

Preventive Measures Against High Turnover Behavior of Millennial Generation Employees A Bibliometric Analysis Approach

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Abstract: *The millennial generation, which is more dynamic in choosing jobs, tends to work for a relatively short time in one position. This shifting behavior negatively impacts the companies they work for, such as increasing recruitment costs for new employees, the adjustment time for new employees to job details, and training costs, which ultimately slow down company performance.*

The purpose of this research is to identify research articles related to the behavior of the millennial generation, especially concerning the tendency of millennials to change jobs. The ultimate goal of this identification can serve as material for mapping the factors that cause this mobility behavior.

Method: A bibliometric analysis is used to observe the patterns of scientific publications that illustrate the trends of the millennial generation in the workplace, particularly concerning the low average tenure of millennials in one company. This study reviewed 200 articles that could be gathered using search strings with the keywords turnover intention, employee turnover, millennial turnover intention, and Gen Y turnover in the period of 2018-2024 from leading publisher databases such as Google Scholar, Emerald.com, Proquest, ResearchGate, and Sage Journal using Publish or Perish (PoP) software.

The identification results show a decreasing number of articles discussing turnover behavior, from which similarities in millennial behavior related to their tendency to move can be mapped. Psychological factors such as interest alignment with job types, as well as rational factors like the desire to avoid routine tasks, contribute to the low average tenure of the millennial generation. The study found that reward and career progression factors are often overlooked by this generation.

The implications of the research results serve as a warning for company leaders to turn these findings into decision-making materials.

Keywords: *Bibliometric Analysis, Millennials, Turnover Intention.*

I. INTRODUCTION

The high turnover rate among millennials has driven intense scrutiny of the factors causing this behavior. Researchers tend to investigate the impact of turnover due to the significant negative effects it brings, such as increased recruitment costs, adjustment time for new employees, and training costs that slow down company performance (Zhuo & Yuan, 2022).

Unfortunately, the number of articles studying millennials' turnover behavior has been declining. A Deloitte survey (2021) of the Millennial Survey 2022, which connected with 14,808 Gen Z and 8,412 millennials (Gen Y) across 46 countries, found that 4 out of 10 Gen Z and nearly ¼ of millennials (Gen Y) want to leave their jobs within two years, and about 1/3 would do so without another job lined up, indicating a significant level of dissatisfaction.

These findings align with the 2019 Indonesia Perspectives survey, which states that millennials are associated with high turnover rates, with an average turnover figure exceeding 10%. About 40.8% of millennial respondents indicated that their ideal duration for working in one place is 3-5 years, and 20% of these millennials stated that 1-2 years is an ideal period for working in one job (Deloitte, 2021).

Internal factors, such as the mismatch between the dynamic nature of millennials and the routine and monotonous types of jobs, along with external factors like inadequate workplace facilities, influence their behavior tendency to seek jobs they consider suitable.

Meta-analysis was used to analyze millennial behavior by exploring previous articles and research. Understanding employee behavior can be used as a policy-making material to anticipate employee exodus from companies.

This research utilized several article repository websites commonly used by researchers. The most utilized journal aggregation website is ProQuest with 29 articles, indicating that many significant studies on this topic have been published on this platform. Moreover, Emerald.com is also a significant source with 23 articles, reflecting a high relevance of the journals published by Emerald, which are often the choice for researchers in this field. Sage Journal also stands out, contributing 15 articles, demonstrating its important role in disseminating research related to turnover intention. Taylor and Francis contributed 4 articles, although fewer compared to others, it still represents its presence in the relevant literature. This distribution depicts how research regarding millennial turnover intention is spread across various prominent publishers, with some platforms showing a larger collection of relevant journals or a stronger focus on this topic. It also reflects researchers' tendencies to choose reputable and accessible publication platforms within the academic community.

Through bibliometric analysis, this research aims to observe the development of research trends related to turnover intention over the past five years, hoping that this research can assist decision-makers across all industries employing millennials, thus reducing the turnover rate that considerably harms companies.

II. LITERATURE REVIEW

Conducting studies on employee behavior across all industries is vital for researchers in an effort to protect companies from increasing costs associated with employee turnover and to promote enhanced employee engagement (BowenXue et al., 2024).

