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## The Causes Factors of Employee Turnover Intention

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**Abstract.** The purposes of this research are to find out and to dig up the causes of the so-called employees' turnover intention. The study was conducted in the television industry Trans7 as a solid and successful in Indonesia, but had high worker turnover intention during the period 2010 to 2012. From collected data, the voluntary turnover dominated by Gen-Y. This research was applied by the utilization of the qualitative method, collecting data through interviews, observations. Data obtained from the former employee, the employees is still working and were conducting exit interviews and also the employees moved to work then rejoined in Trans7. Research pinpoints that employees' turnover intention is due to both internal and external factors. Internal factors consist of work-life balance, political office, leader, career path, and salary. External factor is the accessibility to get a lot of chances in the labor market with many alternatives. This study shows that Trans7 do not maximized sustainable talent engagement strategy.

**Keywords:** intention voluntary turnover, work-life balance, political office, leader, career path, salary, Gen-Y

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### INTRODUCTION

Turnover having been undergoing recently in companies has affected badly on companies' health. The higher turnover, the more work replacement (Ongori: 2007:49-54). This problems are becoming serious as it will bring loss to the companies if turnover rate rises Zheng (2010: 4148). Turnover eventually becomes the last option for an employee since the condition may not go as expected (Fajarianto, 2017). It meant the individual stopped playing a role in the company and left the relevant areas of the company Robbins dan Judge (2007: 28). A

turnover intention is a mental decision prevailing between an individual's approach with reference to a job to continue or leave the job Jacobs and Roodt (2007: 229-248).

Turnover intention has long been under research by considering numerous viewpoints (Mursidi, 2015) because it gives rise to several negative effect leading to decreasing personality of a company (Harris: 1982), (Klasen: 1999). Turnover remains an interesting phenomenon as written on Michel & Steiner (1997) in the journal of the impact of employee turnover on the efficiency of the organization as well as on M. Naeem Tariq (2013:702) which is still under research by Dong-

Hwan Cho and Jung-Min Son (2012:24) in the journal of “*Job Embeddedness and Turnover Intentions: An Empirical Investigation of Construction IT Industries*” revealing that the lower rate of carrier satisfaction, the lower rate of employees’ job satisfaction. This drives to the higher rate of turnover intention. Mehrasa Heydarian and Soroosh Abhar in the journal of “*Factors Contributing To Employees Turnover Intention*”, 2011 in Malaysia, reveals factors of employee turnover that cover commitment of organization, P-O Fit, job satisfaction and work stress (Setiawan & Budiyanto, 2015).

Employee turnover brings about negative impact either directly or indirectly. Directly, it affects to significant costs i.e. advertising, interview, hiring, orientation and education (Wajdi, 2016). Indirectly, it affects moral, productivity, reputation, and organization sustainability as well as the fatigue pressure on the left employee (Hinkin dan Tracey:2000:84). The companies will lose their memory along with employees’ leaving and their social capital having been created among employees in a given period of time Ongori (2007:51-52).

The turnover immensely affected industrial sector in the U.S. after it had severed loss approximately US \$1 billion per annum from 1973 to 1983 (Bloomquist dan Kleiner : 2000:7-8). Around 16.8% employee turnover takes place in companies in the U.S. each year, therefore they have to bear loss as many as 1.5 hours off the salary the companies have to pay (Aamodt, 2007). Statistical data of Department of Manpower of the United States reads that employees will have survives to work only for 1.5 years (Forbes, edisi 19/3/2014). Among of them who resign belong to potential employees (Sherif & Tri M.: 2016:1).

Employee turnover rise also took place in Trans7, a private national television corporation in Indonesia, within a period of 2010-2012. A study in 2014 noted that turnover keeps increasing on young, potential, experienced and executive-level

employees. It indicated that a problem occurred in the human resources management in Trans 7. Once a problem remains unresolved in terms of man power planning, there comes another burden on seeking substitutes. It is not that easy to recruit employees who meet the needs in one time. Employee shortage in a team affects program or product quality.

