

The Impact of Career Growth on Turnover Intention with Employee Engagement as a Mediator Variable: Study among the Generation Y Employees in Indonesia

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Abstract: This research aims to determine effects of career growth on turnover intentions and the mediating roles of employee engagement (job and organizational engagement). When employees feel satisfied with career growth in their organization, they will feel more engaged and by then it also reduces turnover intentions. Using accidental sampling methods. Empirical data was collected using questionnaires distributed online. With a total of 105 subjects born between 1980 - 2000 spread around Indonesia, which has worked in the industrial sector for more than six months. As for the measurement instruments, this study uses the career growth scale by Weng and Hu (2009), employee engagement by Saks (2006), and turnover intention scale by Mobley et al., (1979). Using multiple regression analysis to analyze the influence of these variables and test the mediation of employee engagement variables. Result of this study shows that career growth significantly influences turnover intention without mediation of employee engagement, neither it is job nor organizational engagement. Explanations of why employee engagement does not mediate influence of career growth on turnover intention as well as research finding implication are discussed to provide knowledge in keeping the generation Y employees to stay in organization.

1 INTRODUCTION

Turnover issue is frequently being discussed in Indonesia recently, as revealed by Director of Talent and Reward Towers Watson, Awaldi explained that the ability to recruit and keep the best employees always be a challenge for many companies one of them is companies in Indonesia. This occurs because many companies in Indonesia fail to understand the factors that cause the employees have done turnover (Nanda, 2017). The high turnover carried out by employees, many experts who are now starting to consider the generation approach.

Currently, there is a shift in generations within organizations and companies, because slowly working field will be dominated by Y generation. In an organization the role of human resources is felt so important as a driver of the company. Related with talent management, especially to earn and keep the best human resources, it is necessary to take attention to the character and personality change within the generation to the next generation (Fatimah, et al., 2015).

Y generation are those who were born in the period of year 1980-2000 (Meier & Crocker, 2010). Distant age differences make working value and orientation within generations become diverse. Organizations and companies have to be dynamic on responding the shift, different values will differ the requirements and expectations. Wrong management on human resources, could cause companies to lose their employees, especially employees with great potential. Y generation have several predominate characteristics in the working field, such as mastering in technology, proactive, self-confidence, ambitions, and competitive (Luntungan, Hubeis, Sunarti, & Maulana, 2014).

In addition, according to some literature, Generation Y is known as 'Fussy Job Hopper' with loyalty not limited to one employer, and single-minded in pursuing career advancement and greater rights (Amble, 2003; Budd, 2008 in Treuren & Anderson, 2010). Research conducted by Nindyati (2017) who did the study about the meaning of employee's loyalty in Indonesia within the X and Y generation shows that X generation has a higher average on the employee's loyalty compared to Y

generation. Loyalty is meant for constancy to be in the same organization/company. Another result from Nindyati (2017) research shows that the X generation has a higher percentage in the category of never moving work compared to the Y generation. Meanwhile, in the category of moving work 1 – 2 times, Y generation has a higher percentage compared to X generation. While moving 3 or more than 6 times both generations show the least distinction.

Zahra's research (cited in Rony, 2017) shows a comparison between the number of employees that were recruited with those who resigned in 2010-2012. In 2010, there were 226 employees who were being recruited and 175 were resigned. In 2011, there were 279 employees that were being recruited and 209 were resigned. In 2012, there was a decrease and an increase at the same time in the number of recruits 228 employees and resigned respectively are 241 employees. Data shows that there were 450 employees who resigned at the age 20-25, 147 at the age 26-30, 80 at the age 31-35, 30 at the age 36-40, and 18 the remaining age over 40. Data also shows that resigning is dominated by young employees with working time relatively short and they are Y generation (Rony, 2017).

According to Nindyati (2017) was found the reason behind switching jobs behavior that was done by generation Y is due to their desire to have self/career improvement, in the percentage of 26%, thereupon due to financial reason or the amount of salary is 23%, comforts of working environment 18%, corresponding with the passion 12%, because of a relationship with the boss 11%, and other things 10%. Subsequently, the Society for Human Resource Management and Aon Consulting conducted a survey that discovered three major reasons why employees voluntarily leave the company. Such as training opportunities and career growth, compensation package and better grant, and bad management (Rahman & Nas, 2013). From both research (Nindyati, 2017; Rahman & Nas, 2013), some of the major reasons for employee to leave their job is training opportunities and career growth, obvious that one of the things that has become a concern for employees is their career growth.

