava) which proves that external factors, namely job expansion and work environment, have probability values that construct external factors and influence the emergence of turnover in millennial employees, as well as probability values for individual factors that are constructed. The variables of workforce agility, job satisfaction, work adjustment, and adversity questions are able to provide an optimal contribution in predicting the emergence of turnover among millennial employees after two years of work or before one year of the employment contract ends.

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## 1. INTRODUCTION

Turnover is an event that from time to time becomes a problem faced by almost every company. The entry and exit of employees from one company to another becomes a problem of delay and inefficiency, which conditions encourage the HR department to have good planning and reserve employee resources. Submission of moving or leaving work by employees from one company to another or quitting work for various reasons ultimately becomes part of strategic management in preparing the company's business plan, also a concern for the HR department to improve the quality of its work, especially in the process of recruitment, coaching and maintenance (welfare) of employees so that they can last for a long time, especially recruitment and talent management for employees from the millennial generation. The millennial generation is a generation born around 1980 to 2000 (Kusumawati et al., 2021) which is identical to generation Z born between 2000 - 2010 (Ahn & Chaoyu, 2019).

Several studies that examine employee work behavior, such as those by (Hudiono & Sari, 2022) and (Ahn & Chaoyu, 2019), explored the job stress-turnover relationship by expanding the review of the organizational justice perspective and proposing whether millennial employees'

perceived organizational justice can mitigate the putative negative effects of job stress on turnover intentions. There is empirical evidence that there is a significant positive relationship between job stress and turnover intention, and that job satisfaction partially mediates this relationship. According to a research report (Chavadi et al., 2022), that job dissatisfaction has a positive effect on turnover intention, job satisfaction has a negative effect on turnover intention, and the relationship between job dissatisfaction and job satisfaction is negative. The results showed that millennial employees who feel unsuitable for their jobs will feel dissatisfied and tend to leave the company. One way to increase job satisfaction of millennial employees, companies can provide self-development opportunities, rewards, and work-life balance. Research conducted (Hamilton, 2020) implies that good job strategies (GJS) can be one way to increase the retention intentions of millennial employees, by providing challenging, meaningful, and empowering work, as well as providing adequate support, rewards, and welfare. The results of the study (Ingsih et al., 2022) show that work-life balance and compensation have a positive effect on employee performance, and job satisfaction acts as an intervening variable that mediates the effect of work-life balance and compensation on millennial employee performance. However, these studies have not provided a comprehensive, objective, and transparent picture regarding the identification of factors that influence turnover intention in millennial employees.

A survey report conducted by PwC proves that millennials want to have a balance between the professional and personal world, aka work-life balance (Dalgic & Akgunduz, 2022), which in the survey found that 95% of respondents as millennial employees felt that work-life balance was important. The survey also explained that not all millennials can fulfill their idealistic needs in a new workplace or after leaving the company where they work (Kusumawati et al., 2021). Likewise, (Putro et al., 2020) argue that it is considered important for every company to retain employees (labor retention), which in existence is almost most of the productive age employees belonging to the millennial era. As experienced by several companies in East Java studied in this study, namely manufacturing companies such as the textile industry, electronics companies, and home appliance factories, which are experiencing problems and trying to overcome turnover, which is mostly carried out by millennial employees with status as contract workers or have been appointed as permanent employees. For this reason, HRDs in several companies in East Java said that millennial generation employees are "jumping fleas" which can be recognized from their curriculum vitae, who even in two years have changed jobs from 3 to 4 companies for various reasons, and increase the turnover rate in the company.

Turnover can have a negative impact and shows the company's inability to manage employee work behavior, so employees who feel uncomfortable grow the desire to move (turnover) (Stephen P. Robbins, 2016). The high level of turnover in employees in a company can be an important phenomenon that needs to get the company's attention (Rahman, 2020). The turnover problem is not an easy thing for every company or HR department to minimize or prevent turnover which continues to increase from time to time (Lim et al., 2023). The entry and exit of employees from the company sometimes has a positive effect, however, most employee turnover has more negative effects on the company, both from finance and the loss of time to find a replacement during the production process. Companies must create a measuring tool that can predict potential turnover to avoid negative effects when employee turnover occurs, by identifying and finding possible factors that can be used to identify potential employee turnover (Skelton et al., 2020).

