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THE MILLENIAL EMPLOYEES IN CENTRAL JAKARTA: HOW DO THEY COMMIT TO THE COMPANY?

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ABSTRACT

Generation Y, also known as Millennials, is a strong dominant in the workforce and becomes one of the key holders in the industry's success and economy. Unfortunately, the highest turnover rate is coming from this generation with their behavior of working short tenure and how fast they are changing jobs worries many organizations as this ceases the organization's growth, productivity, and performance. This research aimed to determine the relationship between career development, compensation, and work environment on millennials' turnover intention. Quantitative method is conducted and surveyed with 172 Central Jakarta's millennial employees who had worked at least 1 year. Partial Least Square PLS-SEM, SPSS, and pre-survey interview analysis were used to analyze the data. The result showed that career development and compensation have a significant negative influence on turnover intention. However, work environment has not significant influence on millennials employees' turnover intention in Central Jakarta.

Keywords: Career Development, Compensation, Work Environment, Turnover Intention, Millennial Employees in Central Jakarta

1. Introduction

Millennials as the largest population with approximately 24% of the total Indonesian population, it is hoped that millennial generation can have a lot of positive impacts on the progress of the country (Ali & Purwandi, 2017). However, the current phenomenon is contrary to this expectation. The increase in the number of millennial generations that are getting higher and dominating various jobs is being followed by the higher turnover rate carried out by this generation.

The turnover phenomenon in the millennial generation has also increased in 2020 compared to previous years. This happened because of the decline in the economy and many companies that went bankrupt so that they were required to lay off their employees that recorded around 2.65 million people are unemployed with 79.76% of them coming from the age group of 25-29 years (BPS, 2020). This event is cause due to Indonesia was hit by Covid-19, which is a large family of viruses that cause diseases ranging from mild to severe symptoms. One area that has the highest number of laid off employees is Central Jakarta, which reported around 16.699 employees were in the status of laid off with obtained from 11.792 employees worked in the formal sector such as companies or corporations, and the rest amount is from other sectors according to data from Central Jakarta Manpower, Transmigration, and Energy (Ahad, 2020). The high number of laid-off employees in the Central Jakarta area came from 165 companies to find violations related to PSBB (Pembatasan Sosial Berskala Besar) regulations and was a factor in bankruptcy due to government sealing.

This turnover phenomenon also causes negative impacts, such as expenses for recruiting new employees, reducing knowledge capital and the company's reputation which carried out by the current millennial generation and many Human Resources Managers find it difficult to overcome (Ali & Purwandi, 2017). One of them is Mrs. Angela A. H. as a manager at a Finance Industry company in the Insurance sector located in Central Jakarta, which has experienced an increase in the turnover rate every year. A survey

conducted by Compdata (2018) stated that the first industry ranking with the highest turnover rate is the finance industry at 31.5%, compared to other industries such as hospitality at 29.4% with the second highest turnover rate followed by healthcare, manufacture, service, and not-for-profit industry. From the interview results, it was stated that millennial employees contributed the most to the high turnover rate that occurred in her company.

> *"Yes, millennial employees dominate resigns in our company when viewed based on data for 2018 - 2020"*

The data from 2018 - 2019 which was obtained by researchers from PT. XYZ in January to December, it was stated that the turnover that occurred in 2018 was 23%, and 35% in 2019. According to Fauji (2019), a company with a turnover rate of more than 10% can be classified as a high turnover rate at the company. The interview results also stated that the factors caused millennial employees to resign are the high levels of idealism, boredom and dissatisfaction that exist in the characteristics of the millennial generation, so they overcome them by leaving the company when other available opportunities are better and can meet their needs.

