

ANALYSIS EFFECT OF WORK ENVIRONMENT AND FLEXIBLE WORKING TOWARD EMPLOYEE RETENTION FOR INDONESIANS' MILLENNIAL THROUGH CAREER DEVELOPMENT AS INTERVENING VARIABLE

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Abstract – Millennial is indeed synonymous with high employee turnover rates. This research is to performed employee retention for Indonesians millennials through the work environment, career development, and flexible working to give an overview and additional source of information for the organization to be able to manage their employees who are in the millennial generation to keep them stay longer in the workplace and reduce turnover rate among Indonesians millennials employee. Data analysis method in this research is using SPSS program for the Descriptive Statistic and also using PLS program (Partial Least Square) Version 3.0 for calculating the Outer Model and Inner Model. The populations are a millennial employee in Indonesia and the number of populations is unknown, so the sample in this research are 140 respondents. The results of this research can generally be concluded that Work Environment and Flexible Working have a positive and significant effect on Employee Retention. As well as Career Development can be mediation between Work Environment and Flexible Working toward Employee Retention.

Keywords: Work Environment, Career Development, Flexible Working, Employee Retention, Indonesians Millennial

INTRODUCTION

The success of an organization in achieving an organization's purpose to realize its vision and mission depends largely on the roles and quality of human resources within its organization. Human resources are a very central factor in the organization, whatever the shape and purpose, the organization is made based on various visions for human interests. The importance of human resources in an organization requires every organization to get qualified and productive employees to run the organization (Kalangi, 2015).

A key component of any organization is employees. According to PwC research, Indonesia is predicted to experience a demographic bonus from 2020 to 2035 as a result of robust economic growth, thanks to a larger working age group, which is expected to reach 70 percent of the total population by 2030. According to The Indonesian Central Bureau of Statistics, it is projected that Indonesia's productive population (age 15 to 64) will be 179.1 million people in 2020, and millennials (age 21- 36) are contributing to around 63.5 million people. This makes millennials a significant engine of growth of Indonesia's economy (Kwenin, 2013).

The number of millennials, or the generation born between 1981-2000, according to Susenas (National Socio-Economic Survey) in 2017, was recorded at 88 million people, which represented 33.25 percent of Indonesia's then population, as quoted in the Thematic Gender Statistics Book: Profile of Millennial Generation published by the Ministry of Women's Empowerment and Child Protection in conjunction with the Central Agency of Statistics (BPS) in 2018. Compared to other generations, currently, the proportion of millennials in Indonesia is the largest (33.25%), followed by generation Z (29.23%) and generation X (25.74%), while the baby boomer generation and veterans comprise the smallest group (11.27%), as seen in the figure below.

Population Composition by Generation (percent), 2017

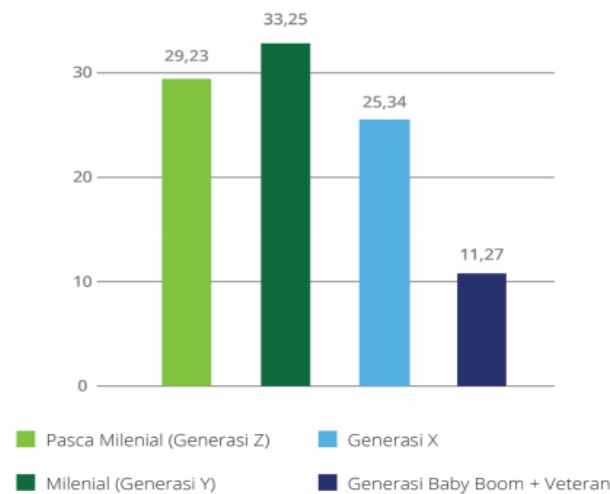


Figure 1. Population Composition Indonesian by Generation 2017
 Source: (Perspective, 2019)

Millennials are most often used to describe a generation that thrives on instant gratification through technology, spends too much time on social media, and lazy in the workplace. Millennials are human resources with extraordinary potential that are very much needed at this time, where communications technology is at the forefront.

