Perceived Work Environment, Perceived Work Values, and Turnover Intention among Generation-Y of a Private Trustee Organization in Malaysia

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Abstract: Generation Y also known as Gen Y, Millennials or Echo Boomers are the demographic cohorts who were generally born in the 80s and 90s as demographers and researchers were incoherent with regards to this cohort's start or end dates. This generation is known as having high comfort level with technology, highly entrepreneurial, global and creative. However, they were also known as having shorter attention span, demanding, materialistic and would normally opt for more transient and varied works. Therefore, Gen Y are regarded as job hoppers that require careful attention by organizations in order to control the turnover rate. Hence, this study aims to identify the perceptions of Gen Y in terms of their work environment and work values, subsequently determining the effects of those factors towards their turnover intention. Using a sample of eighty young workers of a private trustee organization in microcredit industry of Malaysia, this study surveyed Gen Yers' perceived work environment (i.e. recognition, work itself, opportunities for promotions and professional advancement, responsibility, good feelings about organization, clarity of mission, relationship with co-workers, effective supervisor, and presence of core values) and perceived work values (ambition, social, optimism, variety, motivation, finance, internet and social media, and flexibility). Results indicated that work environment that consist of recognition, promotion, and good feelings as well as work values of ambition, motivation, and flexibility were the factors that significantly affecting Gen Yers' intention to leave their current employment. This study shall be made reference by practitioners in better managing their employees especially in promoting and retaining jobs of their young talented workers.

INTRODUCTION

The purpose of this research is to study the relationship between perceived work environment, perceived work value, and turnover intention among Generation Y or millennial in one of Malaysia's private trustee organization that involve in micro credit industry. Starting from 2000, the number of Gen Y that enters workforce is increasing year by year as well as the number of fresh graduates. By referring to Malaysian Youth Council, in year 2010 there is about 11.4 million Generation Y populations which in age 18 – 37 years old and it show that this generation group gives big influence to the country. On the other hand, according to Daily Wobb, until 2016, there is about 44% population of Gen Y in Malaysia (https://daily.wobb.co/education/ultimate-guide-malaysian-gen-y/). Generation Y have taken up some 40%-50% of the current workforce, according to a 2012 report by PricewaterhouseCoopers (PwC) Malaysia.

Generation Y is a generation that will replace the current generation in the workforce in future. Thus, the companies really take serious of this matter to ensure the quality of them is as same as their generation and even better.

In this study, researcher want to know whether there is significant effect or relation of perceived work environment and also perceived work values towards turnover intention among millennial. This is because, they are more likely to be known as a generation that do not loyal with the organization and they would not stay in the company for a longer time. They always seek for a better opportunity. Besides disloyal towards the organization they working for, there are few other characteristics of Gen Y at the workplace according to Sa'aban, Ismail, and Mansor [1]. Firstly is technological savvy, followed with cultural acceptance, flexible and multitasking, independent, and lastly is teamwork. If they could not achieve all of these at

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their current workplace, they tend to leave the organization.

Turnover intention refers to movement of employees out of the organization [2]. Turnover becoming a problem among organizations in various industries since it involves high costs, efforts and also money [3]. Employees tend leave the organization due to lack of benefits they get at the organization, the treatment by employer or supervisor they received, lack of motivation at work, and other factors. Meanwhile, work environment is the surrounding or place of employment. It includes physical geographical location and factors that relating to the workplace. Based on researcher's observation, the problem starts to arise when they could not achieve a better work environment at the organization. It might be due to employer who did not take seriously what employees had demand and also it might because of employees' attitude itself. For instance, employees who do not get the recognition by the organization also will probably unable to enjoy their working environment.

It also will be a barrier for them especially Generation Y to get the opportunities of growth and advancement in their career. It is known that Generation Y really eager in achieving career advancement as they like to challenge their self and also take responsibilities. By referring to Markey, Ravenswood, and Webber [4], a good working environment or workplace can be categorized as a place that have low levels of stress, employees feeling are appreciated by the management, and do not feel threatened by anybody or anything at the workplace. All of these characteristics sometimes are neglected by the employer that contributes to employees' intention to quit.