Factors contributing to high turnover intention among millennials can be categorized into internal and external dimensions. Internally, challenges arise from the mismatch between the dynamic behavior of millennials and the routine nature of the jobs they undertake, leading to boredom and dissatisfaction.

Externally, millennials expect work with comprehensive facilities, especially advanced technology facilities, while companies are often limited in providing such facilities. This creates a gap between employee expectations and the resources available within the company. As a consequence, there arises a desire to find environments that better align with their expectations (Aponsu et al., 2021; Keith et al., 2021; Njoroge et al., 2021; Zhuo & Yuan, 2022).

Millennial behavior tends to lean toward individualistic work; they do not favor collective tasks due to their social tendencies, which leads companies to seek team cooperation in pursuit of faster and more comprehensive achievements of company goals. These gaps can result in dissatisfaction among millennial employees, leading to work-related stress and a desire to leave the company (Refachlis et al., 2022).

Identifying articles used affirms that the intention to switch jobs relatively quickly among millennial employees is influenced by factors such as organizational commitment, job involvement, career development, work engagement, organizational justice, promotion opportunity, and job embeddedness.

Other factors identified in the articles indicate that high turnover intentions are influenced by demographic factors like age, tenure, education level, organizational attachment, job satisfaction, company culture, and additional factors such as environmental influences and hedonistic behavioral factors (Harvida & Wijaya, 2020). This research is also supported by studies indicating that organizational justice perceptions, job burnout, and job satisfaction positively affect turnover intentions among millennial employees (Maulana, 2022). Moreover, based on (Lai et al., 2022) that job stress and employee psychology influence turnover intention, with findings highlighting that work stress and job satisfaction significantly affect turnover intention among Generation Y and Z (Njoroge et al., 2021).

Additionally, based on a survey conducted by Glints in 2022, there was a 23.2% increase in job applications, particularly in June 2022, indicating a trend toward resignations. This aligns with a Boston Consulting Group survey stating that in Indonesia and several Southeast Asian countries, 34% of individuals actively sought new job opportunities in 2023, with the highest turnover rates observed in the retail sector (Rubiano-Moreno et al., 2023) (Aprilliani, 2023).

Furthermore, work-family conflict and job stress are other documented factors leading to high turnover rates. Research indicates that a friendly workplace environment, flexibility, stability, management support, and commitment are factors leading to turnover intention (Olubiyi et al., 2019). This is in accordance with studies revealing that factors influencing turnover intention include workplace environment, job stress, and organizational commitment (Keith et al., 2021).

This is further supported by research showing that workplace environment, collaborative culture, and job satisfaction are factors influencing turnover intention (Oktavia & Ali, 2022). Conversely, the research conducted by (Hussain & Xian, 2019) indicates that organizational politics and communication are factors affecting

turnover intention. Similarly, studies (Khushk et al., 2021) show that role ambiguity significantly affects turnover intention (Gilani & Rabbani, 2020).

III. RESEARCH METHOD

Bibliometric analysis is employed to observe patterns in scientific publications that illustrate the trends of the millennial generation in workplace behavior, particularly the low average tenure in one company. Bibliometric analysis is a research technique involving the measurement and analysis of bibliographic data, such as scientific articles and other publications, aiming to identify publication patterns, research trends, and intellectual maps in specific subjects.

The first step in this study involves collecting relevant bibliographic data from leading academic databases such as Scopus, Web of Science, Google Scholar, etc., with the assistance of Publish or Perish (PoP) software.

Document searches were conducted using search strings with keywords such as turnover intention, employee turnover, millennial turnover intention, and Gen Y turnover in the period of 2018-2024.

The search process utilized the Publish or Perish (PoP) software, setting an initial target of 1,000 articles related to the specified keywords. The search results indicated that several less relevant articles were filtered out, yielding an ideal number of 200 articles. Further analysis of these articles was conducted using VOSviewer bibliometric software to achieve a map depicting citation networks, researcher collaborations, and the main topics frequently appearing around millennial turnover intention.