Organizations facing the challenge of employee retention to maintain the organization because of the demand for employee turnover (Nasir & Mahmood, 2016). Millennial is indeed synonymous with high employee turnover rates. "The average industry turnover rate is above 10% now," according to Novi Triputra, Director of Human Resources of PT. Deloitte Konsultan Indonesia. Based on the 2018 Deloitte Millennial Survey, 43 percent of Millennials plan to leave their workplaces within two years, and only 28 percent plan to stay with their current company for more than five years. Turnover of skillful employees is a major concern of managers and administrators in today's business world due to the costs incurred to replace and lost productivity. Therefore, reducing employee turnover by means of effective retention practices is the most important area of interest to any organization with a highly skilled labor force. At the point when employees withdraw from an organization, he/she takes the knowledge, experience, culture, and value system away with him, which might be tapped and used against the organization (Singh, 2019).

Retaining employees is more important than hiring a new employee. Retaining the current valuable employees is more important than going through hiring and selecting the new employee to identify talented employees (Nagarathanam, 2018). For achieving individual as well as organizational goals, it is very much essential to retain talented employees (Haider et al., 2015). Effective employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs. It is a fact that the retention of key employees is critical to the long-term health and success of any organization (Kumar & Mathimaran, 2017). The primary reason for retention of employee is to prevent its talented employees from leaving (James & Mathew, 2012). Employee retention in an organization relies upon the way the organization to maintain the talented employees.

LITERATURE REVIEW

Human resources are defined as firm's knowledge, experience, skill, and commitment of the employees to the firm; their relations with each other, and without her outside the firm. They are the most important firm asset, the ones that research, design, project and differentiate the firm from other firms (Berisha Qehaja & Kutllovci, 2015). Human Resource Management (HRM) is the science and art of regulating the process of the utilization of both human resources and other resources effectively in order to achieve a certain goal (Malayu S.P Hasibuan, 2012).

Employee Retention

Employee retention is concerned with keeping or encouraging employees to remain in an organization for a maximum period of time (Kossivi et al., 2016).

Employee retention is as a form of an effort to maintain the employees, where it has become a major problem in many organizations. Retention is associated with the term of employee rotation which means the process of employee leave the organizations and have to be replaced (Ginandjar, 2018). Employee retention is related to maintaining or encouraging employees to remain in an organization within the maximum period of time (Mayasari et al., 2018). The factor that affect employee retention are 1) Organizational Components, 2) Organizational Career Opportunities, 3) Awards, 4) Task and Job Design, 5) Employee Retention (Ginandjar, 2018). The dimensions of employee retention are 1) Intention to survive, 2) Career Opportunities, and 3) Commitment (Mayasari et al., 2018).

Work Environment

Employee retention as a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements (Mehta et al., 2014). Employee retention is measuring the level of intention to stay and it was seen to be the opposite of turnover intention (George, 2015). Employee retention is related to maintaining or encouraging employees to remain in an organization within the maximum period of time (Mayasari et al., 2018). The factor that affect employee retention are 1) Organizational Components, 2) Organizational Career Opportunities, 3) Awards, 4) Task and Job Design, 5) Employee Relations (Ginandjar, 2018). The dimensions of employee retention are 1) Intention to survive, 2) Career Opportunities, and 3) Commitment (Mayasari et al., 2018).

Flexible Working

Flexibility is key in dealing with a millennial workforce. Companies, according to Pambudi Sunarsihanto, Chairperson of the Human Resources Management Association (PMSM), must be able to respond to the millennials who want flexibility in working (Perspective, 2019). Flexible working is defined as working arrangements which allow employees to vary the amount, timing, or location of their work, usually to the mutual benefit of the individual and organization (CIPD, 2018). Work flexibility is given as a form of variation when working, so that workers do not feel bored (Wicaksono, 2019). Flexible Work Arrangements (FWA) helps them to balance work and life, reduce stress, longer tenure in the organization, more committed towards the organization (Jain & Swami, 2014). Providing work flexibility is one of the company's strategies to maintain members of their organization by providing a balance between their lives and work or better known as work life balance (Wicaksono, 2019). Indicator of work flexibility according to Carlson et al (2010) in (Wicaksono, 2019):

- a) Time flexibility: employee flexibility in modifying work duration.
- b) Timing flexibility: employee flexibility in choosing work schedules.
- c) Place flexibility: employee flexibility in choosing their workplace.

Career Development

Career development is self-development activities undertaken by a person to realize his personal career plan (Marwansyah, 2012). Career development is an attempt to improve the technical, theoretical and moral abilities of employees in accordance with the needs of the job / position through education and training (Malayu S.P Hasibuan, 2012). Career development is the process of increasing individual work skills achieved in order to achieve the desired career (Rivai, 2013).

