

Millennials Generation Employees: Does Neurotic Personality Type Influence Turnover Intention?

Raysha Agustini¹, Dr. Anita Zulkaida²

¹ Master of Science Psychology, Gunadarma University

^{1,2} Gunadarma University, Jl. Margonda Raya No. 100, Depok, 16424, Indonesia

Abstract

This study aims to examine the influence of neuroticism personality type towards turnover intention in millennial generation employees. Respondents in this study consisted of 270 employees at a telecommunications company in Depok, West Java, Indonesia, aged 21-37 years and had worked on that company for at least 6 months. To measure turnover intention and neuroticism personality type, the researcher adapted the Turnover Intention Scale (TIS) and sub-dimension of neuroticism from Big Five Inventory (BFI) into Bahasa Indonesia. Data analysis was performed using simple regression analysis. The results of the analysis show that neuroticism personality type have a very significant influence on turnover intention on millennial generation employee.

Keywords: Neuroticism, Personality Type, Turnover Intention, Millennial Generation Employees

1. INTRODUCTION

Over time, the human population around the world has entered a generational change, especially in the world of organizations. Many of the old generation employees (baby boomers and generation X) have entered retirement age and must be replaced by new generation employees, called the millennial generation (generation Y). Howe and Strauss (2000), defines the millennial generation (generation Y) are people who born in the range of 1982-2000. The increase in the number of millennial employees leads organizations to understand, accept, and respect the views, motivations, and work values of millennial employees if they want to retain high-quality employees. Ng, Schweitzer, and Lyons (2010) state that each generation has unique characteristics, values, goals, and attitudes towards work. Therefore, it is very important for organizations to recognize and understand the challenges in a work environment with new generation employees.

According to Ng and Gossett (2013), millennial generation employees have work values by respecting personal development through continuous education and training, a balance between personal life and work life (work-life balance), as well as opportunities to contribute to society, transparency and communication, collaboration and teamwork, challenging, and meaningful work. Organizations need more flexibility to retain millennial generation employees (Sujansky & Ferri-Reed, 2009). In their research, Backhauss and Tikoo (2004) found that organizations are required to have the initiative to take into account the consequences of the work values of millennial employees such as decreased performance, increased turnover, and psychological contract violations.

Millennial generation employee turnover has become a new challenge for organizations. Several studies have found that millennial employees tend to leave their jobs within two years or less (Sujansky & Ferri-Reed, 2009; Twenge, 2010). Millennial generation employees leave their jobs more often and very quickly compared to baby boomers or generation X, therefore organizations spend a lot of time and money to recruit and retain millennial generation employees (Meier & Crocker, 2010; Twenge, 2010). Gallup (2016) argues

that millennial generation employees change jobs more often than other generations, because millennial generation employees always want something more and want valuable work and will continue to search until they find the right job. Based on the results of research from Lancaster and Stillman (in Bothma & Roodt, 2013), millennial generation employees will leave their jobs if their needs in the organization are not met, this causes high turnover rates in the organization.

Turnover intention in millennial generation employees has become a phenomenon that occurs in many countries around the world. Based on a survey from Deloitte (2016) conducted in 29 countries (developed and developing), 66% of millennial generation employees want to leave their jobs and also describes that the millennial generation employee's desire to leave work (turnover intention) in Indonesia it is 62%. The results of a study conducted by Lie and Andreani (2017) found that millennial generation employees in Indonesia chose to leave the company after 12 months of work. The results of Friani and Mulyani's (2018) research also found that the level of turnover intention in millennial generation employees in Indonesia is very high. This is in line with the results of a survey conducted by JobStreet.id in 2015 which reported that the turnover intention rate of the millennial generation in Indonesia was 65.8% (JobStreet.id).