Data of study (Zahara, 2015) demonstrates a comparison of number of employees between the recruited and resigned within 2010-2012. In 2010, there were 226 recruited employees and 175 resigned ones. In 2011, there were 279 recruited and 209 resigned. In 2012, there was a decrease and an increase in same time in the number of recruited that was 228 and the number of resigned that was 241 respectively. The data also shows that 450 resigned employees ages 20-25, 147 ages 26-30, 80 ages 31-35, 30 ages 36-40, and the remaining 18 ages above 40. The data also figures out that the resigned was dominated by young employees having relatively short work period and belonging to generation Y (Gen Y). Gen Y are people born between 1981-2000 Cran (2014:9). Gen Y is generation of facebook and twitter.

Regarding the fact addressing turnover intention, the writer is willing to analyze and investigate factors leading to turnover intention of Trans7 employees.

## **THEORETICAL STUDY**

Meyer defines turnover intention in the journal written by Aondoaver Ucho, Terseer Mkavga, Ike E. Onyishi (2012: 378) as one’s desire to seek alternative job opportunity in other organizations/companies. Turnover intention is a significant predictor for individuals to make turnover, Chang (2009 : 419). Long (2012:576) noted that turnover intention is defined as a prediction rate applied to employees certainly leaving their companies in short whilst turnover is defined as employees’ resignation in an organization Zheng *et. al.*

(2010:18). Stone (2005: 819) emphasized that turnover is a process of individual shifting; employees leaving their companies to be substituted by others.

Robbins and Judge (2007:28), added that turnover is a permanent resignation, either voluntarily or not, of an organization. Price (2012:1-2), suggested that turnover is an individual movement to cross membership border of their current company. And Jacobs and Roodt (2012:4) noted that turnover is an individual mental decision of an employee to select, proceed, or leave a job for another company.

A theory claimed that turnover intention is caused by individual internal factors i.e. values, motivation, perception, sacrifice, and attitude. Values are considered the deepest foundation, reference and motivation driving motor, perception, sacrifice and individual attitude. Ivancevich (2012:140) stated that values are stable and evaluative confidence showing one's preference on result and action in every situation. Values functions as moral guidance driving to motivation of decision and action. Schwartz' theory of values as quoted by Kreitner and Kinicki (2013:154-157) emphasized that values have motivational properties and arises conflicts. Schwartz declared that values are related to attitude, job satisfaction, turnover, work performance and contra productive behavior.

In addition to values, factors resulting turnover arise due to motivation. Luthans (2006:270) suggested that motivation is a process directing behavior or a drive realizing goals, whilst Robbins and Judge (2007:166) mentioned motivation as strength one has to voluntarily influence destination, intensity, as well as behavioral persistence. In relation to work sphere, Herpen, Praag and Cools (2003:23-25) in the journal of *The Effect of Performance Measurement and Compensation on Motivation* stated that there is an empirical support in the chain

amongst job dissatisfaction, the absence of motivation, and inclination to quit a job.

In the meantime, the emergence of perception is also an individual internal factor taking part in the turnover. Kreitner dan Kinicki (2013:185) defines perception as a cognitive process allowing humans to interpret and understand situation and condition surrounding them. Menurut Robbins (2010:170) stated that perception is a process of which individuals make use to manage and interpret their sensuous impression in the attempt to giving a meaning to an environment. Various impressions may emerge in relation to employees' intention to leave for another company, including *Perceived Alternative Employment Opportunities*, a perception of looking for alternative job, Michael & Spector (2010:18). March dan Simon dalam Gerhart (2010:18) argued that the condition of workforce market affects the perception on employees' intention to move out which eventually leads to turnover.