On the other hand, for work values it is related with the characteristics of certain occupations. Thus it indicates what is important towards one's personal preference and it does lead to expectation and impression towards their work [5]. The more employees or an individual know and understand about their own values, the more likely they able to determine which work environment best fits according to their preference and skills they might need [6]. If employee does not understand their work values, it might lead towards intention to quit as well. The main intention for this research is to investigate or understand the relationship between perceived work environment, perceived work values, and turnover intention among Generation Y in the surveyed company. The benefit of doing this study is to see the impact of objectives towards these variables chosen. If work environment and work values of Generation Y contribute to turnover intention among them and productivity as well at the workplace, the organization should take actions to ensure the employees send through a proper training so that they can get rid of negative elements. In addition, the company can polish their skills so that

they will be more competent and responsible towards their jobs.

LITERATURE REVIEW

The purposes of doing literature review are to build a theoretical framework of the topic chosen, act as supporting points for research content, to describe, summarize, and clarify thoroughly the literature readings by numerous scholars.

Turnover Intention

Employee turnover is a number of percentages of workers who leave the organization and replaced by new workers. It is crucial for company and employer to calculate the turnover percentage because they need to measure the cost incurred for company budgetary. Employee turnover usually gives more negative impact and consequences due to company will lose their profits, loss valuable knowledge and skills, decrease other employees' productivity as well as their motivation, and also intellectual capital [7]. An organization can be considered as successful if they can reduce their percentage of employee turnover. However, according to Atef [7], there are also possible advantages of employee turnover. Firstly, the leaving of expensive employee that the costs of hiring them are higher than their productivity, termination of poor performer, creating new job opportunities for employees that are more capable in the organization, and others.

Perceived Work Environment

According to previous studies, work environment can be defines as the relationship between employees and their environment [8]. It can be broken down into 10 different dimensions which are recognition, work itself, opportunities for advancement, opportunities for growth, responsibility, good feelings about the organization, understand of mission, relationship with co-workers, effective supervision, and lastly is presence of core value. It was modeled by [9][10] .Meanwhile by referring to [4], work environment does influence employees' commitment towards the company. Hence, a good working environment is needed for instance, low levels of stress, make the employees feel appreciated, comfortable working station, and others. Work environment sounds important because it create the social relation at workplace and also help sustaining the relationship between co-workers or colleague, supervisor and the organization as a whole [8].

Perceived Work Values

In any organizations, work values play a crucial role in order to enhance work performance and attitude among employees [11]. According to Wong [12], work values can be defined as what employees

consider of being "right" and what attitudes are considered to be appropriate. There are six scales related to personality traits that influence employees' work-related values which are achieving, affiliate, optimistic, variety-seeking, independent-minded and conscientious. Each of these should be balance in order for employees to perform better in an organization. However, the researcher uses eight dimensions of perceived work values developed by Wong [12]. The eight dimensions are include ambition, social, optimism, variety, motivation, finance, work-life, internet and social media, and lastly is flexibility. Next, independent variable is not changed by other variables in the study that researcher want to measure and it stands alone. In addition, usually independent variables will affect the dependent variable. Meanwhile, dependent variables are something that depend and influence on other variables or factors.

Perceived Work Environment, Perceived Work Values, and Turnover Intention

According to the article that the researcher had reviewed, there only few articles that have direct relationship between these variable for instance the relationship between perceived work environment and turnover intention and relationship perceived work values and turnover intention. Based on previous studies, all of these variables have relationship which means work environment and work values can influence turnover intention among employees.

However all of these variables also influence by generational difference. This is because every generation will react differently with work environment and work values. This study is specifically related to Generation Y. By referring to Quieri, Yusoff, and Dwaikat [13], Generation Y tend to have high level of turnover because they want to find the better opportunities and organization that fit with their preference, therefore organization should implement retention strategy to match with employees' values, working environment preference, and expectation in the workplace. According to Lee, Seo, Lee, Lee, Jeon, and Han [14]

there are significant negative correlation and impact between work environment and turnover intention. Meanwhile, by referring to Nor, Noor, Ahmad, Khalid, and Ibrahim [15], work values have significantly positive relation with turnover intention. It states that employer should be more concern about employees' welfare as well as providing a conducive and safety environment in order to reduce turnover intention among them.

The relationship between the independent variables and dependable variables are influences by each other. Figure 1.0 below show framework on study respectively. This framework also represents as direct correlation to relation on independent variable and dependent variable. Independent variables describe on perceived work environment and perceived work values and dependent variables describe on turnover intention. Thus, perceived work environment and work values will be influence on turnover intention among Generation Y employees.