The phenomenon of turnover intention tends to encourage millennial generation employees to leave their jobs. The large number of millennial generation employees who leave work in a short period of time certainly has a big impact on the organization. Cho and Lewis (2012) found that losing employees can damage the performance, skills, and financial success of an organization. The process of recruiting and training new employees is quite expensive in the organization. According to Azis, Prasetyo, and Utomo (2019), turnover intention has become an important problem for human resource management, where turnover intention can cause losses and disturbances in the business world (companies). Based on research results from the Partnership for Public Service and Booz Allen Hamilton (in Schaefer, 2017), employee turnover costs are divided into five categories, namely separation costs, replacement costs, new training costs, decreased performance, and loss of institutional knowledge. Therefore, it is important for organizations to study the factors that influence turnover intention in order to reduce or even eliminate the phenomenon of turnover intention in millennial generation employees.

There are several factors that influence turnover intention, which according to Zhang (2016) research include personal aspects (age, gender, education, status), organizational aspects (organizational size, salary, job promotion, training, and individual work behavior), and socio-economic aspects (transportation, housing, cost of living, education and health facilities). In addition, there are other factors that influence the turnover intention of millennial generation employees, both internal and external factors. Personality is one of the internal factors that influence turnover intention in millennial generation employees. Mobley, Griffeth, Hand, and Meglino (1979) predict that several individual differences affect turnover intention, including personality. Feist and Feist (2009) define personality as a relatively permanent global concept of traits, traits or characteristics that provide some level of consistency to a person's behavior.

One of the theories regarding personality traits is the big five personality theory which was conceptualized by McCrae and Costa in 1990 (Feist & Feist, 2009). Miroslava and Ondrej (2018) and Sitthiwarongchai, Janmuangthai, & Charoenboon (2019) conducted a study to see the relationship between neuroticism and turnover intention, which resulted in a significant positive relationship between neuroticism and turnover intention. Research conducted by Zimmerman (2008) shows that neuroticism has a negative effect on turnover intention, this result is in line with the results of research by Salgado (2002) which shows that neuroticism is the best predictor of turnover intention.

2. LITERATURE REVIEW

2.1. Turnover Intention

The term turnover intention, defined by Tett and Meyer (1993) as a conscious and intentional willingness by employees to leave the organization. Schyns, Torka, and Gössling (2007), turnover intention is defined as the intention of employees to voluntarily change jobs or companies. Meanwhile, according to Fishbein and Ajzen (in Bothma & Roodt, 2013), turnover intention is an individual's intention or behavior that is planned to leave the organization. Mobley, et al (1979) proposed three dimensions of turnover intention i.e., (1) thinking of quitting, (2) intention to search for alternatives, and (3) intention to quit.

2.2. Neuroticism Personality Type

One of the big five personality dimensions is neuroticism (emotional stability), which according to McCrae and Costa (1987) refers to such terms as worrying, insecure, self-conscious, and temperamental. Widiger (2009) defines neuroticism, as a fundamental trait of general personality, refers to an enduring tendency or disposition to experience negative emotional states. Individuals who score high on neuroticism are more likely than the average person to experience such feelings as anxiety, anger, guilt, and depression, they respond poorly to environmental stress, are likely to interpret ordinary situations as threatening, and can experience minor frustrations as hopelessly overwhelming (Widiger, 2009).

2.3. Hypothesis

This study aims to empirically examine the effect of big five personality and organizational commitment on turnover intention in millennial generation employees. The hypothesis of this study is neuroticism personality type influences turnover intention on millennial generation employees.

3. RESEARCH METHOD

In this study, turnover intention was measured using the Turnover Intention Scale (TIS) compiled by Roodt in 2008 (in Jacobs & Roodt, 2008). The Turnover Intention Scale (TIS) is based on three dimensions of turnover intention conceptualized by Mobley, et al (1978) consisting of thinking of quitting, intention to search for alternatives, and intention to quit. The Turnover Intention Scale (TIS) is in the form of a Likert scale with 5 ranges of answer choices (1-5) from never to often.