Data collection occurred from prominent article sources, including PubMed, Scopus, Web of Science, and Google Scholar through Publish or Perish (PoP). The tabulation from these sources is presented in the following table:

Table I. Metric Data

Publication Years	2018-2024
Citation Years	6
Papers	200
Citation	2900
Cites/year	483,33
Cites/paper	14.50
Cites/author	1378,45
Papers/author	120,36
h-index	28
g-index	49
hI,norm	12
hI,annual	3,17
hA,index	15
Papers with ACC >= 1,2,5,10,20: 116,89,49,29,10	

From the metadata, 200 papers with 2900 citations were obtained. The results indicated that from 2018 to 2024, research related to the millennial turnover intention variable evolved from 20 articles in 2018 down to 15 articles in 2019. A significant increase occurred from 2020 to 2022, reaching 42 articles, but it again decreased to 35 articles in 2023, with only 11 articles related to the turnover intention topic existing by mid-2024. The data reveals that overall, research on millennial turnover intention remains quite limited, even below 50 annually. The high turnover impacts company operations, amplifying recruitment costs, prolonging the adjustment duration for new employees, and requiring significant training investment.

The depiction of the progression in the number of articles addressing millennial behavior shows fluctuations year-on-year, as illustrated in Figure 1.

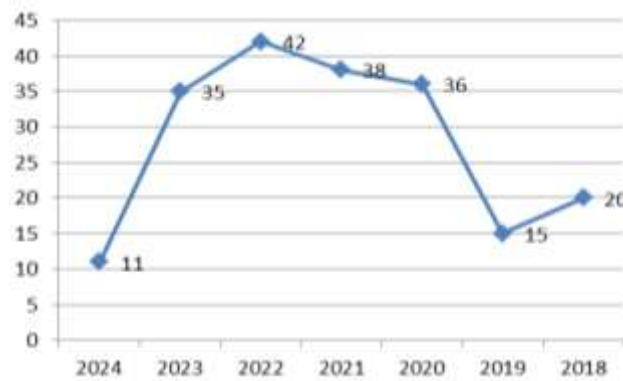


Figure 1. Number of Documents on Millennial Turnover Intention
Published in Google Scholar Database from 2018-2024

Table II. Most Utilized Sources

No	Sumber Artikel	Jumlah
1	Emerald.com	23
2	Proquest	29
3	Sage Journal	15
4	Emerald.com	23
5	Sage Journal	15
6	Reserachgate	7
7	Academia.ed	6
8	Atlantis-press.com	4
9	Elsevier/science direct	5
10	Taylor and prancis	4

Source: Data processing (2024)

IV. RESULT AND DISCUSSION

Based on the metadata analysis using VOSviewer, the visualization map consists of three parts: network visualization (see Figure 2), overlay visualization (see Figure 3), and density visualization (see Figure 4).

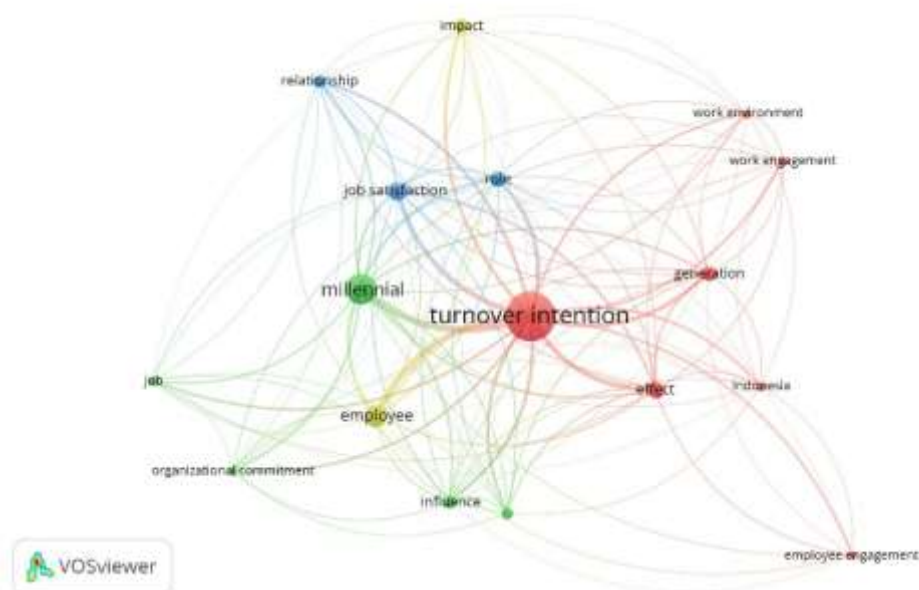


Figure 2. Network Visualization

Figure 2 categorizes these keywords into four clusters. Cluster 1 is shown in red, cluster 2 in green, cluster 3 in blue, and cluster 4 in yellow. The size of each keyword bubble indicates the frequency of keyword occurrences in the database, while the lines connecting each keyword exhibit variable relationships. The terms that frequently appear include 'turnover intention.' The network relationship depicted shows turnover intention most frequently associated directly with work environment, work engagement, and employee engagement.

