

A paradox: employee development and intention to turnover

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ABSTRACT

Employee development program aims to strengthen talents and as an optimal retention program. Development program which is not followed by interesting career development opportunities can be occurred turn over intentions. Employability Paradox is an employee development program which brings increasing turn over intentions risk. This paradox occurs if employee who gets improvement on their competency does not have good career opportunity in organizations. The objectives of this study examines internal and external employability as of mediating the relationship between human resource development with turn over intentions. The relationship between perceived internal and external employability with turn over intentions is moderated by Job autonomy. This study is a quantitative study by distributing questionnaires to 108 employees of beauty services companies in Surabaya. The result of this study is that employee development has no direct effect on turnover intentions, perceived internal and external employability fully mediates employee development related to turn over intentions. Job autonomy strengthens the perceived internal employability relationship with turnover intentions and job autonomy lowered the perceived external employability relationship with the turnover intention.

ABSTRAK

Program pengembangan karyawan bertujuan memperkuat talent yang ada juga sebagai program retensi yang optimal. Program pengembangan yang tidak diikuti dengan kesempatan pengembangan karier akan membuat timbulnya turn over intensi. Employability Paradox adalah pengembangan karyawan yang membawa konsekuensi resiko pada peningkatan intensi turnover karyawan. Paradox ini muncul apabila karyawan yang mendapatkan peningkatan kompetensi tidak mendapatkan kesempatan karier yang baik dalam organisasi. Tujuan studi ini menguji internal dan external employability sebagai mediasi hubungan antara pengembangan karyawan dengan intensi turn over. Hubungan antara perceived internal dan eksternal employability dengan intensi turnover dimoderasi oleh Job autonomy. Studi ini adalah kuantitatif studi dengan menyebarkan kuisioner pada 108 karyawan perusahaan jasa kecantikan di Surabaya. Hasil studi ini adalah pengembangan karyawan tidak berpengaruh langsung pada intensi turnover, perceived internal dan external employability memediasi secara penuh hubungan pengembangan karyawan dengan intensi turn over. Job autonomy memperkuat hubungan perceived internal employability dengan intensi turnover dan job autonomy memperlemah hubungan perceived external employability dengan intensi turnover.

1. INTRODUCTION

Any organization is demanded to always develop their staff's knowledge and skills so that this organization can get their competitive advantage. The staff development is referred to the degree of their staff knowledge and skills for both present and future position (Hall 1996).

For that reason, the organization creates the program of staff development is for attracting and keeping them to stay with the organization (Aggarwal & Bhargava 2009). Recent phenomenon, staff have become one of the human resource attention because they require them to have up-to-date knowledge and skills

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for the organization (Lazarova & Taylor 2009; Lee & Bruvold 2003). By developing the staff, the organization can increase their performance and create their competitive advantage. As referred to a study by Benson, Finegold, & Mohrman (2004), they stated that human capital investment could decrease turnover intention. The human resource development (HRD) also affects the staff's attitude and behavior (Muse & Stamper 2007). Therefore, the employee development investment contributes to the positive behavior of employees to stay with the company and strengthen the desire to work harder to contribute to the company. (Lee & Bruvold 2003). In fact, employees who have competencies do not guarantee that they will continue their career in the organization. Organizations that have provided development opportunities to their employees can be said that they open the way for employees to move to other companies (Baruch 2001 ; Van Buren III 2003). Koster, de Grip, & Fouarge (2011) stated that the development of employees can also pose a risk to the organization because it can cause turnover> therefore, it is disadvantage because the company has not benefited from the investment that they have spent.

However, there are also studies that emphasize the negative aspects of development programs carried out by the organization, for example reducing employee disloyalty in the organization (de Cuyper & de Witte 2011). In this case, there are two perspectives of employee development that can produce a dilemma of whether the development of employees brings benefits or losses to the organization. This dilemma is called management paradox, or employability paradox (de Cuyper & de Witte 2011).