Research Framework

Below is the research framework for this study. There are three variables which are perceived work environment, perceived work values, and turnover intention among the subject of this study which is Generation Y. As illustrated below, there are 10 dimensions under perceived work environment and 9 dimensions under perceived work values that might have significant relationship with turnover intention among Generation Y or echo boomers. 10 dimensions under perceived work environment are recognition, work itself, opportunities for promotion, professional advancement, responsibility, good feeling towards organization, clarity of mission, relationship with co-workers, effective supervisors, and lastly is presence of core values. Meanwhile, 9 dimensions under perceived work values are ambition, social level, optimism, variety-seeking, motivation, financial, internet and social media, and lastly is flexibility. The arrows shows the relationship between these two variable of each dimensions towards turnover intention among echo boomers at workplace or organization.
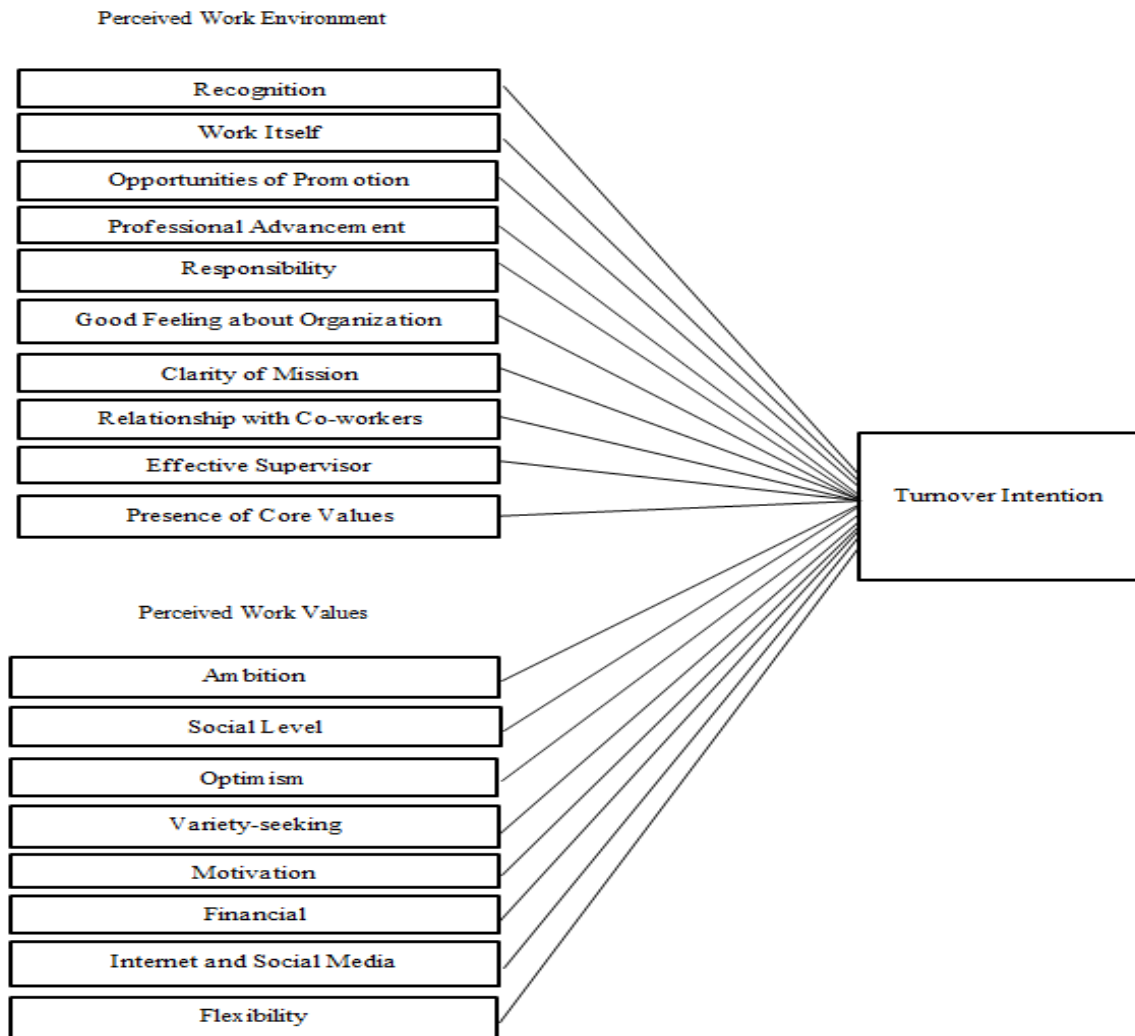
Perceived Work Environment