Baumruk and Gorman (Skelton et al., 2020), suggest that one of the aspects that contribute to the turnover rate in millennial employees is the low level of employee engagement and sense of belonging. High employee engagement and a sense of belonging to the company can influence employees in doing every job task that is their responsibility in quality (Prahara et al., 2020) and can prevent the emergence of the desire to leave work (Shari et al., 2022). Both psychological conditions can be built from several aspects, such as the management system, the work environment, as well as the employee's psychological conditions such as work adjustment, and employee characteristics such as adversity quotient or fighting power (Neuenschwander & Hofmann, 2022). The job satisfaction factor is also important, which according to Scheimann (Mahardiana et al., 2022), that job satisfaction is very important to be improved in each millennial employee because employees of this generation are the most productive age. Millennials are also

a generation that easily feels uncomfortable with rigid hierarchies or company structures that kill creativity, which is sometimes the reason for turnover.

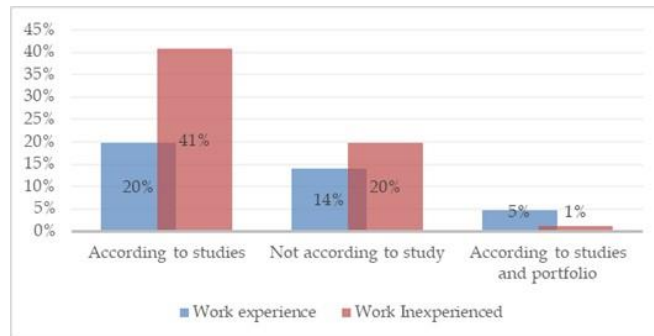
## 2. RESEARCH METHOD

Research that measures several assumptions as predictor variables to answer the factors that cause employee turnover uses a descriptive method approach, with a phenomenological approach. The research population was 86 employees taken from 5 manufacturing companies, namely textiles, building materials and packaging companies and electronic devices. Sampling was determined purposively, namely millennial employees who have not worked for one year, and have experience working in other companies with a work period of at least 1 employment contract, and employees who graduated from undergraduate studies in 2020-2021. Millennial employees are the millennial generation or the population born between 1980-2000 (Kusumawati et al., 2021). Data were collected through research instruments from industrial and organizational psychology in the form of the General Aptitude Test Battery (GATB) and the Minnesota Importance Questionnaire (MIQ) (Sulistiobudi & Hutabarat, 2022).

This research instrument used the GATB and MIQ tests, to help understand employee potential and shortcomings while analyzing employee dedication and loyalty to predict the possibility of turnover. In GATB there are 4 GATB sub-tests, namely computation, three dementional spaces, vocabulary, and arithmetic reasoning (Chi et al., 2019). Test results can be used to determine the level of expertise possessed and the type of work field suitable for employees over a long period of time (Singh et al., 2020). The use of the GATB test was modified to suit the characteristics of millennial employees. In addition, this study used the Minnesota Importance Questionnaire (MIQ) test tool, MIQ is a measure of ideal job achievement based on individual needs. Employee job satisfaction is directly related to creative output (Chi et al., 2019). MIQ can help build satisfaction in the work environment, which will achieve employee happiness and higher levels of creativity and innovation in the work environment. The MIQ defines creativity scales as tasks that are amenable to innovation, independently conceived, and performed by workers (Goodboy & Martin, 2020). Furthermore, descriptive statistical analysis and one-way analysis of variance (Oneway Anava) were conducted to determine the contribution of predictor variables to the observed symptoms or turnover in millennial employees. Descriptive statistical analysis is a research method that collects data according to actual conditions, and compiles the data to be analyzed in order to provide an overview of existing conditions and problems. Descriptive analysis can be displayed in the form of frequency distribution tables, histogram tables, mean values, standard deviation values and others (Cleff, 2019).