Thus, to determine what factors most influence turnover intention, the researcher also interviews seven millennial employees who were randomly selected, born in 1980-2000, worked in Central Jakarta, and has a different company and length of work. The pre-survey interview results conclude the three factors that influence employees to leave are Career Development which was chosen by 5 respondents, Compensation chosen by four respondents, and Work Environment with chosen by 5 out of 7 respondents that influence them to resign. The pre-survey interview is also in line with the results of research from IDN Time, which surveyed 12 cities in Indonesia, one of which includes Jakarta shows that the three highest factors that underlie millennial generation considerations for leaving the job or companies are the factors of facilities or self-development, salaries, and friends or work environment that can be seen in Figure 1 below.
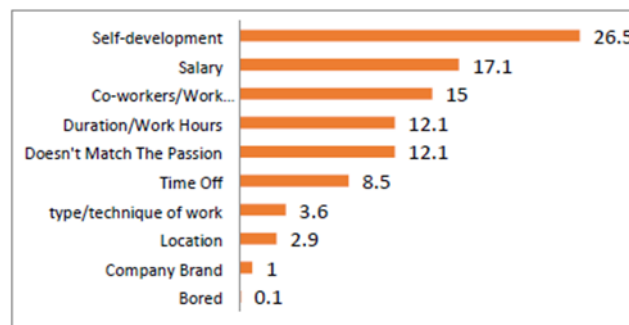

Figure 1. Millennial Moving Consideration Factor
(Source: Utomo, 2019)

Therefore, it can be concluded that the most significant factors that influence the employee to leave or turnover intention for millennial employees in Central Jakarta are Career Development, Compensation, and Work Environment.

2. Literature Review

Turnover Intention

In general, turnover intention can be explains as a picture of an individual's mind to move to find work elsewhere and the desire to leave the organization. Overall, turnover activities can affect employee work activities and can affect employee performance (Pawesti & Wikansari, 2016). Thus, the organization's intense exit is a dominant cause that is positive for the occurrence of turnover.

Career Development

Career development defines a degree of perception of employees about career planning programs to help their employees achieve their desired career goals, as well as increasing individual work skills (Hafiz, 2016). Career development strongly supports individual effectiveness. It also increases personal improvement by someone to achieve a career plan (Rijalulloh, 2017). When employees' trust in the company's career development program increases to achieve their career goals, their tendency to have

turnover intention to leave the organization will lower. Thus, the first hypothesis for this study of these variables is:

H1: There is a significant influence of career development towards the turnover intention of millennial employees in Central Jakarta

Compensation

Compensation is the overall payment earned by employees as a replacement for the services they have rendered (Khaidir, 2016). Providing compensation is a complex aspect, so companies certainly must think carefully where the company must make employees interested and motivated to work. For spending a lot of money to compensate employees, the company must effectively analyze the expenditure of compensation expenses to determine whether the compensation that has been issued can make the employee turnover rate decrease (Rahman, 2018). Then, the researchers predict that the hypothesis for this variable is:

H2: There is a significant influence of compensation towards the turnover intention of millennial employees in Central Jakarta

Work Environment

Work environment exists around both physical and non-physical workers who influence themselves in carrying out tasks assigned to workers (Ridwan, 2016). The work environment becomes part of the organizational elements that can shape individuals' behavior in the organization and influence the performance of the organization, the enthusiasm, and excitement of its workers. Moreover, it is linked to those that occurs around employees that can influence the work productivity of employees, such as workplaces, employee services, and within the company concerned employee relations (Aristawati, 2019). The hypothesis for this variable is:

H3: There is a significant influence of work environment towards the turnover intention of millennial employees in Central Jakarta

Millennial Employee

According to Yuswohady in the article Millennial Trends (2016) Millennial Generation is the millennial generation is currently a workforce that dominates the world of work in Indonesia, which is caused by Indonesia being in an era of demographic bonus where Indonesia is dominated by productive ages to work included in the workforce. generation born in the early 1980 to 2000 period. Millennial employees are also known as the generation that has hard-working, high responsibility and team-oriented character, but millennial employees tend to blame other generation because of lack and sensitivity towards the work feedback, and they also show the turnover intention (Elian et al., 2020).
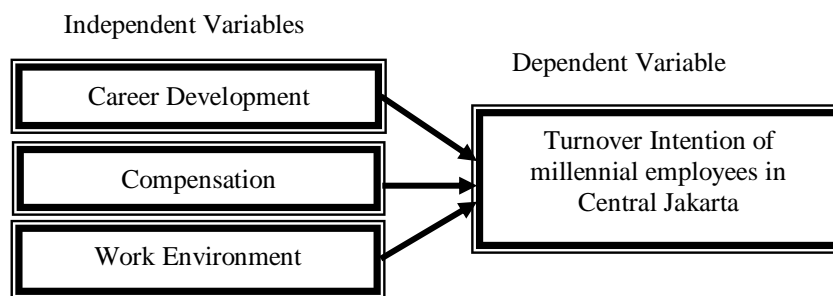

Figure 2. Theoretical framework
(Source: Adjusted by the researcher, 2020)

Figure 2 shows the influence of three independent variables, which are career development, compensation, and work environment on turnover intention of millennial employees in Central Jakarta Then, these three independent variables combined into one to know the influence simultaneously towards the dependent variable.