Forrier & Sels (2005) argued that perceived employability is the employee's perception of being available job opportunities both internally and externally. Perceived internal employability or job opportunities are available within the organization by respecting employee competencies. Yet, the perceived external employability of employment opportunities is also available outside the organization.

According of Nelissen, Forrier, & Verbruggen (2017), the idea of employability paradox is the condition when the development of human resources received by employees raises opportunities in the labor market, making the employees have a desire to leave the company. increasin the turnover intention,

and that is the real risk of turnover. Perceived external employability or perceived labor market opportunities are employees' beliefs about how easy for them to get a job in the labor market (Rothwell & Arnold 2007).

It is therefore, important for the organization to manage the employee development. For example, they can manage the employability paradox by offering retention programs that compel the competent employees not to leave. Employee development programs can be done through such as training, job enrichment (Birdi, Allan, & Warr 1997), career development (Aggarwal & Bhargava 2009) alignment of rewards and remuneration with employee competencies towards the rewards and remuneration with their competencies (Hiltrop 1995). All these can be used to maintain competent employees.

Perceived internal employability refers to employee mobility intentions to move laterally in different departments within the organization or move for promotion according based on their competency improvement. Employees who have got opportunity for competency development can have their better knowledge and skills. These can increase and they are reasonable in getting mobility intentions in the organization. The perceived internal employability can be used as an employee retention program so that it will reduce employee turnover. In addition, an employability paradox will occur if it is perceived that internal employability is considered by employees to be unsatisfactory. In this occasion, they can improve their perceived external employability and can affect turnover intentions.

In 2014, there was an increase in turnover from all industries in Indonesia tolled to 8.8%, from January to October alone reaching 8.4%. Based on a survey conducted by Mercer, Indonesia will experience a talent deficit in 2020, because there will be a gap between demand and supply of talent in the middle management position. The survey conducted by Mercer Consulting showed that the trigger for 54% of employees to change jobs was to see a retention program, namely how the company tried to maintain their employees, remuneration, and a clear career path in the company. Organizations need to apply the practice of human resources related to employee careers if they want to retain qualified employees (Huselid 2018). Employee development practices will improve the relationship between employees and the

organization as a basis for developing their employee attitudes and behavior (Galunic & Anderson 2003).

The development of the beauty-product market in East Java is fast. In Surabaya, it is also growing rapidly. From the data of the Department of Trade and Industry (Disperindag) of Surabaya in 2015, there were around 325 beauty-product businesses. This development is currently even booming. The rapid development of beauty clinics in Surabaya has led to high turnover for experts in the business. Some beauty clinics that have developed programs to improve employee competencies face para-dox employability.

This study in beauty clinic services that have branches spread throughout Indonesia, consisting of 9 branches and 11 partnerships. These 9 branches are owned and managed directly by the central management with 200 employees. The company is much concerned about the employees' development because, in Surabaya, the competition is much tight in getting the customers. Development activities such as training to increase expertise both on the job and off the job have been given to employees. Job rotation is also done so that employees do not get bored in one branch. This promotes or attends beauty seminars abroad. Creativity for the development program does not make some competent employees stay in the company but those who have received development programs actually opt out of the company.

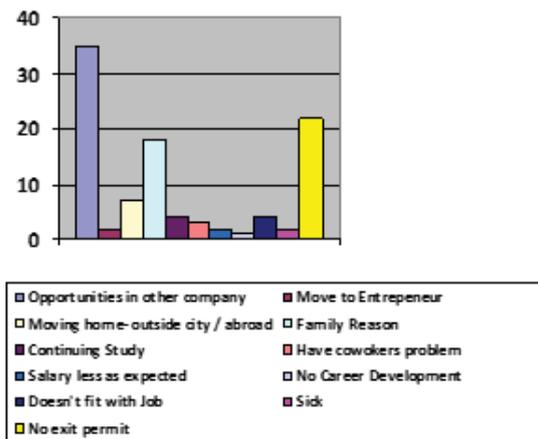


Figure 1

The Reasons Employees to Resign

Source: Annual Report (2015, 2016, 2017)