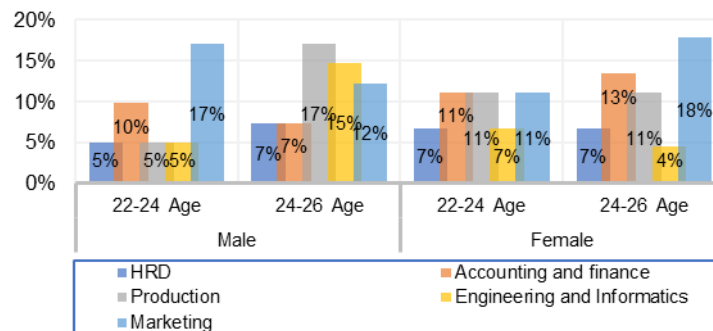
## 3. RESULTS AND DISCUSSIONS

Referring to the turnover data obtained from the five companies that are the object of this study, it is known that the average turnover reaches 3.4%. The number of turnover employees who quit their job is the number of employees who decide to quit or leave the job after the contract period is over or before the contract period is over on a one-year contract. This amount is obtained from the difference between the end of the year employees and the beginning of the year employees, then, the number of employees at the beginning of the year is the number of employees at the beginning of the calculation period for the employee turnover rate (Rahman, 2020). Meanwhile, in this study, turnover documents are carried out in the form of monthly turnover reports. Of the 86 employees, it is known that some employees have worked or have a history of working in other companies with a work period of less than one year and or have left after the end of the employment contract period which was not extended again. These data can be depicted in the following graph.



**Figure 1.** Work experience and education background

From the graph, it can be seen that 20% of respondents who have previous work experience work according to their study background, and even 5% of respondents have portfolios such as certificates of expertise. However, there are also 14% of respondents who claim that the work they are doing now is not in accordance with their study background. Then in respondents who do not have work experience, 41% of respondents work in a field that is in accordance with their study background, and even 1% of respondents have a portfolio or certificate of skills that support their studies. However, there were also 20% of respondents who stated that their work was not in accordance with their field of study.



**Figure 2.** Age and field of work by gender

The cross tabulation data in the graph (Figure 2) illustrates that in female employees who are respondents in this study, 17% of the 22-24 year old and 24-26 year old millennial employees work in the marketing staff and production staff. Similarly, 18% of male millennial employees from the 24-26 age group work as staff in marketing. The graph also shows the heterogeneity of work fields across the research respondents, which also includes employees in the HR department, accounting and finance as well as in the machinery and informatics department. Furthermore, the results of the analysis on predictor variables that are assumed to affect turnover in millennial employees through the GATB scale can be known as follows.

The index assessment table shows that the work environment variable has the highest value, meaning that the perspective of the work environment both physically, social communication and systems related to work regulations and procedures gets a perspective that is classified as acceptable to millennial employees. Perceptions of the environment in terms of Physical, are factors related to the physical condition of the work environment and the physical condition of employees, such as the type of work, the arrangement of working and rest hours, work equipment, workspace conditions, comfort, lighting, air circulation, health conditions, noise, age factors, and other physical aspects (Hudiono & Sari, 2022).

**Table 1.** GATB assessment value external factors

External factor (Management & perspective system)	GATB	Index
Job Enlargement		
Work design	1,8	9,0
Increased responsibility	1,5	7,5
Work quality improvement	1,7	8,5
Addition of scope of work	0,1	0,3
Work environment		
Physical	2,4	16,0
Social and communication	2,8	18,7
System	2,5	16,7

The GATB index value on the job enlargement variable is classified as getting considerable attention after the environmental variable, especially in the aspects of work planning and improving work quality. Job enlargement is not a stand-alone process, but consists of several important aspects that support success in the implementation of the work process (Nasir et al., 2022). Therefore, management or leaders need to plan these aspects appropriately before the job enlargement strategy is implemented. Job planning and design need to be designed by involving employees in order to ensure that there is no overlapping with other jobs and ensure that the addition of job variations does not reduce the quality of the main work of the employees themselves (Susanti et al., 2022). The form of Job Enlargement according to Pintrich (Wicaksono, 2020), can be carried out according to the employee's work area, considering the type of production or customers served, considering the function or series of work and division of labor based on time. Job enlargement is a form of expanding or adding horizontal job variations and increasing the type or variety of work. Job enrichment even though it has an enlargement content does not require new skills because it is still in the same line of work, but in the process it is necessary to pay attention to the ability and readiness of employees in responding to the addition of work variations (Susanti et al., 2022).