The factors that influence career development are 1) Job Performance, 2) Exposure, 3) Network, 4) Loyalty to the organization, 5) Counselors and sponsors, 6) Opportunities to grow (Rivai, 2013). As for the indicators of career development according to Rivai, 2013 are 1) Education, 2) Training, 3) Shifting of employees and 4) Employee service program.

Research Model

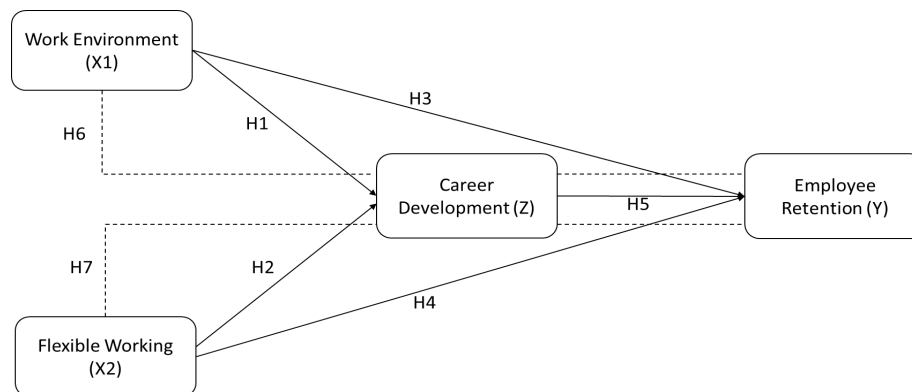


Figure 2. Framework
 Source: Researcher, 2020

H1: The Relationship Between Work Environment and Career Development

The Relationship between Work Environment into Women’s Career Development and Job Satisfaction in the United Arab Emirates: a Large Scale Sampling, the respondents indicated that management’s perception of work environment affect women employees and career progression to a very great extent (Karam & Kitana, 2017). The magnitude of the influence of the work environment on career development is shows that a good working environment can improve employee career development. With this result, it can be stated that the work environment has a significant effect on employee career development in Sorong regency government (Saranga et al., 2017).

H2: The Relationship Between Flexible Working and Career Development

Results indicated that participants perceived the female employee on the flexible schedule as having less job-career dedication and less advancement motivation; there was no difference in perceived capability (Rogier & Padgett, 2004). Jessica and Ronald (2011) stated that flexible career development support in job design and flexible career development planning emerged as a positive career development strategy that would influence employees’ perceptions of work quality life (Sumadewi & Suwandana, 2017).

H3: The Relationship Between Work Environment and Employee Retention

Since Millennial have unique characters that differ from the older generations, management needs to reshape their work environment both in physical and non-physical forms to cope with the new values. The work environment will determine their satisfaction, engagement, and retention, the more organizations can create a satisfying work environment, the more they can get contribution from them (Irhamahayati, 2018).

Working environment plays an important role in employee retention. Good working environment develops a long term relationship between an employee and organization (Gangwani & Dubey, 2016). There is a significant partial influence of work environment on employee retention in Siloam Hospital Manado (Rhacyella Rattu & J Tielung, 2018).

H4: The Relationship Between Flexible Working and Employee Retention

From the study findings of Flexible Working as an Employee Retention Strategy in Developing Countries Malaysian Bank Managers Speak, the result showed that flexible practices can to a certain extent improve employee retention in Malaysian banks (Idris, 2014). According to the journal Impact of Work Flexibility, Salary, Reward and Incentive as Retention Strategies Depending on Faculty Gender and Position in the Private Universities of Bangladesh, the result showed that the universities may get benefit from the results, presented in the study, and may increase their retention rate by implementing proper practices of pay satisfaction, flexible working opportunities, reward and incentives (Urme, 2019).

H5: The Relationship Between Career Development and Employee Retention

Millennials are aware of their needs, what they want, and how to achieve it. In order for the organization to retain talented millennials, they must integrate workforce satisfaction with the opportunity to grow through clear career paths and career development programs (Mayangdarastri & Khusna, 2020). Career development is considered as a tool for attracting, motivating and retaining good quality employee. It is worth noting that financial support to enable employee pursue further studies, introduction of career opportunities in schools, promotion of teacher to higher grades, giving permission for further studies among others are some of the issues identified in this study to enhance employee career growth although school management does not support personal career development goal (Sikawa et al., 2016).