3. Research Method

In this study, quantitative research methods are used because they want to make predictions and test hypotheses. Quantitative analysis is a knowledge discovery technique that uses data in the form of numbers to interpret information about the purpose of the investigation. Therefore, the required data are in the way of amount.

The researcher uses millennial employees in Central Jakarta as samples. The type of sample used in this research is a non-probability method with a purposive sampling technique. Purposive sampling is a sample that is carefully chosen so that it is relevant to the research design. This technique is selecting samples based on the special characteristics considered to have a very close relation with the characteristics of the population known previously. To conduct this research, the researcher will choose a respondent who meets the criteria and is willing to provide information about their experience and knowledge related to this research.

Therefore, the respondent will be millennials who are now being employed (full-timers employee) that are in Central Jakarta, which was also born in the range years of 1980 - 2000 who has at least 1 year of work experience. This research population is the number of workforces in Central Jakarta, as many as 431.484 for the year 2019 (BPS, 2019). In this research, the researcher used the Slovin formula in a calculated sample with an error rate of 10% as follows:

$$n = \frac{N}{1 + Ne^2} \tag{1}$$

Where:

n: the number of samples   N: number of population   e: Margin of error

Based on Slovin's formula above, thus this research is obtained:

$$n = \frac{431.484}{1 + 431.484(0.1)^2}$$

$$n = 99.97$$

Based on the Slovin formula with an error rate of 10%, the number of samples is 99.97, and because the subject is a fraction, so it is rounded to 100 as the minimum respondents. In this study, the number of samples studied was 172 respondents.

Data collection is a procedural approach in measuring, collecting, and analyzing data obtained from several different sources to ensure that the data is accurate and complete. According to Sekaran & Bougie (2016), data can be obtained from 2 sources, which are primary and secondary data sources. Primary data is defined as information or data obtained directly by researchers regarding research related variables for a particular purpose. Meanwhile, secondary data is information or data obtained by researchers from a collection of previous sources. The questionnaire was basically conducted in person, distributed electronically, and mailed to the respondents (Sekaran & Bougie, 2016). Therefore, the researcher distributed the questionnaire online using Google Form, which is separated from the social media LinkedIn.

The questionnaire as a data collection technique and the respondents, fill their identity as the first step. If the respondent does not meet several requirements, then the respondent cannot continue to the next step. The respondents filled out the answers to their questionnaire using a Likert Scale. The level of approval referred to in this Likert Scale consist of 5 choice scales that have gradations from Strongly Disagree (SD) to Strongly Agree (SA) (Hermawan & Amirullah, Quantitative & Qualitative Approaches to Business Research Methods, 2016).

The data analysis method in this study uses SEM. Structural Equation Modeling (SEM) is a statistical technique capable of analyzing patterns of relationships between latent constructs and indicators, latent constructs with each other and direct errors in measurement. Besides, this study uses the Partial Least Square (PLS) method and is assisted with SmartPLS 3.0 data processing tools. PLS can be an approach to structural modelling that shows the relationship between hypothesized constructs (Haryono, 2016).

4. Results and Discussion
Measurement Model

Table 1. Measurement Model

Variable	Items	Outer Loading
Career Development(X1)	CDV4	0.718
	CDV5	0.738
	CDV6	0.759
	CDV9	0.737
	CDV10	0.662
Compensation (X2)	CP1	0.768
	CP2	0.807
	CP3	0.841
	CP4	0.778
	CP6	0.808
Work Environment (X3)	WE1	0.842
	WE2	0.657
	WE3	0.800
	WE4	0.687
	WE5	0.723
	WE6	0.819
Turnover Intention (Y)	TI1	0.685
	TI2	0.643
	TI7	0.800
	TI8	0.736
	TI9	0.790

Source: Primary Data, Processed with SmartPLS 3.0, 2020

The convergent validity test aims to measure the accuracy between indicators of variable measurement results and theoretical concepts assessed based on the correlation between the item score or component score to explain the existence of these variables' indicators. The value of convergent validity evaluates by looking at outer loading. The value on the loading factor is said to be high if the correlation exceeds the number >0.70 with the measured construct or the 0.60 is often used as a limit and is considered sufficient for the loading factor value (Chin, 1998 in Ghozali, 2016). After processing the data using SmartPLS 3.0, the results of the loading factor can be shown, as shown in the Table 1.