According to Handoko (Lestari et al., 2020) job satisfaction is an emotional condition that is felt directly and gives an impression of the compatibility between expectations and the reality received by employees for their work. Job satisfaction is a positive feeling about the work produced and evaluated, the results of which are felt to be in accordance with what employees expect or provide psychological intensive (Stephen P. Robbins, 2016). Several factors affect job satisfaction include personal factors such as individual needs and appreciation along with groups and organizational factors such as relationships between coworkers and supervisors and working conditions, work policies, and compensation (Griffin & Moorhead, 2014). In general, companies in recruiting employees consider agile aspects which are considered very important for companies to survive and develop, especially in the face of a changing environment and increasingly fierce competition (Andriani, 2020). The employees are valuable assets for companies, especially to take part in dynamic competition and achieve company goals (Yusuf Novriyan et al., 2023).

In the assessment table, it is known that in the aspect of need fulfillment, when viewed from the level of work of millennial employees, it has provided opportunities for employees to meet their needs. Then the aspect of differences (Discrepancies), which each millennial employee can accept the differences in each employee according to the characteristics of their work. Millennial employees are easily disappointed if expectations are higher than what is received and vice versa, employees will feel satisfied if they get benefits that exceed what is expected (Andriani, 2020). In the aspect of value attainment, it can explain the ability to provide fulfillment of work values for millennial employees for important things that can increase employee satisfaction as a result of their job assessment; and a sense of Justice (Equity), which is a factor of satisfaction that millennial employees can feel for the company's response to each employee for workload and incentives and salaries as well as various other benefits that are expected. Then the aspect of meaningfulness, reported in the research (Chavadi et al., 2022), which gives millennial employees a special meaning for their tasks and work, which if employees succeed in fulfilling it will have a positive impact on their lives, and feel themselves more meaningful and more valuable (Yuniasanti et al.,

2019), so that the meaning of work which is the impression felt by millennial employees gives a deep feeling that brings happiness (Ingsih et al., 2022).

**Table 2.** Individual factor GATB test assessment score

Individual factor (Mental health)	GATB	Index
Worforce Agility		
Innovative solutions	0,7	2,80
Cooperation	1,5	6,00
Trying new things	0,6	2,40
Result orientation	0,5	2,00
Awareness	0,5	2,00
Job satisfaction		
Need fulfilment	2,2	8,8
Discrepancies	1,8	7,2
Value attainment	1,5	6,0
Equity	2,4	9,6
Meaningfulness	1,4	5,6
Work adjustment		
Self knowledge-insight	0,4	2,0
Self acceptance – objectivity	0,5	2,5
Self control – development	0,7	3,5
Good relationship	1,4	7,0
Adversity quotient		
Control	2,7	13,5
Origin & ownership	1,8	9,0
Reach	1,5	7,5
Endurance	1,7	8,5

This theory, according to Scheneider (Neuenschwander & Hofmann, 2022), looks more into career selection patterns and is a process of improvement and adjustment between the individual Person who seeks adjustment to his work environment. The aspect of work environment with employees and the relationship between the two can be described as a form of harmonious relationship between employees and their work environment, and vice versa and a complementary relationship between individuals and the environment (Antón Rubio et al., 2023). Furthermore, Brown (Dalgic & Akgunduz, 2022) suggested that work adjustment theory includes a level of theory known as P (Person) and E (Environment) theory. This theory is to know P as an individual or employee while E is the work environment or organization, the point of compatibility between the two, and the interaction that occurs between P and E. These P and E variables are often used to explain behavior or outcomes (Neuenschwander & Hofmann, 2022). However, the basic proposition of PE theory research (Antón Rubio et al., 2023), explained as behavior or behavioral outcomes do not lie so much in the P variable or the E variable, but rather lies in the combination of P and E to be able to explain and predict work behavior and work outcomes. Interaction refers to P and E, actions and reactions to each other in a give and take. Coney (Susilo & Satrya, 2019), explains that the theory of work adjustment (TWA) is built from various individual psychological conditions with assumptions about differences in human variability. This human variability describes human individuality, as well as in each generation, individuality can lead to different consequences in each of the same situations (Yuniasanti et al., 2019).