The varying colors in clusters indicate differences in node sizes (nodes) and the thickness of the connecting lines, showing how frequently items appear or relate. Items or variables that are closer together in the visual map indicate a stronger correlation than those situated farther apart. For instance, the thick line connecting turnover intention to millennials and satisfaction indicates a frequent experience of turnover intention among the millennial generation concerning satisfaction; hence, millennials are more inclined to leave their jobs when dissatisfied. The relationship thickness between keywords can be further clarified in the overlay visualization output below:

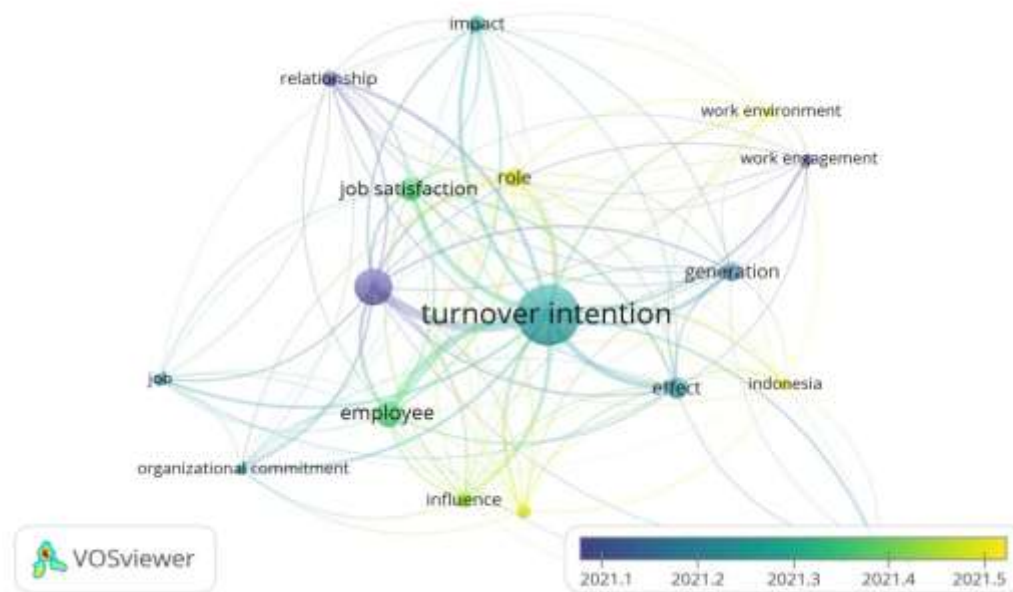


Figure 3. Overlay Visualization

The figure above elucidates the thickness and strength of relationships between the existing variables in the dataset. Here, turnover intention is linked to job satisfaction and, although the correlation is not as strong, it shows a connection to organizational commitment. The above visualization also presents the term 'Indonesia,' indicating that turnover intentions are widely seen within Indonesia.

Clustering aids in identifying subthemes or specific topics within a research area. In this context, research on millennial turnover intention is grouped into clusters based on collaborative networks among researchers or institutions. These clusters are outputs from the VOSviewer application. By examining the cluster maps, researchers can identify less-represented areas or gaps in research, opening opportunities for further study. For example, cluster 1 related to employee engagement shows significant distance from the keyword millennial; this signifies that topics connecting millennials with employee engagement factors remain infrequent. Below are details of the formed clusters in the following table:

Table III. Formed Clusters

Cluster	Total Items	Most frequent keywords (occurrences)
1	7	Effect (52), employee engagement (11), generation (40), Indonesia (13), turnover intention (414), work engagement (14), and work environment (12).
2	5	Influence (3), job (8), Millennial (155), organizational commitment (14) and work life balance (23).
3	3	Job satisfaction (64), relationship (30), and role (44)
4	2	Employee (81), impact (31)