H6: The Relationship Between Work Environment and Employee Retention through Career Development

With this result, it can be stated that the work environment has a significant effect on employee career development in Sorong regency government (Saranga et al., 2017). Millennials are aware of their needs, what they want, and how to achieve it. In order for the organization to retain talented millennials, they must integrate workforce satisfaction with the opportunity to grow through clear career paths and career development programs (Mayangdarastri & Khusna, 2020). There is a significant partial influence of work environment on employee retention in Siloam Hospital Manado (Rhacyella Rattu & J Tielung, 2018).

H7: The Relationship Between Flexible Working and Employee Retention through Career Development

Flexible career development support in job design and flexible career development planning emerged as a positive career development strategy that would influence employees' perceptions of work quality life (Sumadewi & Suwandana, 2017). The study concluded that employees would be loyal and willing to be retained longer if management puts in place career development opportunities like frequent capacity development and competence training to improve employee capabilities which lead to improved productivity (Mboya et al., 2018). Businesses of all sizes in today's environment report that flexible working improves staff retention, with larger businesses marginally more likely to appreciate the value of flexible working for both hiring top talent and staff retention (Khan et al., 2020).

METHODS

The population of this research was millennial employees in Indonesia with age range 17-38 years old, and the respondents were 140. The research method used in this research is the causal research. The data was analyzed by using SPSS program (Statistical Package for the Social Sciences) for the Descriptive Statistic Data Quality Test and also using PLS program (Partial Least Square) Version 3.0 for calculating the Outer Model and Inner Model.

RESULTS and DISCUSSION

Table 1. Respondent

	Description	Frequency	Percent
Gender	Man	48	34.3
	Woman	92	65.7
Age	17 - 23 years old	102	72.9
	24 - 30 years old	33	23.6
	31 - 38 years old	5	3.6
Education	Senior High School	51	36.4
	Diploma	17	12.1
	Undergraduate	68	48.6
	Postgraduate/Doctor	4	2.9
	Education	8	5.7
	Health	10	7.1
Job	Professional and Business Services	11	7.9
	Production / Manufacture	11	7.9

Financial	13	9.3
Recreation and Hospitality	3	2.1
Retail	6	4.3
Transportation	1	.7
Construction	6	4.3
Information and Technology	14	10.0
Administration and Public Services	17	12.1
Other	40	28.6

The results of this study were obtained from 145 respondents who are millennial employees in Indonesia and they had been working.

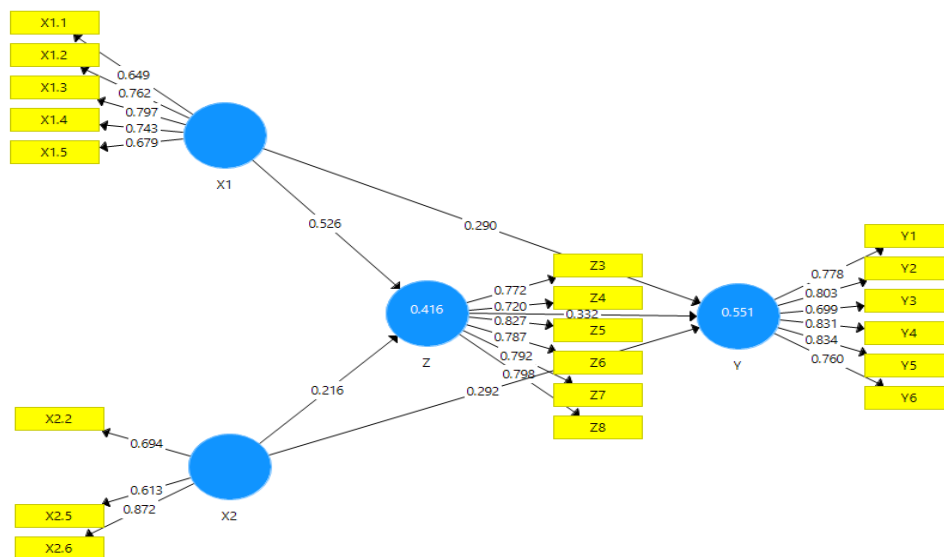


Figure 3. Final Iteration

There are indicators below 0.5 so that there are 6 indicators were excluded from the model as seen in Table 4.10. i.e. X1.6, X1.7, X1.8, X2.1, X2.3, X2.5, Z1, and Z2 . After modifying the model, the final iteration results show all indicators have a loading factor value above 0.50 so that it can be said that the indicator is valid (significant).