Discriminant validity testing is done by looking at the cross-loading value on each variable must be more than 0.70 (>0.70), where the correlation coefficient of the indicator on the association construct (loading) is compared with the correlation coefficient with other constructs (cross-loading). After processing the data using SmartPLS 3.0, the results of cross-loading can be shown in the following table:

Table 2. Discriminant Validity

	Career Development (X1)	Compensation (X2)	Turnover Intention (Y)	Work Environment (X3)
CDV4	0.736	0.390	-0.298	0.279
CDV5	0.747	0.380	-0.209	0.182
CDV6	0.761	0.414	-0.286	0.243
CDV9	0.744	0.449	-0.385	0.382
CDV10	0.688	0.390	-0.423	0.331
CP1	0.476	0.819	-0.374	0.397
CP2	0.479	0.873	-0.446	0.467
CP3	0.555	0.89	-0.493	0.564
CP4	0.389	0.741	-0.313	0.500
CP6	0.393	0.825	-0.388	0.522
TI1	-0.366	-0.487	0.735	-0.321
TI2	-0.248	-0.393	0.661	-0.406
TI7	-0.345	-0.318	0.794	-0.214
TI8	-0.372	-0.316	0.766	-0.205
TI9	-0.399	-0.299	0.800	-0.171
WE1	0.333	0.522	-0.258	0.851
WE2	0.165	0.385	-0.146	0.663
WE3	0.279	0.479	-0.278	0.807
WE4	0.131	0.333	-0.130	0.678
WE5	0.303	0.338	-0.190	0.704
WE6	0.450	0.525	-0.420	0.819

Source: Primary Data, Processed with SmartPLS 3.0, 2020

From the cross-loading results in Table 2, it shows that the correlation value of the construct with the indicator is greater than the correlation value with other constructs. It can be concluded that each latent variable is valid or can be said to have good Discriminant Validity, where the indicator block is better than the other block indicators. Thus, the results of the cross-loading analysis indicate that there is no problem with Discriminant Validity.

Furthermore, apart from being measured by the value of Convergent Validity and Discriminant Validity, the outer model's assessment can also be done by looking at construct reliability or latent variables to prove accuracy, consistency, and exactness in the instrument (Ghozali, 2016). The construct is declared reliable if composite reliability has a value >0.7, then the construct is declared reliable (Haryono, 2016). The SmartPLS output results for the composite reliability value can be shown in Table 3:

Table 3. Composite Reliability

Variable	Composite Reliability
Career Development (X1)	0.855
Compensation (X2)	0.918
Work Environment (X3)	0.889
Turnover Intention (Y)	0.867

Source: Primary Data, Processed with SmartPLS 3.0, 2020

The table above shows that the composite reliability value for all latent variables is above 0.70 (>0.70), with the lowest value of 0.855 in the Career Development variable. Therefore, it can be concluded that all

constructs are said to be valid and have good reliability or the questionnaire used as a tool in this research is consistent so that it can be continued with the structural model testing analysis (inner model).

Structural Modal

In testing the structural model (inner model) in the PLS method, the first stage is to look at the R-Square (R^2) value for each latent dependent variable, aiming to determine how much the level of determination of the independent variable on the dependent variable. Table 4 is the estimation result of R-Square using the SmartPLS 3.0 version.

Table 4. Determination Test

Variable	R Square
Turnover Intention (Y)	0.297

Source: Primary Data, Processed with SmartPLS 3.0, 2020

The results of calculations on the R-Square (R^2) or determinant coefficient for the Turnover Intention variable show that the R2 value is 0.297 or 29.7%. Therefore, it is stated that the R-Square value for the Turnover Intention variable is weak.