Career growth is how far a person thinks that organization that they have been in can create an environment where the employees are able to meet the expectations regarding their career and strengthen their achievement throughout promotion and compensation (Weng et al., cited in Weng & McElroy, 2012). Career growth can be used as a tool to maintain the great quality of employees in the

organization (Karavardar, 2014). Most employees feel satisfied if they believe in themselves that they will have a better and brighter future in the company that they are in, or otherwise employees start to think of retiring from the company.

Employee engagement has become an important employee outcome considering a strong competition and dynamic business environment, entrepreneurs who have a desire to be advanced to attract, develop, and keep the employees have to keep up with the competitiveness. At this point, one critical problem that arises is about a practice or an environment that can create engagement. As it was written by Mei, Gilson, and Harter (cited in Juhdi, Pa'wan, & Hansaram, 2013), psychological conditions have a strong impact on creating involving employees. Those conditions include organizational career growth. Research conducted by Saks and Rotman (cited in Witemeyer, 2013) revealed that recognition and appreciation are a significant employee engagement antecedent. They pay attention when employees get appreciation and recognition from their organizations, and they will be obliged to respond with a higher engagement level.

Based on the theory of social exchange, Saks (2006) argues that working relation develops from time to time becomes a trust, loyalty, and commitment that provide certain rules, and employee engagement is one of the ways in which employees repay their organizations to provide resources and benefits (Saks, 2006; Cropanzano & Mitchell, 2005). If the company can maintain this situation employees tend to be loyal and hold on the company where they are working at. A great employee engagement can give a positive impact such as, low turnover intention. Turnover intention is meant as thinking process, planning, and an employee's desire to leave their jobs (Mobley, Griffeth, Hand, & Meglino, 1979).

Therefore, this research was done to determine whether employee engagement can mediate the impact between career growth with turnover intention. Therefore, this research can help the company and organization HRD to keep their employees, moreover employees that have a good potential.

1.1 Correlation between Career Growth with Turnover Intention

Y generation highly appreciate guidance and training in the organization, because it allows them to keep improving their new skills and still attractive in the labor trade. For this generation having a

qualify job and getting career satisfaction are more important than a good salary. This research earns a result that there are correlations between QWL, employee's performance, and career growth (De Hauw & De Vos, 2010).

Weng and Hu developed a career growth measure with dimension: career goal, progress, professional ability development, promotion speed, and remuneration growth. In line with the theory of social exchange (Blau cited in Nawaz & Pangil, 2016), is assumed that employees who are encouraged and promoted feel appreciated by the organizations and most likely will repay the organization with their commitment and contribution, and employees will less likely leaving the organization. It can be concluded that employees will get rewards and a decent promotion in their organization will ultimately make employees think for not leaving their jobs (Nawaz & Pangil, 2016).

Weng and McElory research shows that three organization career growth factors respectively negatively related with the turnover intention. This shows that greater chance given by an organization for the employees to pursue their career goal progress, earn professional ability development, and how organization appreciates it, those make employees are less likely to think about leaving that organization. This corresponds to the expected theory (Porter & Steers cited in Karavardar, 2014) and psychological contract. Another research that supports a correlation between career growth with turnover intention, reveals that career growth and intention turnover are negatively related (Nouri & Parker, 2013; Karavardar, 2014).

1.2 Correlation between Career Growth with Employee Engagement

For the new generations of employees, they have grown up in the era of material life, developing economic trade, and rapid development of information and technology. They are concerned with their career growth and enthusiastic to have more training opportunities to improve and complement themselves.

According to Theory of Need for Achievement, when a company builds a certain career growth space for the new generations of employees and gives them enough chance to pursue their growth requirements and their desire to succeed up to a certain point. This will obviously improve their vitality and dedication in working, so that they will focus more on loyalty to work (Bai & Liu, 2018).

Schaufeli and Bakker (2004) found that engagement is negatively related to turnover intentions and mediate a relationship between job resources with turnover intentions. Career growth also influences organization members (in this case, engagement) as job resources (such as perceptions of perceiving organizational support, innovation support, organizational justice) throughout ability development, social and economic status changes, etc. (Bai & Liu, 2018). According to Bakker and Demerouti (cited in Mohsin, 2015), remuneration and career opportunity (promotion) can be considered as job resources provided the organization and these resources are considered as an antecedent for working engagement.