Table 2. Test Result of Discriminant Validity (Fornell Larcker)

	X1	X2	Y	Z
X1	0.728			
X2	0.409	0.734		
Y	0.613	0.554	0.786	
Z	0.614	0.431	0.636	0.783

After it has modified, it can be seen that each latent variable has a good discriminant validity where some latent variables still have gauges that are highly correlated with other constructs.

Table 3. Test Result of Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	Composite Reliability	Description
X1	0.781	0.849	Reliable
X2	0.610	0.774	Reliable
Y	0.875	0.906	Reliable
Z	0.874	0.905	Reliable

The results of composite reliability and Cronbach's alpha test results

Table 4. Test Result of R-square

	R Square	R Square Adjusted
Y	0.551	0.541
Z	0.416	0.408

R-square value (R^2) or coefficient determination in this study in the variable Y is arrange of 0.541 means that the model has a goodness-fit model level. It shows that 54,1 % variability in the construct of the employee retention can be explained by Work Environment & Flexible Working as independent variable and Career Development as intervening variable. Meanwhile, the remaining 45,9% explained by other studied variables outside.

R-square value (R^2) or coefficient determination in this study in the variable Z is arrange of 0.408 means that the model has a goodness-fit model level. It shows that 40,8 % variability in the construct of the career development can be explained by Work Environment & Flexible Working as independent variable and Employee Retention as dependent variable. Meanwhile, the remaining 59,2% explained by other studied variables outside.

Table 6. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Z	0.526	0.528	0.077	6.861	0.000
X2 -> Z	0.216	0.223	0.073	2.946	0.003
X1 -> Y	0.290	0.303	0.108	2.673	0.008
X2 -> Y	0.292	0.290	0.084	3.463	0.001
Z -> Y	0.332	0.327	0.089	3.716	0.000
X1 -> Z -> Y	0.175	0.173	0.056	3.131	0.002
X2 -> Z -> Y	0.072	0.073	0.032	2.255	0.025

DISCUSSION

The result of first hypothesis states that there is a positive and significant influence in the relationship between Work Environment and Career Development. The positive path coefficient shows a direct relationship, where the better Work Environment in the company, the better career development that employee will get. It means when the work environment in the company is good it will impact to increasing career development because when employee feel comfortable, they will want to develop their career in that company and take opportunity that company give about career development program. This result is strengthened by the statement from (Gladies & Kennedy, 2015), which stated the study revealed that there is a direct relationship between the institutional environment and career success of the faculty working in both Arts & Science and Engineering & Technology institutions. The magnitude of the influence of the work environment on career development is shows that a good working environment can improve employee career development. The work environment has a significant effect on employee career development in Sorong regency government (Saranga et al., 2017). In fact, working Environment and conditions are very important and playing an essential role in employees' satisfaction and career development, it makes employees happy or unhappy at work. The respondents indicated that management's perception of work environment affect women employees and career progression to a very great extent (Karam & Kitana, 2017).

The result of second hypothesis states that there is a positive and significant influence in the relationship between Flexible Working and Career Development. The positive path coefficient shows a direct relationship, where the more Flexible Working that employee have, the better career development that employee will get. It means when the employee work in the company that provide flexible time and

flexible place, the employees will have more opportunity to managed their time and get another job which mean they will be increasing their career development. This result is strengthened by the statement from (Leslie et al., 2012), which stated FWP's can facilitate career retaining good quality employee. It is worth noting that financial support to enable employee pursue further studies, introduction of career opportunities in schools, promotion of teacher to higher grades, giving permission for further studies among others are some of the issues identified in this study to enhance employee career growth although school management does not support personal career development goal. The study concluded that employees would be loyal and willing to be retained longer if management puts in place career development opportunities like frequent capacity development and competence training to improve employee capabilities which lead to improved productivity (Mboya et al., 2018). Millennials are aware of their needs, what they want, and how to achieve it. In order for the organization to retain talented millennials, they must integrate workforce satisfaction with the opportunity to grow through clear career paths and career development programs (Mayangdarastri & Khusna, 2020).