When perception process occurs in individual internal factor, a consideration appears from the individuals called sacrifice-Sacrifice is one indicator of job embeddedness. Sacrifice is either a tangible or intangible good things to be given up by employees if they are willing to leave the organization, Besich (2005:8). The presence or the absence of sacrifice will suggest individuals to determine their attitude. Kreitner dan Kinicki (2013:160) defined the attitude as inclination learned to consistently respond in either a pleasing or unpleasing way toward a particular object. An attitude is an opinion, in correlation with reasoning consciously. Schermerhorn, Hunt, Osborn, and Uhl-Bein in Wibowo (2012:50-51) emphasized that an attitude is inclination to give either a positive or negative response to someone or a thing in an environment. Menurut Ivancevich (2013:87-90) argued that an attitude is a determinant of behavior because both relates to perception, personality, feeling, and motivation.

Factors of employees' turnover intention are strengthened by the presence of individual internal force, Gen Y employees, age, work period and status. Jan Kristesen (2008: 74) stated that Generation Y (Gen Y) is an official term originated from the U.S., when there were 78 millions babies born in between 1981 to 1998. The time was the initial period of computer revolution and the beginning of recalling awareness of the power of information. Social and technological awareness are also present in the era. This generation has high expectation and confidence to the future, enjoys dynamic and fast moving life. It can be said that infatuation on technology begins from this generation. Eileen Blass (2010:3) defined generation Y as follows: *Generation Y also tend to be more self-confident, questioning of the status quo, very mobile, looking for self development, high-performing and accepting of change as a given. They also demand work life balance, and are willing to reinvent themselves as needed to move on the next challenge.*

Eilenn remarked that generation Y needs self development, high work performance and accepts given changes. They also want a balance in working time used to experience the challenge. Meanwhile, Octa Media Djalal in *Human Capital* magazine edition #1 November-December 2012 submitted a research by Institute of Leadership & Management with Ashridge Business School on Generation Y. The research concluded that generation Y are looking forward to working for a company applying a good system and enabling them for self development, giving good return and having clear coaching process.

Another individual internal factors are age and working period. Flinkman (2009: 41) argued that young age employees have higher turnover rate than the elder ones. They also have better opportunity to get new jobs. Mobley (2000:131) strengthened that employees'

turnover intention depends on short age and working period.

Other factors resulting employees' resignation emerge from the company's internal factor itself. They are work life balance, political office, as well as disastifaction (salary, career, and leader). Porter C, Bingham C, and Simmonds D (2008:388) remarked that work life balance is one's ability to balance work demand and with personal needs and family. Porter C, Bingham C, and Simmonds D study on *work life balance* (2008:387) pointed out that life balance and work have been significant factors to grab new opportunity working in another company or quitting job. Simard (2011:18) emphasized that Gen Y may not only need work life balance covering work and family life, but also consider it as an activity off the work life such as social and personal life. Work and family are a place where humans spend most of their time, and they are closely related to one's life fulfillment.

Political office is one internal factor causing turnover. Hoda Lacey (2003: 35) stated that the political office occurs because of potential resource in the work place, and combination of many elements and protagonist or different behaviors. While John M. Ivancevich *et. al.* (2013:213) defined political behavior as a behavior lying off the normal system of power, defined to give benefit for individuals or sub units.

Another factor of turnover is job dissatisfaction toward salary received. Colquitt, LePine, Wesson (2011:100) remarked that employees would like to have their salary as much as they expect. Similarly, Herpen *et. al.* (2002) suggested that a fair, proper, clearly understood by all employees and well controlled compensation system will build employees' perception toward the organization where they work for and develop themselves. Salary is the most basic needs for every employee; therefore a proper salary can motivate employees'

performance. The bigger salary employees receive, the less intention they have to move out since they will feel more appreciated and secure for having their needs well fulfilled. On the other side, the lower salary employees receive, the higher turnover intention it seems to be. Thus, the salary is worth giving in return for the employees' sacrifice to the company. . Milkovich (2008:9).

Furthermore, employees will meet satisfaction if their performance is well acknowledged or appreciated by having the organization offer opportunity for career improvement and learning growth Wibowo (2012:132-134). Career process and development must confide employees to be more transparent and secure. The company can develop its career model in accordance with company's characteristic and needs. One of them is fulfilling the needs for Dual Career Path which is implemented when one has been on the level of career position which is unlikely to develop or under stagnant path, Dewi Hanggraeni (2012:112). And Bradley Hill (1992 : 11) noted that a company can provide Dual Career Path system to prevent turnover.