Recognition
Work Itself
Opportunities of Promotion
Professional Advancement
Responsibility
Good Feeling about Organization
Clarity of Mission
Relationship with Co-workers
Effective Supervisor
Presence of Core Values

Turnover Intention

Perceived Work Values

Ambition
Social Level
Optimism
Variety-seeking
Motivation
Financial
Internet and Social Media
Flexibility

Figure 1.0 Research Framework

The discussion leads to the following hypotheses:

a) Perceived Work Environment and Turnover Intention

H1: There is positive and significant relationship between recognition and turnover intention.

H2: There is positive and significant relationship between work itself and turnover intention

H3: There is positive and significant relationship between opportunities for promotion and turnover intention

H4: There is positive and significant relationship between professional advancement opportunities and turnover intention

H5: There is positive and significant relationship between responsibility and turnover intention

H6: There is positive and significant relationship between good feelings about organization and turnover intention

H7: There is positive and significant relationship between clarity of mission and turnover intention

H8: There is positive and significant relationship between relationship with co-workers and turnover intention

H9: There is positive and significant relationship between effective supervisor and turnover intention

H10: There is positive and significant relationship between presence of core values and turnover intention

b) Perceived Work Values and Turnover Intention

H11: There is positive and significant relationship between ambition and turnover intention

H12: There is positive and significant relationship between social level and turnover intention

H13: There is positive and significant relationship between optimism and turnover intention

H14: There is positive and significant relationship between variety-seeking and turnover intention

H15: There is positive and significant relationship between motivation and turnover intention

H16: There is positive and significant relationship between finance and turnover intention

H17: There is positive and significant relationship between internet and social media and turnover intention

H18: There is positive and significant relationship between flexibility and turnover intention.

METHODOLOGY

Data Collection

The purpose of conducting this study is to conduct causal research that involves hypothesis testing. In this study, the researcher identified the cause-and-effect relationship between perceived work environment, perceived work value, turnover intention among the Generation Y. Data were collected by using survey which is questionnaire and it was distributed to the respondents at the headquarters of the surveyed company in Sri Damansara, Kuala Lumpur, Malaysia. In addition, there was a minimal interference since data were collected quantitatively.

For the study setting, the researcher has used a non-contrived setting as it was carried out in the natural environment and not in an artificial setting. Besides, as for the unit of analysis, the researcher has decided to analyze the respondents individually. The researcher has chosen the employees of the surveyed company at the headquarters the population for this research topic. The population of this study is around 2,300 employees. The researchers have decided to choose 80 respondents among 2,293 of employees at the headquarters of the surveyed company from various departments. A cross-sectional study was used to investigate the variables since the data gathered from the respondents just once.

Instrument and Measurement

For perceived work environment, it was measured by using the questionnaire adopted from [9][10]. For perceived work values, it was measured by using the questionnaire adopted from [12]. Meanwhile for turnover intention it was measured by using the questionnaire adopted from Mobley, Horner, and Hollingsworth [16]. Based on Table 1.0, the scale that is used for both of the measurement is Likert Scale, which ranges from 1-5, of which scale 1 indicates strong disagreement and scale 5 indicates strong agreement.

Table 1.0: Instrument and Measurement

Perceived Work Environment [9][10]

Recognition
1. My contributions are valued by the members of my unit/department.
2. I am satisfied with the received recognition or praise for doing good work
3. In my unit/department, I always get appropriate recognition when I have done something extraordinary.

Work Itself
4. I enjoy my job.
5. My job is interesting.
6. My job gives me a sense of accomplishment.
7. The work I do is very important for my unit/department and the organization as a whole.

Opportunities for Promotion
8. Opportunities for promotion within the organization.
9. I know what is requested from me in order to get promoted within the organization.
10. Information about job vacancies within the organization is readily available.