Adversity Quotient is generally widely used as an indicator to assess the process of work activities or measure how employees overcome problems in their work domain as well as assess their endurance and in facing challenges to achieve an achievement (Mahardiana et al., 2022). The results of the GATB assessment analysis as shown in the table show that millennial employees' AQ is relatively low, millennial employees lack a calm attitude and give up easily, and according to research (Prahara et al., 2020), millennial employees with intelligence or AQ that tends to be low

are easy to find alternative solutions to work problems that are seen as difficult by looking for another job.

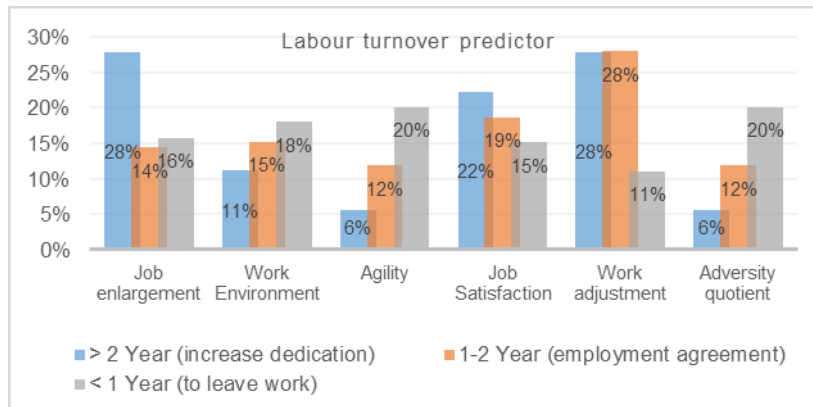


Figure 3. Predictor analysis

The graph (Figure 3) of several variables that are used as predictors of turnover shows that millennial employees who have the ability to accept job enlargement and have high work adjustment and high levels of job satisfaction will be able to last more than a year. While employees with work behavior with locus workforce agility and high adversity quotient and attention to the environment are also high are predicted to be able to work for less than one year. So from the predictor analysis data as displayed in the cross tabulation in the graph above, it can be seen that the work adjustment and job enlargement factors followed by job satisfaction in millennial employees are the main factors that can be used as a cause of readiness to stay or loyalty to work. While millennial employees who have locus on AQ and WA (workforce agility) feel more pressure and attention to the work environment is also high, as an expectation of adjusting or comparison.

The results of the predictor analysis through cross tabulation are further confirmed using statistical analysis of variance (Anova) which can be described as follows.

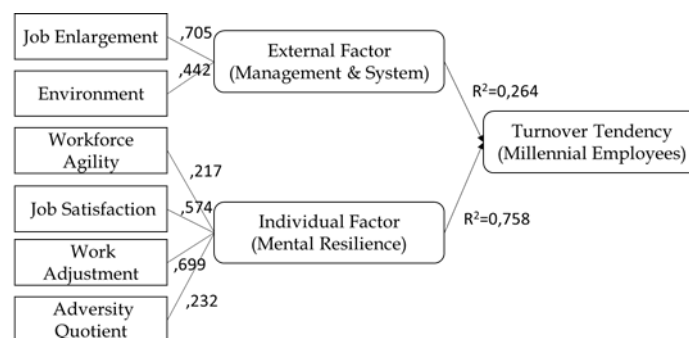


Figure 4. Determinant coefficient of predictor variables

The scheme above (Figure 4) from the results of the coefficient of determination shows that external factors in the form of a management system implemented in the company as an organizational culture contribute to the potential for turnover by 26.4% while individual factors or can be referred to as the psychological condition of millennial employees make an effective contribution of 75.8% to the tendency to turnover in millennial employees. From the scheme, it is also known that in external factors, the job enlargement variable has the highest discrimination index compared to the environment and workforce agility variables. Workforce agility, which has the lowest ratio, is actually the driving force that raises the intention of millennial employees to decide to leave their jobs. The results of a one-way analysis of variance (Anova) that examines the

influence of external variables and individual variables on the potential or decision to turn over can be seen in the following table.

