

# Analisis turnover intention talenta milenial di industri manufaktur di Indonesia: sebuah pendekatan SEM (Structural Equation Modelling) = Analysis of turnover intention of millennial talents in Indonesian manufacturing industries: a SEM (Structural Equation Modelling) based approach

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## Abstrak

Generasi milenial Indonesia berjumlah 33,75% dari populasi Indonesia sehingga mendominasi jumlah tenaga kerja di Indonesia. Hal ini menjadi tantangan sekaligus kesempatan tersendiri bagi industri manufaktur untuk mengelola talenta milenial berkompotensi sebagai sumber daya manusia yang utama. Pemerintah terus mendorong tumbuhnya industri manufaktur karena menjadi penyumbang 20,27% perekonomian skala nasional menghadapi tantangan tersendiri untuk membuat talenta milenial betah berkarir di industri ini karena di manufaktur turnover rate dapat mencapai 10-20% per tahun. Penelitian ini bertujuan untuk melakukan analisis terhadap faktor-faktor yang dapat mempengaruhi turnover intention talenta milenial yang bekerja di industri manufaktur di Indonesia dengan menggunakan pendekatan SEM-PLS. Berdasarkan data yang telah diolah dan dianalisis dari 115 responden ditemukan bahwa faktor pengembangan kompetensi, work life balance, meaningful work berpengaruh signifikan positif terhadap kepuasan karyawan dan hal ini dapat menurunkan turnover intention. Sedangkan, faktor kompensasi dan <em>benefits tidak berpengaruh signifikan terhadap kepuasan karyawan dan turnover intention. Berdasarkan faktor-faktor yang signifikan, hasil semi structured interview dengan ahli sumber daya manusia yang memahami talenta milenial merekomendasikan beberapa program, yaitu mentoring, knowledge sharing, partisipasi dalam kegiatan volunteering dan recess day. Program <em>retention yang direkomendasikan diharapkan dapat mempertahankan talenta milenial agar tetap berkarir di industri manufaktur Indonesia. ....The millennial generation of Indonesia is 33.75% of Indonesias population it dominates the workforce in Indonesia. Managing competence talents is a challenge as well as an opportunity for the manufacturing industry. The Indonesian government always encourages the growth of the manufacturing sector because it is one of the highest contributors (20.27%) of the national economy, yet retaining competent talents in this industry is always a big problem as the turnover rate in manufacturing sector can reach 10-20% a year. This research aims to analyze the factors that can influence the turnover intention of millennial talents having a career in the manufacturing industry in Indonesia using the SEM-PLS approach. Analyzed data from 115 respondents found that the factors: competency development, work-life balance, meaningful work have a significant positive effect on employee satisfaction and this employee satisfaction can reduce their turnover intention. Mean while, the compensation and benefits factors do not significantly influence employee satisfaction and turnover intention. Then, a semi-structured interview was conducted with human resource experts who understand millennial talents and resulted in some program recommendations includes mentoring programs, knowledge sharing, participation in volunteering and recess day activities. The recommended retention program is expected to maintain millennial talents to pursue a career in the Indonesian manufacturing industry.