Professional Advancement Opportunities
11. My unit/department offers the appropriate training or education that I need to prosper in my job.
12. I have received the necessary training to do my job well.
13. I have already had the opportunity at work to learn and grow.
14. There is someone at work who encourages my development.
15. My supervisor points out the training or education that I need to grow in my job.

Responsibility
16. I have control over how I do my work.
17. My opinion counts at work.
18. The physical environment allows me to do my job.
19. I possess necessary resources, tools or equipment to do my job.

Good Feelings about Organization
20. I feel a strong sense of belonging to the organization.
21. I have a strong commitment to the organization.
22. I am proud to work for the organization.

Clarity of Mission
23. I understand how my work supports the mission of my unit/department and the organization as a whole and it is at complete service to the citizens.
24. I know what is expected of me at work.
25. The goals of my unit/department and the organization as a whole are clear to me.

Relationship with Co-workers
26. I respect my co-workers and I trust them.
27. I am consistently treated with respect by my co-workers.
28. I can count on my co-workers to help me out when needed.
29. My co-workers and I work as a team.
30. My unit/department collaborates effectively with other units/departments within the organization.

Effective Supervisor
31. My supervisor effectively communicates with the co-workers.
32. My supervisor is an effective decision-maker for the organization.
33. My supervisor is approachable and easy to talk to.
34. My supervisor gives me constructive feedback on my performance.
35. My supervisor considers my ideas and remarks.
36. My supervisor deals effectively with poor performance.

Presence of Core Values
37. Organization fosters values that are clear and understandable to all employees (e.g. coming to work on time, code of ethics, etc.)
38. The fulfillment of my duties and obligations is of great importance for the organization as a whole.

Perceived Work Values [12]
Ambition
1. I like to be challenged.
2. I am ambitious when it comes to my career.

Social Level
3. I prefer to work in a team.
4. I prefer to work individually.
5. My social contacts are important to me.

Optimism
6. In uncertain times, I usually expect the best.
7. If something can go wrong for me, it will.
8. I am always optimistic about my future.
9. I rarely count on good things happening to me.
10. I hardly ever expect things to go my way.
11. Overall, I expect more good things to happen to me than bad.

Variety-seeking
12. I like to get new tasks.
13. I like to try new things.

Motivation
14. Being given responsibility is important to me.
15. I do not mind working longer hours when this is required of me.
16. Job security is an important factor when choosing an employer.
17. A good working environment is important to me.
18. I find it important to get promoted over the course of time.
19. Training and development activities have a motivational effect on me.

Financial
20. Monetary rewards are important to me.
21. Non-monetary rewards are important to me.

Internet and Social Media
22. Social media plays an important role in my personal life.
23. Social media plays an important role in my professional life.
24. The Internet plays an important role in my personal life.
25. The Internet plays an important role in my professional life.

Flexibility
26. Flexibility plays a big role in my satisfaction with my job.
27. Guidance from my supervisor is very important to me.

Turnover Intention [17]
1. I often think about quitting my present job.
2. I will probably look for a new job in the next year.
3. It is likely that I will actively look for a new job next year.
4. I often think of changing my job.

FINDINGS AND DISCUSSION

Table 2.1 shows the mean ranking between variables and dimensions. The first rank is motivation at the mean value of 4.37, followed by presence of core values and work itself (4.35). The last rank is turnover intention which at value of 2.49.

Table 2.1: Mean Ranking

Variable/Dimension	Mean	Rank
Perceived Work Environment		
i) Recognition	3.91	15
ii) Work Itself	4.37	2
iii) Opportunities for Promotions	3.50	18
iv) Professional Advancement Opportunities	3.81	17
v) Responsibility	4.04	12
vi) Good Feelings about Organization	4.18	8
vii) Clarity of Mission	4.23	7
viii) Relationship with Co-workers	4.35	3
ix) Effective Supervisor	4.08	9
x) Presence of Core Values	4.34	4
Perceived Work Values		
i) Ambition	4.07	10
ii) Social	3.90	16
iii) Optimistic	3.94	14
iv) Variety	4.23	6
v) Motivation	4.37	1
vi) Finance	4.06	11
vii) Internet and Social Media	3.97	13
viii) Flexibility	4.25	5
Turnover Intention	2.62	19

Table 2.2: Descriptive Analysis for Demographic

The table above shows the mean ranking between three variables and its dimensions. First mean ranking is variety under perceived work values (4.37), followed with work itself (4.37) and relationship with co-workers (4.35) under perceived work environment. The last ranking is turnover intention with the value 2.62.