In Figure 1, there are several reasons why employees decided to leave the company. The highest is 35% that indicates that employees

leave because of opportunities they can get in other companies. This is interesting to study further, actually what makes employees have a high turnover intention, even though the company has provided them with their competency development in accordance with their needs. The purpose of this study is to analyze the effect of employee development on turn over intention, perceived internal, and external employability as mediation. The job autonomy is as a moderation function on the relationship between perceived external and internal employability and turnover intention.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

Employee Development

The purpose of the employee development program is to increase the employees' competency and expertise so that they are more productive. For that reason, organizations have to invest their human capital in the form of employee development activities. When doing so, they signal their respect towards the employee contributions and concern for their career needs. Employees are expected to contribute positively by performing obligations according to organizational expectation. Aguinis (2009), stating the purpose of employee development is to encourage continuous learning, improved performance, and personal growth. Aguinis (2009) also explained the types of development programs given by the organization to employees, among others: On the job training, Courses, Self-Guided, Mentoring, attending conferences, school opportunities, work rotations, temporary assignments and membership or leadership roles in trade or professional organizations.

Perceived Employability

Employability is the ability to be employed in accordance with the employees' competencies (Berntson, Sverke, & Marklund 2006). Yet, employability according to Fugate, Kinicki, & Ashforth (2004), is a psycho-social construct that is manifested by individual characteristics such as being adaptive and always try to perform well. Another opinion explains that employability is easily for the employees to get the jobs according to their abilities. These capabilities are such as individual knowledge about skills, knowledge of the labor market, and adaptability (Rothwell & Arnold 2007; van Dam 2004). Employees who believe in having high employability, they believe that they will

have the opportunity to get a good career. Proponents of the idea of employability argue that there is an interaction between individual and contextual factors because people consider individual abilities and contextual factors (for example, labor market conditions) into assessment when assessing their workability (de Cuyper & de Witte 2011). Job opportunities can be felt by the employees in the workplace of the organizations (i.e. internal, or perceived internal employability) or with other companies (ie external, perceived external employability).

Dimension of Self perceived employability

The dimension of self perceived employability developed by Rothwell & Arnold (2007), is that it is self-perceived employability based on personal attributes and job attributes. It is both from internal and external employability. Internal employability is the individuals who will evaluate that their abilities and competencies are valued by the company such as the company provides jobs in accordance with their competencies and benefits. It can be assessed by the individual appropriateness that they are to be maintained, they have the opportunity to get a promotion and a good career path. Also, their colleagues can help them with their work. The external employability is a self-evaluation of their own abilities and competencies as well as the experience so that they feel being worthily accepted in a new company.

Turnover

Griffeth, Hom, & Gaertner (2000) argues that intention to turnover is the extent to which individuals desire to leave their current workplace, and they have evaluated the impact that would arise if they truly leave their current workplace. Next, W. H. Mobley (1977) stated that employee turnover is whenever there is a desire not to continue work and they begin with the intention not to continue working and actively seek other employment alternatives. W. H. Mobley (1977) also argued that there are two things that encourage the desire to stop working, namely: the intention to find a new job and the desire to leave the organization. there are two factors that encourage the desire to stop working, namely: the intention to find a new job and the desire to leave the organization.

Job Autonomy

Job autonomy refers to a person's freedom to carry out tasks and determine how to carry

out these tasks. In addition, job autonomy is associated with achieving basic human needs in work situations (Bakker & Demerouti 2007). It is also the individuals' freedom to choose ways or actions for starting and carrying out the tasks in a job (Zhang & Bartol 2010). According to Hackman & Oldham (1976), job autonomy is defined as the degree to which work provides substantial freedom, independence, and wisdom in scheduling work and in determining what procedures should be used in its implementation. In the general form, job autonomy is a perception in a person that will affect employees in the authority to start doing, and complete tasks. Briefly, job autonomy can be concluded as the degree to which an employee can have the power to do his job.