**Table 3.** Predictor analysis (one way anova)

Model 1	R	R <sup>2</sup>	F	Sig
Eksternal factor	0,514	0,264	14,724	0,000
Individual factor	0,871	0,758	19,642	0,000

The results of the analysis of variance (Table 3) show that external factors have a correlation with turnover tendencies of 51.4% with a contribution to influencing turnover of 26.4%. The F value of 14.724 with a probability of 0.000 ( $p < 0.05$ ) indicates that external factors consisting of job enlargement, and environment simultaneously have a positive effect on turnover in millennial employees. The value of the environment is a great expectation raised by millennial employees, who expect care or support from the environment, which can also mean that the work environment is seen as less supportive of the efforts made by millennial employees in completing each work task.

Then individual factors constructed from the variables of workforce agility, job satisfaction, work adjustment and adversity quotient simultaneously obtained an F value of 19.642 with a probability of 0.000 ( $p < 0.05$ ) which proves that individual factors have a significant effect on the tendency of millennial employees to turnover. The correlation coefficient value explains the relatively strong relationship between the proposed variables and employee turnover, and the coefficient of determination can explain that individual factors can be used as predictor variables with an effective contribution of 75.8% influencing the tendency of millennial employees to turnover.

Referring to the document data on the issue of employee turnover, which was identified as being carried out by millennial employees who were still contract employees for the first 1-2 years, several management steps were taken, namely improving overall employee welfare, providing career development opportunities for millennial employees, and creating a pleasant and productive work environment. For this reason, the company also encourages the HR department to better understand how to calculate employee turnover to develop a company HR plan (Man Power Planning) that is appropriate and able to support business continuity. In addition, the HR Department or HR department needs to document and calculate employee turnover rates and identify employee characteristics, such as millennial employees in order to provide information about the level of employee satisfaction and the effectiveness of company management.

#### 4. CONCLUSION

The results of this study show that millennial employee turnover in five companies averages 3.4%, and most employees quit or leave their jobs after or before the contract period is over. The majority of millennial employees work in marketing and production, and most have educational backgrounds and work experience that are in accordance with their work fields. However, there are also millennial employees who work in fields that do not match their study background. The most influential external factor on millennial employee turnover is the work environment, both in terms of physical, social, and systems. A good work environment can increase millennial employees' adaptation, interaction, satisfaction, and commitment, while a poor work environment can decrease these things and encourage millennial employees to quit or leave their jobs. The second most influential external factor on millennial employee turnover is job enlargement, especially in terms of work design and work quality improvement. Job enlargement can provide variety, challenge and motivation for millennial employees, but it also requires proper planning and supervision from management or leadership.

This research has strong scientific justification, because it uses valid and reliable primary and secondary data, and uses the GATB scale which is a standardized and tested measuring instrument. This study also uses appropriate and accurate analytical methods, and provides consistent and significant findings. The results of this study can be applied especially for company management who want to reduce millennial employee turnover and improve their performance and productivity. Some suggestions for future experimental research include using a larger and more



representative sample, which includes millennial employees from various sectors, regions, and backgrounds.

The results of the study can be applied or contribute to the field of science, especially human resource management science, because it can provide empirical and analytical data on the phenomenon of millennial employee turnover in Indonesia, which is a relevant and actual issue for the world of work today. In addition, this research provides practical recommendations and solutions for company management to reduce millennial employee turnover and improve their performance and productivity, such as improving welfare, career development, and a pleasant and productive work environment for millennial employees. This research can be a reference and inspiration for future researchers who are interested in the topic of millennial employee turnover, and can make theoretical and practical contributions to science.

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