To measure neuroticism, the researcher uses the subdimension of neuroticism from Big Five Inventory (BFI) which consists of 8 items. Big Five Inventory was compiled by John, et al in 1991 (in John, Naumann, & Soto, 2008). Big Five Inventory (BFI) is the form of a Likert scale with five range of answer choices, namely very inaccurate, inaccurate, uncertain, accurate, and very accurate.

Sample selection is done by a certain technique called sampling technique and in this study nonprobability sampling technique was used. According to Saumure and Given (2008), nonprobability sampling is a sample selection because prospective respondents meet predetermined criteria but each prospective respondent does not have the same opportunity to be selected as a sample. The type of nonprobability sampling used in this study is snowball sampling, which according to Riley, Wood, Clarck, Wilkie, and Szivas (2000) is a sampling technique with specific respondent characteristics and is used to identify a network of respondents to participate in the research.

The participants of this study consisted of 270 employees at a telecommunications company in Depok, West Java, Indonesia, aged 21-37 years and had worked on that company for at least 6 months. The data analysis technique used is simple regression analysis, which is used to empirically test the influence of neuroticism personality type on turnover intention on the millennial generation employees. It aims to determine the magnitude of the influence of neuroticism personality type towards turnover intention on the millennial generation employees.

4. RESULT AND DISCUSSION

After all the research data has been collected, the researcher then analyzes the data that has been obtained, namely by testing assumptions, testing hypotheses and analyzing research data descriptively.

Table 1. Demographic Data of Respondents

No.	Demographic Data	F	%	Mean
1	Gender:			
	Male	135	50	14.86
	Female	135	50	15.77
2	Age:			
	21-25 Years	165	61.7	15.92
	26-30 Years	83	30.7	14.31
	31-35 Years	16	5.9	14.31
	>35 Years	6	2.2	15.17
3	Recent Education:			
	Diploma	37	13.7	14.86
	Bachelor	216	80	15.46
	Magister	17	6.3	14.41
4	Working Period:			
	6-12 Months	107	39.6	15.66
	13-18 Months	38	14.1	16.21
	19-24 Months	25	9.3	15.08
	>24 Months	100	37	14.66

The results of the analysis show that the dimension of neuroticism has a very significant influence on turnover intention in millennial generation employees ($F=20.166$; $p<0.01$). Based on the results of the analysis, it can be stated that hypothesis is accepted. The results of the regression test on the dimensions of neuroticism can be seen in table 2.

Table 2. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.265a	.070	.067	10.687

a. Predictors: (Constant), Neuroticism

The purpose of this study was to examine the influence of neuroticism personality type on turnover intention in millennial generation employees. Hauw and Vos (2010) characterize millennial employees as ambitious individuals, value training and organizational development, and seek personal fulfillment on the job. Samuel, Bargavi, and Paul (2015) state that the attitudes of millennial employees in organizations regarding money, risk, and success have been shaped by two phenomena such as ease of accessing technology and excessive interest. In this study, based on the results of simple regression analysis that has been carried out, proposed hypothesis is accepted. Based on table 2, a very significant influence on turnover intention is found in the neuroticism dimension, with an R^2 value of 0.070 and a beta value of 0.265. Thus, the influence of the dimensions of neuroticism on turnover intention is 7% with a positive relationship direction.

This is supported by previous research conducted by Zimmerman (2008) and Milovanovic (2017), which stated that the neuroticism dimension positively affects turnover intention. The results of this study are also supported by research by Salgado (2002) which reports that neuroticism is the best predictor of turnover intention. Based on the results of the study, it can be concluded that the neuroticism dimension increases employee turnover intention. This result is supported by one of the characteristics of individuals who are neurotic, that is, they tend to have anxiety and are temperamental. According to the results of research conducted by LePine and Van Dyne (2001), neurotic employees tend to be rigid, uncooperative, have little interaction and often show bad attitudes towards their co-workers. In addition, Milovanovic (2017) also states that neurotic individuals tend to have negative perceptions about themselves and their surrounding environment, including their work. Thus, neurotic employees are more likely to leave their jobs (Maertz & Griffeth, 2004).