Hypothesis testing aims to determine whether the research hypothesis proposed in the research model is accepted or rejected by looking at the T statistical value and the p-value obtained through the Bootstrapping method on the SmartPLS 3.0 version. The value limit for rejecting and accepting the proposed hypothesis is >1.96 for the t-statistic and <0.05 for the p-value, which is if the t-statistic value is in the range -1.96 and 1.96 or the p-value is greater than 0.05, then the hypothesis will be rejected, or it can be said to accept the null hypothesis (H0). In parallel, the path coefficient value obtained close to 1 represents a strong positive relationship, while the path coefficient value of -1 describes a strong negative relationship (Haryono, 2016).

Table 5. Hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
X1 (CDV) -> Y (TI)	-0.265	-0.275	0.079	3.336	0.001	Significant
X2 (CP) -> Y (TI)	-0.304	-0.303	0.088	3.446	0.001	Significant
X3 (WE) -> Y (TI)	-0.069	-0.077	0.071	0.972	0.331	Not significant

Source: Primary Data, Processed with SmartPLS 3.0, 2020

Based on the table above shows that the Variable Career Development (CDV) to Turnover Intention (TI) has a negative path coefficient value of -0.265, and the T-Statistic is 3.336 greater than the t-table 1.96 with p values 0.001 (<0.05), which is the results indicate there is a negative and significant influence of X1 to Y. Thus, the results of this research stated that Hypothesis 1 is accepted, meaning that Career Development has an influence towards Turnover Intention on Millennial Employees in Central Jakarta.

According to Table 5, the relationship of variable compensation (CP) with Turnover Intention (TI) has a negative coefficient of -0.304 and a t-statistic value of 3.446. This indicates that the t-statistic result is significant by showing the t-statistic value is greater than 1.96 and the p-value <0.05. Thus, from these results stated that Hypothesis 2 is accepted. Hence, the researcher can conclude that there is an influence of Compensation (X2) towards Turnover Intention (Y) on Millennial Employees in Central Jakarta.

The result of the table above for the Variable of Work Environment (WE) with Turnover Intention (TI) claimed that the result of path coefficient value is -0.069, while it has the t-statistic value of 0.972 and p-value = 0.331, which is lower than 1.96 and greater than 0.05. The results of this hypothesis analysis indicate that the t-statistic is not significant, meaning that Hypothesis 3 in this research is rejected. To sum up, the

researcher decided that there is no significant influence of Work Environment towards Turnover Intention on Millennial Employees in Central Jakarta.

The Influence of Career Development towards Turnover Intention of Millennial Employees in Central Jakarta.

Based on the results of the hypothesis test, t-statistic obtained 3,336 with a p-value of 0.001 that the leads t-statistic is greater than 1.96, and the p-value is not more than 0.05, meaning that Hypothesis 1 (H1) is accepted. However, the correlation test results in this study indicate that career development has a negative relationship with turnover intention by having a path coefficient value of -0.265, meaning that every 1 unit increase in career development variable will decrease Employee Turnover Intention by 0.265 units. Based on the path coefficient value obtained, it is known that the career development variable has a negative relationship direction. It sums that if the employee's career development is in good condition, the turnover intention will be less. Conversely, if the employee's career development is in worse condition, it will cause the turnover intention (desire to leave) to be higher because employees will prefer companies that provide better career development than the previous company. Thus, this data is supported by research from Sudnanti & Wijayanti (2018), which also stated that career development has a negative and significant influence on turnover intention.

The results of this survey stated that millennial employees chose training provided for the company as the most valuable benefit for them due to the biggest average in the indicator training of career development variable with the percentage of 3.73. The researcher assumed that if employees get career development in the form of good training, promotion, and proper coaching by the company, it will be able to reduce the employee's desire to leave (turnover intention) and make the employees stay longer in the company. This is relevant to the previous research that stated that organizations that actively encourage employee career development tend to have a greater chance of retaining skilled employees (Caruth & Pane, 2009 in Kaswan, 2017).

The Influence of Compensation towards Turnover Intention of Millennial Employees in Central Jakarta.