The result of six hypothesis states that there is a positive and significant influence in the relationship between Work Environment and Employee Retention through Career Development. The positive path coefficient shows a indirect relationship, where the better Work environment in the company, will influence to Career Development and this is will help to improve Employee Retention. It can be known that Career Development can be mediation between Work Environment and Employee Retention, so before we achieve Employee Retention, we need to fulfill Career Development. This result is strengthened by the statement from (Saranga et al., 2017), which stated The result of causality test of The Influence of Individual Capability, Work Discipline and Work Environment Toward the Employee Satisfaction with Career Development as The Mediation showed that the work environment had significant effect on career development. Millennials are aware of their needs, what they want, and how to achieve it. In order for the organization to retain talented millennials, they must integrate workforce satisfaction with the opportunity to grow through clear career paths and career development programs (Mayangdarastri & Khusna, 2020). There is a significant partial influence of work environment on employee retention in Siloam Hospital Manado (Rhacyella Rattu & J Tielung, 2018).

The result of seven hypothesis states that there is a positive and significant influence in the relationship between Flexible Working and Employee Retention through Career Development. The positive path coefficient shows a indirect relationship, where the better Flexible Working in the company, will influence to Career Development and this is will help to improve Employee Retention. It can be known that Career Development can be mediation between Flexible Working and Employee Retention because when the company give flexible time and place to the employees it will influence and increasing their career progression so when they know that this company give feedback and help to increase their career it will impact to how long the employees will stay and retain in the company. This result is strengthened by the statement from (Sumadewi & Suwandana, 2017), which stated working environment plays an important role in employee retention. Flexible career development support in job design and flexible career development planning emerged as a positive career development strategy that would influence employees' perceptions of work quality life. The study concluded that employees would be loyal and willing to be retained longer if management puts in place career development opportunities like frequent capacity development and competence training to improve employee capabilities which lead to improved productivity (Mboya et al., 2018). Businesses of all sizes in today's environment report that flexible working improves staff retention, with larger businesses marginally more likely to appreciate the value of flexible working for both hiring top talent and staff retention (Khan et al., 2020).

CONCLUSION

- 1) Work Environment has a positive and significant influence towards Career Development. It proves that Work Environment is an important factor and a strong relationship to Career Development for Indonesian Millennial. So, when work environment is friendly and comfortable it will influence to improve career development. The better Work Environment in the company, the better Career Development that employee will get.
- 2) Flexible Working has a positive and significant influence towards Career Development. This proves that Work Environment is an important factor and a strong relationship to Career Development for Indonesian Millennial. When there's Flexible Working in workplace it will influence to improve Career Development. The high Flexible Working that employee have, the better Career Development that employee will get.

- 3) Work Environment has a positive and significant influence towards Employee Retention. This proves that Work Environment is an important factor and a strong relationship to improve Employee Retention for Indonesian Millennial. It means if millennial employees are provided a good work environment and the company creates a satisfying work environment, so millennial employees will give contribute and stay longer in the company.
- 4) Flexible Working has a positive and significant influence towards Employee Retention. This proves that Flexible Working is an important factor and a strong relationship to improve Employee Retention for Indonesian Millennial. It shows that if the millennial employees are provided flexible time and flexible place so the millennial employees will stay for a long time in that company.
- 5) Career Development has a positive and significant influence towards Employee Retention. This proves that Career Development is an important factor and a strong relationship to improve Employee Retention for Indonesian Millennial. It can be concluded if the millennial employees are provided and get opportunity to develop their career so the millennial employees will stay in that company for a long time.
- 6) Work Environment has a positive and significant influence towards Employee Retention through Career Development for Indonesian Millennial. It also known that Career Development can be mediation between Work Environment and Employee Retention. So, the good work environment will influence to improve career development and when the career development is improving it will impact to employee to stay longer in the company.
- 7) Flexible Working has a positive and significant influence towards Employee Retention through Career Development for Indonesian Millennial. It also known that Career Development can be mediation between Work Environment and Employee Retention. The higher flexible working will improve career development and when the career development is improving it will impact to employee to stay longer in the company.

So, the variable that has a highly significant effect on employee retention is career development with a T-statistic was 3,716 more than the T-table value of 1.96 ($3,716 > 1,96$). It means what makes millennial employees remain in the company for a longer time is provide high career development. And career development is accepted to be intervention variable and be good intervention variable because can be mediation between work environment toward employee retention and flexible working toward employee retention.

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