This research was done by Liu, He, and Yu (2017) that examined correlation between career growth with job engagement among young employees with mediation of normative commitment and moderate role from organizational justice, empirical result shows that career growth has a positive significant influence on the job engagement. Other than that, research by Bai and Liu (2018) that explored an impact from career growth within organizations on the employee job engagement that was delivered in particular to the new generation of employees. They found that there is a positive significant influence between career growth with engagement and organizational identification.

1.3 Correlation between Career Growth with Employee Engagement

Involvement occurs in the employees when organizations have given all the things that the employees need, such as: reward and recognition, distributional justice and procedural, relation between supervisor with working fellows, etc. When a person has already felt involved in their organization, this can have a positive impact on themselves and the organization. Moreover, employees can feel a positive emotion on their job, they are also more productive, and can help the organization in chasing the goals.

Working engagement has shown a significant result that influences the working result and behavior regarding the job, such as working satisfaction, turnover intention, and a different company performance, Harter, Schmidt, and Hayes (2002) found that engagement significantly relates with turnover. As well, Schaufeli and Bakker (2004) who observed four different organizations in the Netherlands, found that an individual with a great

level of engagement is less likely to be involved in turnover behavior compared to those who have a low level of engagement. Other than that, an updated study also reported a similar result, to ensure that engagement significantly predicts turnover intention (Juhdi et al. cited in Memon, Salleh, & Baharon, 2014).

1.4 Role of Employee Engagement Mediation

In their survey, Schaufeli and Bakker (cited in Juhdi, et al., 2013) found that organizational engagement mediates relations between job resources with turnover intention. Job resources refer to giving feedback on fair performance, supporting organization perception, organizational justice, and also includes career growth. This shows that specific human resources practices can influence the turnover intention throughout employee engagement (Juhdi, et al., 2013). This research is focused on the career growth that the dimensions are divided into career goal progress, professional ability improvement, promotion speed, and remuneration growth.

The implementation of career growth within the organization is expected to generate positive working experience. As feedback, employees tend to feel engaged and attracted with the events in the organization and devote themselves more to their job so that employees give an extra workforce. Where in the end it will reduce employee possibilities for leaving the organization. It can be concluded that career growth leads to a low level of turnover intention, first of all it has to influence employee engagement. Career growth is expected to create great satisfaction and perception on the organization and employees will repay in the form of great engagement. As feedback, great engagement will reduce employee possibilities to leave the organization. Therefore, this research suggests that employee engagement mediates the relation between human resources practice with turnover intention.

Therefore, the hypothesis in this research is:

H₀: There is no influence of career growth on the turnover intention over the Y generation employees in Surabaya with the employee engagement as the mediator variable.

H_a: There is an influence of career growth on turnover intentions over Y generation employees in Surabaya with employee engagement as the mediator variable.

2 RESEARCH METHOD

2.1 Sample Selection

Data collection was conducted in April 2018. The selection of samples in this study using non-probability sampling techniques with accidental sampling method. After collecting the results of the questionnaires that have been distributed. Then obtained as many as 105 respondents. Subject of this research is employees with a year of birth between year 1981 – 2000, with years of working more than 6 months and working in various industries.

2.2 Measuring Tools

About the measurement of career growth, this study used the scale which was worked up by Weng and Hu (2009), consists of 15 items that are divided into four dimensions, those are career goal progress, professional ability development, promotion speed, and remuneration growth. Was measured using a 5-point Likert scale (1: strongly disagree, 2: disagree, 3: Neutral, 4: Agree, 5: strongly agree). Reliability analysis showed that the scale was appropriately reliable (Cronbach alpha: 0,903).

Furthermore, the instrument that is being used to measure employee engagement is an instrument by Saks (2006) with a multi-dimension model that divides employee engagement into two dimensions, those are jobs and organizational engagement. There are 5 items for job engagement and 6 items for organizational engagement. Measured using a 5-point Likert scale (1: strongly disagree, 2: disagree, 3: Neutral, 4: Agree, 5: strongly agree). With reliability scores 0.591 for job engagement and 0.864 for organizational engagement.