Table 2.2: Descriptive Analysis for Demographic

Demographic	Frequency	Percentage (%)
Gender		
Male	25	31.3
Female	55	68.8
Age		
18 – 23 years old	4	5.0
24 – 30 years old	20	25.0
31 – 37 years old	56	70.0
Employee Position		
Clerk	19	23.8
Assistant Officer	10	12.5
Officer	11	13.8
Assistant Executive	2	2.5
Executive	28	35.0
Programmer	4	5.0
Assistant Manager	3	3.8
Manager	1	1.3
Personal Assistant	2	2.5
Marital Status		
Single	22	27.5
Married	58	72.5
Highest Educational Background		
Master	13	16.3
Bachelor Degree	29	36.3
Diploma	15	18.8
STPM/Certificate	14	17.5
SPM	9	11.3
Number of years worked in current organization		
Less than 5 years	28	35.0
5 – 9 years	46	57.5
10 – 14 years	6	7.5
Experience in current position		
Less than 5 years	28	35.0
5 – 9 years	41	51.3
10 – 14 years	9	11.3
15 – 20 years	2	2.5
Monthly Gross Income		
Below RM 2000	12	15.0
RM 2000 – RM 3999	47	58.8
RM 4000 – RM 5999	21	26.3

The researcher distributed 150 set of questionnaires in the participating company and only 80 sets were returned. The response rate is 53% and all of the respondents answered every question in the questionnaire. Table 2.2 shows the detail analysis on respondents demographic. Descriptive analysis for demographic or demographic profile is explained in Table 2.1. About 25 (31.3%) male and 55 (68.8%) female respondents had answered the questionnaire from 12 departments.

Table 2.3: Reliability Analysis

Variable	Value	Item	Mean	Std Dev
Perceived Work Environment				
i) Recognition	0.806	3	3.91	0.57
ii) Work Itself	0.819	4	4.37	0.55
iii) Opportunities for Promotions	0.894	3	3.50	0.88
iv) Professional Advancement Opportunities	0.907	5	3.81	0.73
v) Responsibility	0.812	4	4.04	0.55
vi) Good Feelings about Organization	0.810	3	4.18	0.60
vii) Clarity of Mission	0.857	3	4.23	0.59
viii) Relationship with Co-workers	0.873	5	4.35	0.52
ix) Effective Supervisor	0.961	6	4.08	0.72
x) Presence of Core Values	0.753	2	4.34	0.60
Perceived Work Values				
i) Ambition	0.787	2	4.07	0.62
ii) Social	0.755	3	3.90	0.48
iii) Optimism	0.653	6	3.94	0.46
iv) Variety	0.865	2	4.23	0.60
v) Motivation	0.790	6	4.37	0.51
vi) Finance	0.748	2	4.06	0.88
vii) Internet and Social Media	0.796	4	3.97	0.68
viii) Flexibility				
	0.633	2	4.25	0.56
Turnover Intention	0.940	4	2.62	0.97

Cronbach's alpha for recognition under perceived work environment variable is 0.806. It indicates that the value is reliable. Followed with work itself (0.819) which it considered as good reliability, opportunities for promotions (0.8794), professional advancement opportunities (0.907), responsibility (0.812), good feelings about organization (0.810), clarity of mission (0.857), relationship with co-workers (0.873), effective supervisor (0.961) that can be considered as excellent reliability, and presence of core values (0.753).

Next for perceived work values that has eight dimensions. The Cronbach's alpha value of first dimension is 0.787 which is considered reliable, social (0.755) and optimism (0.653) that are also reliable, variety (0.865) and motivation (0.790) have good reliability, followed with finance (0.748), internet and social media (0.796), and flexibility (0.633). Lastly is turnover intention. It shows that for this variable, the cronbach's alpha value is 0.940 with four items that indicates for excellent reliability of the data.