Source: Data processing (2024)

Based on the above table, the turnover intention frequently appears with 414 keywords, the term millennial occurs 155 times, employee appears 81 times, job satisfaction appears 64 times, and the keyword job appears the least with 8 occurrences. The identified clusters and related keywords offer a comprehensive view of the diverse directions of research in the field of millennial turnover intention. Each cluster reflects a specific aspect of these concepts, contributing to a holistic understanding of their relationships and implications. Exploring these clusters offers researchers, practitioners, and policymakers valuable insights into various dimensions of promoting an inclusive and diverse corporate culture while leveraging it to enhance effectiveness and innovation.

V. Discussion

The metadata reveals general behavior exhibited by millennials in the workplace and their attitudes towards turnover, indicating a correlation between fundamental aspects such as psychological and rational influences, both of which are inseparable and exert a positive and significant influence (Fatchiya et al., 2021; Keith et al., 2021; Moon et al., 2024). Millennials expect strong leadership, advancement opportunities, value alignment with organizational and personal values, positive coworker relationships, a healthy work-life balance, recognition, and advanced technology (Ivanovic & Ivancevic, 2018). This indicates that millennials have particular job expectations and will leave if these expectations are unmet. Millennial employees display realistic expectations and hopes regarding their need to advance within a company to fulfill their career aspirations and are more inclined to take an active role in planning and executing their careers. (Fatchiya et al., 2021; Zhuo & Yuan, 2022)

Factors contributing to increasing turnover intentions among millennials are most notably linked to job satisfaction and work environment, which significantly impact turnover intention. Compared to Baby Boomers and Generation X, millennials report lower levels of job satisfaction, work engagement, and organizational trust overall (Moreno et al., 2022). Turnover intention rises as job dissatisfaction increases – the higher their job satisfaction, the less likely millennials are to wish to change their current jobs within the next two years (Ivanovic & Ivancevic, 2018). This finding is supported by research indicating a strong positive correlation between job characteristics, job satisfaction, and organizational commitment (Sahni, 2021).

Millennials consistently consider rational factors when making work-related decisions. For instance, unsuitable work leads to an increased intention to switch jobs due to dissatisfaction with their life circumstances (Moon et al., 2024). The relationship strengthens further when they perceive limited career advancement opportunities in their current roles (Wan & Duffy, 2023). Intrinsic preferences and long-term development dimensions of millennials' work values diminish their turnover intentions through partial mediation of their organizational identification and job satisfaction (Li et al., 2023).

Moreover, work engagement significantly mediates the relationship between the meaningfulness of work and millennials' intentions to leave their companies (Siahaan & Gatari, 2020). Work-family conflict also has a significant positive direct effect on turnover intention (Elian et al., 2020). When millennial employees experience demands from their jobs conflicting with family needs, they tend to feel stressed and dissatisfied, leading to an increased desire to leave the company. Knowledge distance among individuals positively and significantly affects turnover intention among millennial employees (Zhuo & Yuan, 2022). When employees feel they cannot develop or expand their knowledge in their current workplace, they are inclined to seek opportunities elsewhere that provide more room for personal growth and development.

Overall, these findings are consistent with previous research (Refachlis et al., 2022), indicating that turnover intention behaviors among millennial employees consist of organizational commitment, job involvement, career development, work engagement, organizational justice, promotion opportunities, and job embeddedness.

Implications of the Research

This study can inform management of the trends in turnover triggered by millennial behavior, which tends to result in relatively short tenures in various positions (Rubiano-Moreno et al., 2023). The tendency to change positions quickly has adverse implications for corporate development, such as increased recruitment costs and declining employee performance due to the replacement of seasoned staff with new hires (Moon et al., 2024).

The bibliometric study results present potential for developing a more comprehensive theoretical model regarding millennial turnover intention. By mapping and analyzing existing literature, the study can identify trends, concepts, and the most frequently utilized theories and how they interrelate. This comprehensive theoretical model can integrate various factors contributing to turnover intention, such as job satisfaction, career development opportunities, work environment, compensation, work-life balance, and organizational culture.

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