In addition to salary and career path factor, leadership drives turnover intention. Kreitner dan Kinicki (2013:467) defined leadership as an individual process that affects others to gain collective goals. With a view to meeting company's goal and employees' satisfaction, Colquitt, LePine, Wesson, (2011:107-110) said that a leader should be an understanding and friendly person, give compliment for good work performance, listen employees' opinions, and shows personal interest in employees matters. Leaders today experience challenges to become the leader of generation Y along with its significant growth. A survey from Ethics Resources Center (2009:46) demonstrates that 51% of gen Y demands a leading figure who can be a coach/mentor for developing their ability and promoting their career. It is expected that this leader

be a problem solver, inspirator, as well as director for gen Y. Also, this leader is expected to be confident and a friend to discuss about their private work problems.

Above all, another supporting factor emerging is influenced by external environment i.e. ease of leaving, job alternative as noted by Heneman dan Judge (2009:674). Ease of leaving is the easiness of leaving job due to profitable condition of workforce market so that this will ease employees seek a job whereas job alternative is the availability of job offer for employees regardless of job application.

## RESEARCH METHODOLOGY

This qualitative research was conducted in 2014 by employing a case study research, learning a case phenomenon in a real context in Trans7 in terms of employees' turnover factors in 2010-2012. The research was initiated by checking all secondary data, and analyzing it by describing the collected data with the absence of generalization. The object described was a case study of employees' turnover causes at television industry of Trans7 which has been established since 2006 and developed as a big corporation with a total of 1,691 employees since 2012.

The researcher informally selected 3 (three) participants as co-researchers consisting of Assistant Manager Human Resources Development, Senior Staff Recruitment, Supervisor Training & Development. They have knowledge about phenomenon under research and access to data resource. They also help search data, review perception, viewpoint and analyze the research as well as give critical thinking, and interpret findings.

A pre-elementary interview with several credible and competent internal parties in Trans7 was conducted to determine four types of informants i.e. Trans7 employees, Ex-Trans7 employees,

employess under exit interview process, and employees having moved out and joined back (out-in). Twenty six employees were selected as informants by means of purposive and snowball sampling technique. Interview, observation and documentation study were used for data collection. The interview covered structured and unstructured. The observation was performed observing numerous activities i.e. socialization, performance appraisal, exit interview process, meetings and discussion forum.

A persistent and continous observation was conducted to investigate specific element with regards to the situation under research, and to discuss with some managers of Trans7. Next stage, data reduction that included selection process, focus on simplifying and transforming rough data reading from onsite written records. Data was reduced manually and organized by several ways i.e. building matric or resource table, organizing material/data, reading overall data, dividing or sorting data into segments, labelling the segments into codes, and making reflective records regarding pehnomena causing voluntary turnover in Trans7.

The overall system of research methodology above explained can be illustrated in a research design as follows:

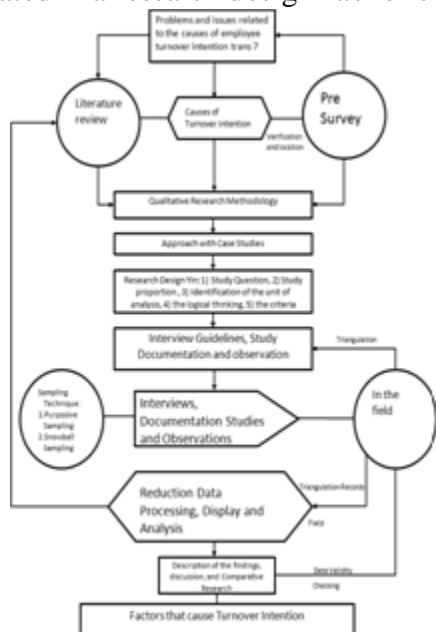


Figure 1. Turnover Intention Research Design

**RESULT OF RESEARCH AND ANALYSIS**  
**Causes of Turnover of Trans7 Employees**

The causes of turnover experienced by Trans7 employees in period of 2010-2012 invloved individual internal factors i.e. values, motivation, perception, sacrifice, and attitude. Others invloved individual internal factors such as gen y, young age, work period, and status. The company’s internal factors also contribute to these causes i.e. life balance (wlb), political office, salary, opportunity to develop career, leadership followed with external factors such as ease of leaving and job alternative.