Based on the Table 2.4, there are three variables with 18 dimensions used to investigate the association between each variable. For first dimension under perceived work environment which is recognition, there is low positive correlation between work itself and recognition because the p-value is 0.385. If the level of work itself increases, the recognition level also increases. The correlation is significant at the 0.01 level. Second, there is positively moderate correlation between promotion and recognition because of the p-value is 0.563. If there is lack of opportunity of promotion in the organization, the level of recognition also will be decline. The correlation is significant at the 0.01 level.

While advancement and recognition also have positive moderate correlation (p = 0.630) which is substantial relationship. It has a significant relationship at the 0.01 level. Next is the correlation between effective supervisor and responsibility among employees. There is positively moderate correlation between these dimensions because of the p-value is 0.554. If the supervisor being effective, it will increases sense of responsibility among employees. For motivation and ambition under perceived work values, it has a positively moderate correlation because the p-value is 0.506. If employees feel highly motivated in the valuing their work, they tend to have higher ambition to move further. The optimism and social level also have a substantial relationship or also known as moderate correlation (p = 0.656) and significant at the level 0.01.

Table 2.4: Pearson's Correlation Analysis

Table 2.4: Pearson's Correlation Analysis

	Recognition	Work Itself	Promotion	Advancement	Responsibility	Good Feelings	Mission Clarity	Relationship	Supervisor	Core Values	Ambition	Social Level	Optimism	Motivation	Financial	Variety	Internet	Flexibility	Turnover
Recognition	**0.806**																		
Work Itself	.385**	**0.819**																	
Promotion	.563**	.643**	**0.894**																
Advancement	.630**	.571**	.735**	**0.907**															
Responsibility	.429**	648**	.469**	.564**	**0.812**														
Good Feelings	.548**	.725**	.582**	.629**	.657**	**0.810**													
Mission	.414**	.633**	.512**	.513**	.806**	.706**	**0.857**												
Relationship	.437**	.443**	.344**	.433**	.676**	.670**	.717**	**0.873**											
Supervisor	.303**	.361**	.354**	.425**	.554**	.587**	.535**	.718**	**0.961**										
Core Values	.204	.591**	.413**	.310**	.548**	.671**	.665**	.658**	.728**	**0.753**									
Ambition	.232*	.371**	.358**	.278*	.331**	.652**	.537**	.618**	.477**	.691**	**0.787**								
Social Level	.254*	.190	.206	.239*	.353**	.402**	.289**	.554**	.485**	.497**	.543**	**0.755**							
Optimism	.453**	.396**	.284*	.353**	.597**	.578**	.399**	.567**	.504**	.529**	.472**	.656**	**0.653**						
Motivation	.314**	.535**	.240*	.239*	.477**	.432**	.473**	.568**	.330**	.508**	.506**	.505**	.483**	**0.790**					
Financial	.293**	.170	-.038	.003	.267*	.283*	.253*	.348**	.198	.177	.103	.203	.288**	.325**	**0.748**				
Variety	.287*	.643**	.458**	.344**	.478**	.663**	.477**	.534**	.490**	.627**	.625**	.361**	.498**	.395**	.125	**0.865**			
Internet	.187	.248*	.146	.138	.299**	.179	.367**	.239*	.099	.331**	.157	.078	.248**	.518**	.315**	-.032	**0.796**		
Flexibility	.259*	.370**	.239*	.369**	.520**	.564**	.467**	.629**	.484**	.400**	.452**	.644**	.509**	.650**	.510**	.241**	.313**	**0.633**	
Turnover Intention	-.145	-.266*	-.328**	-.321**	-.252*	-.121	-.165	.068	.102	-.009	.164	.149	-.029	-.097	.235*	-.073	-.374**	.078	**0.940**

Note** Correlation is significant at the 0.01 level (2-tailed). Cronbach's alpha is in bold.

However, there is only positively low correlation or in other words, have definite but small relationship between social level and professional advancement opportunities (p = 0.239). However, it has a significant relationship at the 0.01 level. If the social level is increases, the opportunities for professional advancement also increase. Meanwhile, for turnover intention variable, the correlation with financial is positively low correlation (p = 235) which when the employees does not given an appropriate monetary or non-monetary rewards, the turnover intention would be increases. The correlation is significant at the 0.02 level. Lastly, there is different direction between turnover intention and responsibility (p = -.252). If responsibility increases, it will decrease level of turnover intention among employees. It has a significant relationship at the level 0.01.