5. CONCLUSION

This study has been obtained to 270 millennial generation employees at a telecommunications company in Depok, West Java, Indonesia. Based on the results of the study, it can be concluded that neuroticism personality type has a very significant influence on turnover intention on millennial generation employees at a telecommunications company in Depok, West Java, Indonesia. Employees with the high score on neuroticism personality type tend to have turnover intention on their job. It can be caused by the adjectives of neurotic individual which has the tendency or disposition to experience negative emotional states.

References

- Azis, E., Prasetyo, A. P., & Utomo, K. H. (2019). Overcoming turnover intention problems: Direct–indirect model to identify the effect of perceived organizational support and job satisfaction in service-based organizations. *Journal of Applied Management*, 17(3), 555-566. doi:10.21776/ub.jam.2019.017.03.20
- Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9(5), 501-517. doi:10.1108/13620430410550754
- Bothma, C. F. C., & Roodt, G. (2013). The validation of the turnover intention scale. *SA Journal of Human Resource Management*, 11(1), 507-518. doi:10.4102/sajhrm.v11i1.507
- Cho, Y. J., & Lewis, G. (2012). Turnover intention and turnover behavior implications for retaining federal employees. *Review of Public Personnel Administration*, 32(1), 4-23. doi:10.1177/0734371X11408701
- Deloitte. (2016). The 2016 Deloitte millennial survey: Winning over the next generation of leaders. Diakses tanggal 11 November 2018, 13.40.
- Feist, J., & Feist, G. J. (2009). *Theories of personality* (7th ed.). New York: The McGraw-Hill Companies, Inc.
- Frian, A., & Mulyani, F. (2018). Millennials employee turnover intention in Indonesia. *Innovative Issues and Approaches in Social Sciences*, 11(3), 90-111. doi:10.12959/issn.1855-0541.IIASS-2018-no3-art5
- Gallup. (2016). *How millennials want to work and live*. Washington, D.C.: Gallup, Inc.
- Hauw, S., & Vos, A. (2010). Millennials' career perspective and psychological contract expectations: Does the recession lead to lowered expectations? *Journal of Business & Psychology*, 25, 293-302.
- Howe, N., & Strauss, W. (2000). *Millennials rising: The next great generation*. New York: Vintage Books.
- Jacobs, E., & Roodt, G. (2008). Organizational culture of hospitals to predict turnover intentions of professional nurses. *Health SA Gesondheid*, 13(1), 63-78.
- Jobstreet.com. (2016). Generasi Y hanya bertahan selama 1 tahun di sebuah perusahaan. Diakses tanggal 25 Juni 2018, 13.40. <http://www.jobstreet.co.id/career-resources/generasi-y-hanya-bertahan-selama-1-tahundiperusahaan/#.V81cGMuyRAg>
- John, O. P., Naumann, L. P., & Soto, C. J. (2008). Paradigm shift to the integrative Big Five trait taxonomy. In O. P. John, R. W. Robins, & L. A. Pervin (Eds.), *Handbook of personality* (3rd ed.). New York: The Guilford Press.
- LePine, J. A., & Van Dyne, L. (2001). Voice and cooperative behavior as contrasting forms of contextual performance: Evidence of differential relationships with big five personality characteristics and cognitive ability. *Journal of Applied Psychology*, 86(2), 326-336. doi:10.1037/0021-9010.86.2.326
- Lie, V. L., & Andreani, F. (2017). Gap analysis between employee's expectation and perception of organisational justice in PT Kali Jaya Putra. *Agora*, 5(1), 1–6.
- Maertz, C. P., & Griffeth, R. W. (2004). Eight motivational forces and voluntary turnover: A theoretical synthesis with implications for