Work life balance has been the most job dissatisfaction factor of all. Work life balance is one’s ability to balance between time, work demand and personal needs, family, Porter C, Bingham C, dan Simmonds D (2008: 388). Most informants discusses about work life balance (wlb). Out of 69%, the employees belong to gen Y who are susceptible to wlb problem. The difference of Gen Y from other generations is that they have never experienced economic crisis. They show “work hard, play hard” attitude as a strict distinction between their work and life after work. They prioritize an accurate working hour calculation. Some of them consider that work life balance is a difference between working hours and hours to spend life at home.

They are really concerned about work life balance particularly when they are under stress at work. Owing to the fact the employees are dominated by gen Y with short-time working period, some work life related problems seem to have appeared within less than a year and this results turnover. They complain about full and irregular working hours. Some work is accidentally and urgently delegated even on Saturdays and Sundays. The working

hours remain too flexible with 12 average hours a day.

Such condition above is also felt by newly wed couple who feel they have limited time for their family. Working in Trans7 has taken up most of their time. The informants implicitly suggested that they do not understand the character of television corporation which produces its own program, therefore it takes longer time to coordinate, hold meetings and other activities. Work life balance management in Trans7 indicate that maturity, commitment, and job responsibility of the employees have not shown a good rate as the direct superior has not successfully and effectively monitor and manage this problem so that it arises conflict. They become inconvenient and consider moving out or quitting a job, Robert Kreitner dan Angelo Kinicki (2010 :155).

Work life balance condition needs a leader who understands the situation and way of communication as well as coordination with various levels of generation especially Gen Y. Work life balance is a concept for employees' welfare and work performance of the organization. The role of the management is required to set up precise strategy and tactic because work life balance may not meet people's satisfaction.

In addition to work life balance, another factor of turnover is politics in office. Result of the research shows that this political office some informants feel rises in less than two year period of working after they have received their position. They start having this feeling when their direct superior compares their work, and talks behind their back. This political office may be triggered by the management attitude playing favorite with particular groups of employees so that it creates deeper gap and further conflict amongst the groups.

These groups are considered the young when they have their position and belong to Gen Y. They feel this condition

inconvenient because they are so dynamic that bureaucracy boundaries hardly limit their action. This generation enjoy working in a team. Gen Y is relatively far more idealistic, their motives are driven by passion, and their activities are supported by modern ways. They are open to critiques and positive feedbacks, Smarty. *et. al.* (2013: 84). Thus, they are not accustomed to matters risking conflicts as they are susceptible with political office. They think that political office is negative and brings about restlessness and job dissatisfaction contributing to resignation, Stephen Robbins (2003:523). The conflicts frequently appear when they have to work under pressure and meet lots of targets, Richard (2011: 483) though they are unavoidable. On the contrary, the political office can be considered either positive or negative in this era of competition nowadays, Ivancevich *et. al.*, (2013:213).

The leader's role becomes crucial to prepare the team in order to confront with the constructive political office to promote individual and team work performance. Confronting skill will have to be prepared before a leader candidate is posted in a new position. This is useful for one to anticipate the political office more wisely and will not bear any loss to any parties, Husen S (2013: 31). Communication or socialization, a training on generation and personality differences becomes highly urgent to anticipate the emergence of the political office by avoiding subjective thought, Cheryl Cran (2014: 94).

Furthermore, there are job dissatisfaction factors that include salary, career, and leader. Salary has been one factor causing turnover, especially for the employees who have not worked completely for three years. Some informants think that the company has not compensated proper salary in return for work load. Yet, they receive lower for the same load. They think that the corporation implements the same standard calculation for the given salary as the other television corporation though it demands for far

different output. Other television corporations do not emphasize inhouse production.