Table 2.5: Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.023	1.037		1.951	.054
Recognition	.830	.279	.456	2.976	.004
Work itself	.557	.338	.286	1.646	.104
Promotion	-.467	.177	-.372	-2.638	.010
Advancement	-.150	.236	-.102	-.635	.527
Responsibility	-.517	.270	-.291	-1.918	.059
Good feelings	-1.170	.376	-.653	-3.114	.003
Mission	-.121	.282	-.067	-.430	.668
Relationship	.205	.328	.106	.624	.534
Supervisor	.153	.214	.106	.713	.478
Core values	.308	.336	.172	.915	.363
Ambition	.772	.245	.485	3.153	.002
Social	-.012	.282	-.006	-.043	.966
Optimism	-.400	.280	-.174	-1.429	.157
Variety	.131	.219	.081	.601	.601
Motivation	-.956	.309	-.486	-3.099	.003
Finance	.206	.147	.168	1.406	.163
Internet	-.297	.156	-.209	-1.904	.060
Flexibility	.964	.306	.538	3.152	.002
R²			0.597		
F-value			5.001		
Sig			0.000		

a. Dependent Variable: Turnover Intention

The R^2 of 0.597 implies that all the independent variables explain 59.7% of the variance in dependent variable. 40.3% of the variance in the dependent variable is not explained by the independent variables in this study. Meanwhile, F-value is significant based on the value of 0.000 as stated in the table above. Thus, all independent variables significantly explained dependent variable.

The result for recognition dimension under perceived work environment is 0.004 (0.4%), which is below the 5% significant level. Therefore, recognition is significant and it explains that recognition is positively related with turnover intention. The dimension work itself is not significant. This is because the p-value is 0.104 (10.4%), which is above the 5% significant level. Therefore, it explains that work itself is not related with dependent variable. For clarity of mission (0.668), relationship with co-workers (0.534), effective supervisor (0.478), and presence of core value (0.363), all of these four dimensions are not related with turnover intention because it is above 5% significant level.

For unstandardized beta coefficients, it is the value of regression equation function for predicting dependent variable from the independent variable. For example based on the table 4.24 above, *turnover intention = 2.023 + 0.830 recognition + 0.557 work itself – 0.467 promotion opportunities – 0.150 professional advancement opportunities – 0.517 responsibility – 1.170 good feelings – 0.121 mission clarity + 0.205 relationship with co-workers + 0.153 effective supervisor + 0.308 core values + 0.772 ambition - 0.012 social level – 0.400 optimism + 0.131 variety – .956 motivation + 0.206 finance – 0.297 internet and social media + .964 flexibility.*

For each one-unit increase in recognition, turnover intention will increase by 0.830 units with holding other independent variable constant. For standardized beta coefficients, the beta uses a standard unit that is the same for all variables in the equation. It tells the same thing as unstandardized beta value but it expressed as standard deviation. For example, as recognition increase by one standard deviation, turnover intention increases by 0.456. The strongest based on the table above would be flexibility with a 0.538 beta weight. The second would be ambition with a beta weight of 0.485.

RECOMMENDATION AND CONCLUSION

Based on the findings, the researcher would like to suggest the company to get to know their employees especially millennial. It could be done through having activities together for example, family day, a mini gathering between units with the supervisor, and others. This could be a platform for the organization to listen the voice of their employees regardless the age and position that they held. Millennial especially wants their voice to be heard. Next, the company should have strategic retention strategies in order to retain the best employees. Lastly by providing comfortable and harmonious work environment through developing good practices among employees in organization.

The study has a small sample size, only 80 respondents due to lack of time. Hence the results are not really accurate. Therefore, the researcher could expand the size of sample in future so that the study's findings will be more accurate and reliable. Besides, the researcher could explore any other factors for this study that might highly contribute to turnover intention since the R2 value is 59.7% that is quite high.

This research was apparently a combination of one study to other study. This is because there are no research studying both impacts of perceived work environment and perceived work values variables towards turnover intention among millennial specifically in microcredit organization. Therefore, the researcher had identified these two variables with help of advisor and numerous literature readings in order to find out which variables and dimensions specifically give influence on the dependent variable chosen. Based on the result that had been run, flexibility and motivation are the most influencing factors in turnover intention followed by recognition, good feelings about organization, ambition, and lastly opportunities for promotion.

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