Thereupon for the turnover intention variable employs instrument by Mobley et al., (1979). Measured using a 5-point Likert scale (1: strongly disagree, 2: disagree, 3: Neutral, 4: Agree, 5: strongly agree) containing 3 items. Reliability analysis showed that the scale was appropriately reliable (Cronbach alpha: 0,847). This research employs multiple linier regression analysis to determine the effect of each variable and examine employee engagement as a variable mediation using IBM SPSS Statistic 23 for Mac.

Table 1: Correlation Matrix.

Variable	Mean	SD	1	2	3	4	5	6	7
Career Growth	53.20	9.356	—	0.595***	0.577***	-0.417***	-0.015	-0.080	-0.122
Job Engagement	17.48	2.795		—	0.581***	-0.265**	0.003	-0.112	-0.104
Organizational Engagement	21.32	3.906			—	-0.240*	0.083	-0.015	0.051
Turnover Intention	8.90	3.221				—	-0.174	-0.124	0.077
Age	1.80	0.777					—	0.690***	-0.127
Working Period	2.99	1.50						—	0.048
Gender	1.42	0.496							—

Note. * p < .05, ** p < .01, *** p < .001

3 RESULTS

Mean, standard deviation, and correlation coefficient of the variables in this study are shown in Table 1. Table 1 shows that career growth and job engagement have a significant positive correlation, and the correlation coefficient was 0.595, $p < 0.001$. There was a correlation coefficient of 0.577, $p < .001$ between career growth and organizational engagement. In addition, there was a significant negative correlation coefficient of -0.417 between career growth and turnover intention, $p < 0.001$. There was a correlation coefficient of -0.265 between turnover intention and job engagement, $p < 0.01$ and a significant correlation between turnover intention and organizational engagement, the correlation coefficient was -0.240, $p < .05$. The result lay the foundation for the follow-up intermediary test.

Data from this research has met the assumption test before signing in the regression test. Some of the assumption test that being conducted are normality, linearity, homoscedasticity, and multicollinearity test. All those assumption tests declared eligible, so next followed by signing multiple regression test.

On Model 1 alternately regression tests were done between career growth with job engagement variables and then with organizational engagement variables. According to the regression analysis result career growth variables significantly influence job engagement. With model regression level of significance 0.000. On the model 1 table 2 was done regression between career growth and organizational engagement with model regression levels of significance 0.000. This shows that career growth significantly influences organizational engagement.

Next on Model 2 was done regression tests between career growth with turnover intentions variable. Model regression level of significance

0.000 this shows that career growth significantly influences turnover intention.

Table 2: Regression Test Result.

Model	R	R ²	B	Sig.
1 CG x JE	,607	,369	0,186	,000
1' CG x OE	,606	,368	0,241	,000
2 CG x TI	,362	,131	-0,124	,000
3 CG x JE x TI	,362	,131	-0,119 (CG)	,004
			-0,029 (JE)	,833
3' CG x OE x TI	,362	,131	-0,126 (CG)	,002
			0,006 (OE)	,953

Notes. CG = career growth; JE = job engagement; OE = organizational engagement; TI = turnover intention. N = 105.

On the last step, researchers employed multiple regression tests on career growth with job and organizational engagement variables on turnover intentions alternately.

The result that was aimed is a level of significance ($p < 0.005$) on the career growth variable. While mediator variable's level of significance when controlling independent variable 0.833 that means not significant because it is greater than 0.05.

Thereupon regression test result with the second mediator variable that is organizational engagement shows the level of significance that was aimed from the independent variable 0.002 by controlling mediator variable. While mediator variable's level of significance 0.953 that means not significant because greater than 0.05.

This shows that mediation throughout job and organizational engagement variables are not significant. Or in other words there is no mediation effect of the career growth impact on turnover intentions with engagement employees as mediator variables. Therefore, research hypothesis reveals that there is an influence between career growth on the intention turnover with employee engagement as the mediator variable for the employees that categorized as Y generation is not supported (H0 accepted).

4 DISCUSSION

Research that was done by the authors aims to determine the effect of career growth on the turnover intention with employee engagement as the mediator variable for the employees that categorized as Y generation. Career growth is expected to create a great satisfaction and perception on the organization and the employees will repay in the form of great engagement. As the feedback, great engagement will reduce employee possibilities to leave the organization.