Some employees consider money as work motivation to determine turnover, Luthans (2006 :270). It can denied that the higher compensation rate, the higher employees' work motivation and expectation eventhough a salary rise can only motivate until the following rise, Ramlall (2003 : 63-72). In reverse, when employees do not accept salary as expected, it will result turnover, Flinkman *et. al.* (2007:43). This explains that salary has been a crucial problem for employees to have worked for less than three years. They compare between work load and received salary. The management of the corporation has not yet reviewed completely to create effective compensation program in order to attract, maintain, motivate (Appelbaum, 2000), give reward (Hay, 2005) to employees and performance that support achievement and cope with the entire mission and strategy of the organization. Compensation factor has not seemingly counted for internal and external fairness. Internal fairness relates payment with work relative value so that the employees deserve proper salary. Internal fairness guarantees that a job with bigger responsibility deserves higher compensation than that of lower responsibility. This internal fairness will secure the process of setting up the fairness in the company. In terms of external fairness, there exists competitive factor. It means that the corporation has to pay as much as the other employees in other same level corporations receive so that they will earn effective compensation that involves performance, loyalty, skill, and responsibility. Wibowo (2013:134) argued that salary has been the very basic needs for every employees. A proper salary drives employees work motivation. The bigger salary employess receive, the less intention they have to move out since they will feel be more appreciated and

secure for having their needs well fulfilled, Milkovich (2008:9).

In addition to salary, career factor has been an issue. Based on the explanation of the informants, Trans7 has not provided a maximum career path development of specialists. Some of them argue about the absence of dual career path that is a sequence of career in dual paths or is usually called technical career like cameraman, lightingman, audioman, make-up man, wardrobe. These paths are importance to accommodate specialist instead of general/structural career if they want to receive a special reward. The dual career path is provided for the specialists who also want to give their contribution to the company supported by their specialty. By having this path, their career is still open for structural position and can reach higher level at the same time.

Dual career path is expected to retain talented professionals who feel that they have no career opportunity in an organization so that they are under career plateau, a condition in which one remains stuck to a career position which is unlikely to further develop, or a stagnant condition, Dewi Hanggraeni (2012:112). The unavailibility of dual career path in the period result turnover, Bradley Hill (1992 : 11), in spite of the potentials one has as a specialist. This may not come to a surprise, Wibowo (2012:132-134), suggested that employees will feel dissatisfied if their performance is not acknowledged or appreciated. This is because the organization does not give employees an opportunity to promote their career and learning growth. In other words, dual career path has been an important consideration for the corporation to accommodate each employees' preference to self development for designated position.

Some informants conducting turnover is due to a bossy leader who easily angers for no reason, does not position himself as a work partner and creates a gap. A bossy leader can initially



receive a result of the work as expected upon his employees, but in time, he will fail and gain lower productivity.

On the other side, a leader with concern and understanding on his subordinates' condition may confront several drawbacks at the beginning, but he will better succeed in a long-term period of time.

The result of the research suggested that the leader insists on implementing old ways to solve new problems in an organization or company. They are not adaptive and flexible yet. The leader fails to psychologically support his subordinates through his behavior and expression and to know their quality and ability. In fact, the leader is supposed to be a key to triggering job satisfaction. Job satisfaction relies on the leader's behavior toward his employees Colquit *et. al.* , (2010:100). Employees satisfaction will increase when the direct leader is an understanding and friendly person, gives compliment for good performance, listens to employees' opinions, and shows personal interest in their matters.

To create an optimal productivity, a leader has to first be willing to show his supporting behavior, particularly when dealing with Gen Y. The generation demands for the opportunity to speak up, they consider all members of the company are a team, therefore they speak to the leader like a work partner or friend, Ethics Resources Center (2009:46).