- research. *Journal of Management*, 30(5), 667-683. doi:10.1016/j.jm.2004.04.001
- McCrae, R. R., & Costa, P. J. (1987). Validation of the five-factor model of personality across instruments and observers. *Journal of Personality and Social Psychology*, 5(1), 81-90.
- Meier, J., & Crocker, M. (2010). Generation Y in the workforce: Managerial challenges. *The Journal of Human Resource and Adult Learning*, 6(1), 68-78.
- Milovanovic, I. (2017). Big-Five personality traits, job satisfaction, and turnover intention: A heuristic model for hospital nurses in Japan. *International Journal of Scientific & Engineering Research*, 8(2), 267-275.
- Miroslava, B., & Ondrej, I. (2018). Personality traits in relation to the turnover intentions of the qualified employees in the manufacturing industry. *Individual and Society*, 21(2), 56-67.
- Mobley, W. H., Griffeth, R. W., Hand, H. H., & Meglino, B. M. (1979). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, 86(3), 493-522. doi:10.1037/0033-2909.86.3.493
- Ng, E. S. W., & Gossett, C. W. (2013). Career choice in Canadian public service: An exploration of fit with the millennial generation. *Public Personnel Management*, 42(3), 337-358. doi:10.1177/0091026013495767
- Ng, E. S. W., Schweitzer, L., & Lyons, S. T. (2010). New generation, great expectations: A field study of the millennial generation. *Journal of Business and Psychology*, 25, 281-292. doi:10.1007/s10869-010-9159-4
- Riley, M., Wood, R. C., Clarck, M. A., Wilkie, E., & Szivas, E. (2000). *Researching and writing dissertations in business and management*. London: Thomson Learning.
- Salgado, J. F. (2002). The big five personality dimensions and counterproductive behaviors. *International Journal of Selection and Assessment*, 10(1&2), 117-125. doi:10.1111/1468-2389.00198
- Samuel, A. A., Bargavi, N., & Paul, J. D. (2015). Personality-related leadership effects of millennials in 21st century organization. *European Journal of Scientific Research*, 131(4), 438-446.
- Saumure, K., & Given, L. M. (2008). Nonprobability sampling. In L. M. Given (Ed.), *The sage encyclopedia of qualitative research methods*, Vol. I. Los Angeles: SAGE Publications, Inc.
- Schaefer, C. D. (2017). Factors contributing to millennial turnover rates in Department of Defense (DOD) organizations. Dissertation. Florida: Bisk College of Business at Florida Institute of Technology.
- Schyns, B., Torka, N., & Gössling, T. (2007). Turnover intention and preparedness for change: Exploring leader-member exchange and occupational self-efficacy as antecedents of two employability predictors. *Career Development International*, 12(7), 660-679. doi: 10.1108/13620430710834413
- Sujansky, J. G., & Ferri-Reed, J. (2009). *Keeping the millennials: Why companies are losing billions in turnover to this generation and what to do about it*. New Jersey: John Wiley & Sons, Inc.
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-293. doi:10.1111/j.1744-6570.1993.tb00874.x
- Twenge, J. M. (2010). A review of the empirical evidence on generational differences in work attitudes. *Journal of Business and Psychology*, 25, 201-210. doi:10.1007/s10869-010-9165-6
- Widiger, T. A. (2009). Neuroticism. In M. R. Leary, R. H. Hoyle, M. R. Leary, & R. H. Hoyle (Eds.), *Handbook of individual differences in social behavior* (pp. 129-146). New York: The Guilford Press.
- Zhang, Y. (2016). A review of employee turnover influence factor and countermeasure. *Journal of Human Resource and Sustainability Studies*, 4(2), 85-91. doi:10.4236/jhrss.2016.42010
- Zimmerman, R. D. (2008). Understanding the impact of personality traits on individuals' turnover decisions: A meta-analytic path model. *Personnel Psychology*, 61(2), 309-348. doi:10.1111/j.1744-6570.2008.00115.x