Result of the regression test analysis and mediation that were earned from this research show that there is a significant direct influence from career growth on the turnover intention, yet employee engagement proved unable to mediate the impact of career growth on the turnover intention. This can be seen from the p-value on the indirect effect 0.830 for engagement job and 0.952 for organizational engagement, where p-value from indirect effect is greater than 0.005 that means the mediation ability is not significant.

Until now it has not found any other research that specifically discusses the impact of career growth on the turnover intention with employee engagement as the mediator. Therefore, authors give several reasons as an explanation why employee engagement does not mediate those two variables.

First, when the employees still hold on the organization, it means that employee commits, engages, has a great loyalty, etc. According to Luntungan et al. (2014) research loyalty concept these days is different for Y generation employees. Loyalty concept of Y generation on the company no longer means long working in the company, but an optimal contribution for the company. Optimal contribution for the company is a characteristic of engagement, as Hewitt and Associates (cited in Hughes and Rog, 2008) explains that employees who are engaged are employees who “stay, say, and strive”. They stay and commit with the organization,

say positive things about their working place, and strive to give and get beyond an outstanding work. While loyalty that wants to be discussed here is a loyalty in the form of employee loyalty to remain staying at the company where they are working.

Second, in Kopertynska & Kmiotek (2015) was known that Y generation has a demanding character. This response analysis allows to conclude that for the managers, that kind of attitude means an exaggerate individualism; only taking care of the self-needs; having high expectations; being not realistic (not suitable for this career); unrealistic expectations such as the amount of remuneration, working hours; but also, impatience and desire to have everything immediately, in line with a high tendency to leave the job behind.

With a low engagement which is owned by the Y generation employees in this research with an unrealistic behavior from those who want to have everything immediately, this can be used as an explanation of direct relation which is owned by career growth with turnover intention without throughout employee engagement. Y generation looks up into a phenomenon that is called “job hoping”, the frequency of exchanging job also a common thing. For the youth this is not a problem, and it is different with an older generation, they do not see job prosperity as a value (Kopertynska & Kmiotek, 2015).

Third, the result of reliability of the mediator variable is quiet low. Job engagement dimension shows reliability value 0.5 where the number is reliable. While a good reliability value should be ≥ 0.7 . The effect of a low reliability value may impact the regression analysis value. According to Humphreys (1993 cited in Kanyongo, Brooks, Kyei-Blankson, & Goemen, 2007) low reliability value can lead to an increasing error of the variance, subsequently it will decrease the statistics. If the mediator is measured by a least perfect reliability, the effect tends to be bias. The effect of the mediator result (track b) may be underestimated and the effect of the causal variable result (track c) may be overestimated if ab is positive (Kenny, 2018).

Other thing that was earned from this research is there is a direct influence between career growth with turnover intention which is significant with the negative correlation. This result is in line with Weng & McElroy's (2012) research that also found if career growth is negatively related with turnover intention. Meaning when employee's career growth opportunity is fulfilled by the organization, less likely the employees to think of leaving the organization.

Louis (1980 cited in Bedeian, Kemery, and Pizzolatto, 1991) reveals that individual is constantly processes information about career opportunity and if it is blocked or cannot identify new opportunity, it can reduce dissonance by improving their cognition of withdrawal and finally they move. By applying the idea of career transition, voluntary turnover can be seen as a tool to actualize career goal (Rhodes & Doering, 1983 cited in Bedeian et al., 1991).

This behavior is in line with a theory that met the expectations (Porter & Steers cited in Weng & McElroy, 2012) and psychological contract. Mechanism that has been used to explain the relation that focuses on the role of organizational commitment (Bedeian et al., 1991; Chang, 1991 cited in Weng & McElroy 2012). Meaning, employees whose expectations are met and for those who see their psychological contracts fulfilled, become psychologically attached on their organization, it makes the employees less likely to leave.

Y generation is known by their characters such as, ambitious, self-confidence, and have a great desire on their career growth. According to Wong et al., (cited in De Hauw and De Vos, 2010), Y generation is more ambitious because they tend to be more active to seek for career opportunity in the organization. Other characteristic is they do not want to be in the same and low position for a long time. Each individual wants to learn how to improve themselves in the company (Meier & Crocker, 2010). Therefore, career growth proved to be an important motivation for Y generation.

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