Based on the research findings of the hypothesis test, it shows that compensation has an influence in reducing turnover intention among millennial employees. The questions on the research questionnaire also show that respondents are satisfied with the benefit given by the company. The fulfillment of the employees' needs, or fair employee allowances is appropriate so that the respondents are satisfied with the compensation given, where the allowances include insurance, bonus, and holiday allowances (THR). This is evidenced by the results of a pre-survey interview with a respondent who works in companies engaged in the tobacco industry with a length of work of more than 5 years, which states that the benefit provided by the company in the form of holiday allowances (THR) and insurance are sufficient. Meanwhile, bonuses have been given based on the employee's work performance so that there is a sense of satisfaction with the benefits that the company provides to its employees.

Apart from that, the lowest average of the questionnaires was on their workload is not proportional to the amount of salary given. The assignment of workload and responsibility from company management is not balanced with the amount of salary earned, causing a feeling of dissatisfaction with the salary received by the respondent. In addition, it is supported by previous research that the remuneration given by the company is not in accordance with the workload and expectations of employees, causing the achievement of employee performance compensation goals to decrease and encourage employees' intention to resign from the company (Nugroho, 2018).

The Influence of Work Environment towards Turnover Intention of Millennial Employees in Central Jakarta.

According to the hypothesis test research findings, it shows that Work Environment has no influence on Turnover Intention of Millennial Employees in Central Jakarta. From the results of the questionnaire that has been filled, it indicates that the respondent's answer is in the high category, which interprets that the higher the mean value, the better the work environment in the company, both physical and nonphysical.

The analysis results describe that no matter how good the work environment, whether physical or non-physical, does not significantly impact the decreases or increases in turnover intention rate of millennial employees. This is relevant to Gallup's (2016) research, which revealed that the millennial generation is not too concerned with companies that provide an informal, fun, and encouraging creative work environment. Millennials prefer companies that would rather invest in their holistic well-being, career trajectory, and development career.

These results seem to be supported by previous study, who stated that work environment variables have no influence on turnover intention (Nafisah, 2019). However, it contradicted with several previous studies that underlie this research, which is from Karimah (2019); Asmiyati (2020) stated that the work environment has a significant effect on turnover intention due to differences in conditions and characteristics of respondents.

5. Conclusion and Implications
Conclusion
Based on the results of hypothesis testing and discussion on the influence of career development, compensation, and work environment on turnover intention of millennial employees in Central Jakarta, as stated in the previous chapter, the researchers obtained the following conclusions:

1. Career Development has a negative and significant influence on millennial employees' turnover intention in Central Jakarta, meaning that the better the company offers career development to its employees, including providing training and promotion, the lower the turnover intention of millennial employees.

2. Compensation has a negative and significant influence on the turnover intention of millennial employees in Central Jakarta. This phenomenon leads that when the company's compensation is in line with the expectations of millennial employees, it will influence alleviating employees to resign or intend to leave the company.

3. The Work Environment has a negative and insignificant influence on millennial employees' turnover intention in Central Jakarta. This study proves that the better or worse the Work Environment obtained by employees does not affect the increase or decrease in millennial employees' turnover intention in Central Jakarta.

Implications and Recommendations
For Industry
The companies should consider each variable in this study because it will influence the millennial generation's turnover intention as a dominant workforce. The researcher suggests that the company should consider what employees have given to the company, as well as providing training and career development to each employee fairly and transparently so that employees can loyally work for the company. Thus, this can provide a greater contribution in reducing turnover intention. This research also explains that giving good compensation can provide high motivation to employees so that motivation is the key to worker productivity and performance. Hence, the researchers suggest that the company should consider the provision of compensation that varies from other companies by giving it fairly and equally according to the workload and responsibilities of the employees as well as benefits such as insurance, bonuses, and rewards so that the company can outperform by other companies as a suitable workplace for millennial employees. The researcher believes that it will greatly help companies prevent high turnover intention from millennial employees by paying attention to these aspects.

For Future Research
The researchers suggest that future research is expected to be able to use mixed methods, both qualitative and quantitative, to explore deeper for each variable and meet the point between millennial employees and HR department perspectives. In addition, the future research is expected to add other exogenous variables

such as Work Stress, Organizational Commitment, and Work-Life Balance, since this study can only be explained by 29.7% through the coefficient of determination.

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