The causes of turnover is closely related to work life balance, career path, perception, sacrifice, and attitude. In relation to work life balance, data of the research demonstrated that the majority of employees move out because they want to have happiness for themselves and their family by giving the best quantity and quality of time. It similarly happens to problems of political office and leader when the principle is not in line with how the direct leader interacts and coordinates with the job. It is deepened by inconvenient condition due to the negative

competition gap. In terms of career path, they will find a way to accomplish higher position they think it a pride. These values result from their self-dialogue to determine what is important and what is no. To meet personal life goals, the values become the principle step. When they are confident with their goals, the values give rise to motivation Ivancevich (2007:98). Motivation triggers them to do activities leading to designated problem solving Kreitner and Kinicki (2010:212). The following process is the emergence of perception. When employees confide their perception, they will be influenced to seek another job.

The informants feeling the political office perceives that they will get stressed if they have to survive in the company. Unfortunately, this perception does not go with the one revealed by employees having problem with work life balance, salary, and career which has not met their expectation. They believe that it would not be that simple to make a quick change upon the condition in order to be as expected. Their perception to work for a new company is the best, Kreitner dan Kinicki (2013:185). The following stage in individual internal factor after perception is sacrifice. In this stage, the informants to have made turnover have calculated the benefit and loss either material or non-material being owing to leaving for another job. What they earn in a new company unfortunately does not compare, Besich (2005:8). They are also well informed by their partner and social media about perceived alternative employment opportunities, the availability of alternative job outside the organizational environment. This confides them to decide on their intention to move out. Price & Mueller ( 2006 : 255), Udechucke ( 2006: 18). Result of evaluation on values, motivation, perception, sacrifice decides them to make a turnover, in which it is a realization of the attitude, Schermerhorn, Hunt, Osborn, and Uhl-Bein in Wibowo (2012:50).

Result of the research shows that age and working period also affects turnover. Having joined a television corporation and felt inappropriateness with their intention, especially having no engagement due to short working period make them free to make up their mind and move out. The fact shows that they want to work for this corporation though the job or organization is not in line with what they expect. Turnover rate tends to get higher on young age employees because they always try new things on the job as noted by Flinkman (2009:41). Young employees dare to risk although the selected company is not in accordance with what is expected. They have no big responsibility, are always passionate to face challenges, and have no burden when resigning within less than one year working period.

External factors which can cause turnover and should be the focus are ease of leaving and job alternative, Heneman dan Judge (2009:674). The development of industries like television, banking, construction and television insurance service has now vastly progressing so that it opens a number of offers and options in various positions as well allows employees to find a job easily.

Trans7 as one national private television in Indonesia succeeded to create programs the viewers love therefore it increases sales, receives award from various national and international foundations. This corporation also has the highest leader with good quality. They frequently win a reward; the owner's big name makes Trans7 popular. The external informants said that ex-employees of Trans7 have good competence. It is not surprising that a lot of them were accepted to work in another company with tempting compensation without having to apply for the job. Trans7 has a good employer branding so that it eases informants to get a job and this condition results increasing rate of turnover in Trans7.

## CONCLUSION AND SUGGESTION

### A. Conclusion

It can be concluded that the causes of voluntary turnover intention in the period of 2010-2012 were internal and external factors. Internal factors include work life balance, political office, leader, career path, and salary. External factor includes the easiness of winning the opportunity in workforce market. The growth of the company and the employees' learning to gain competence as well external condition grow incredibly fast even though it is not in balance with a recent proper pattern and strategy particularly in the managing the engagement young and potential employees who are mostly dominated by gen Y. Trans7 has not created a sustainable talent engagement to the maximum.

### B. Suggestion

1. Understand and learn character Gen Y well in every level of leadership.
2. Build compensation strategy reflecting individual updated to be credible and effective.
3. Provide dual career path system/ functional in addition to structural.
4. Evaluate work life balance and personal life policy
5. Conduct a periodical review on *exit interview* and stay interview
6. Conduct a periodical *research and survey employee engagement*, minimally once a year to derive new formula to retain to performers.
7. Change leader's mindset to become adaptive and able to change in line with the demand of the age.

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