Employee Development towards Perceived External Employability

It has been noted that Human Resource development (HRD) can increase employee opportunities in the labor market (McQuaid & Lindsay 2005; Nelissen et al. 2017). It is evident that several types of HR development can improve perceived external employability because the results of development activities carried out can be as employee resumes to find employment in the labor market. In addition, the HR development activities are also a strong sign of valuable employee characteristics, abilities and competencies, such as how trained the employee is, how his talents have been promoted, and their potential for career advancement and work flexibility. For that reason, the research hypothesis can be stated as the following.

H1: Employee development affects positively the perceived external employability

Employee Development toward Perceived Internal Employability

HR development is also expected to have a positive effect the organization because it can increase labor flexibility, improve performance, and create competitive advantages. HRD practices will influence the attitudes and behavior of employees, and will reduce the employee's intention to leave the organization (Benson et al. 2004; Edgar & Geare 2005; Guest 2002; Muse & Stampller 2007). The HR development activities, existentially, can improve the employees' perception towards alternative jobs in the existing internal labor market. A previous research shows an evidence by participating in development activities, the

employees feel appreciated.

The employees interpret their being involved in the activities as a sign that the organization respects and cares for their workability. This employee development investment contributes to the creation of positive perceptions of employees towards the organization so that employees will commit and strengthen the desire to work harder to contribute to the company. (Lee & Bruvold 2003). For that reason, HR development can signal to employees that management believes in their competencies and is committed to providing the knowledge and skills needed by employees so that they can still be employed (Tremblay & Roger 2004; Wang & Netemeyer 2002). Thus, employees associate all development activities as an expression of appreciation, investment and recognition by the organization. All of the above can strengthen employees' confidence that they want long-term employment relationships (Kuvaas 2008), and therefore they can improve perceived internal employability. The hypothesis can be stated as follows:

H2: *Employee development affects positively the perceived internal employability*

Perceived External Employability toward Turnover Intention

There are many models theoretically from turnover that relate the employees' perception with job alternatives towards the intention to turnover. B. & March (2006), stated that perceived ease of movement is a number of job alternatives outside the companies the employees fell and a good aspect to shape up their cognition of their turnover. Also, William H. Mobley, Griffeth, Hand, & Meglino (1979) argued that perceived job alternatives (i.e. perceived probability of finding acceptable employment alternatives) can lead to the employees' desire to leave the organization because they feel they have competence and other job alternatives in the external labor market. The hypothesis as based on the arguments above can be stated as follows:

H3: *Perceived external employability berpengaruh positif terhadap turnover intention*

Perceived Internal Employability toward Turnover Intention

Some researchers with their studies on turnover stated that perceived internal employability could reduce the intention of employees to leave their company (Steel & Landon 2010).

The employees who feel there are opportunities outside their organizations tend to associate a greater risk or greater sacrifice when leaving the organization. Therefore, they feel less interest in leaving the company (de Cuyper & de Witte 2011). Nelissen et al. (2017) also stated when employees have the impression that their organization offers opportunities for future progress, they may respond reciprocally by increasing loyalty. From this, the hypothesis can be stated as the following:

H4: *Perceived internal employability affects negatively the turnover intention*

Employee Development toward Turnover Intention

Opportunity to develop as provided by the company will make the employees to do the goods to their company (Rhoades & Eisenberger 2002). Maurer, Weiss, & Barbeite (2003) found that HRD can affect the company's competitive advantage, not only by developing employees into a more competent workforce, but it also can affect cost savings by reducing things such as absenteeism and turnover rates. Therefore, the hypothesis can be stated as follows.

H5: *Employee development affects negatively the intention to turnover*

Perceived External Employability as a Mediation

In this case, employee development can also be said to pose a risk to the organization because it can lead to turnover and the cost of changing labor. (Koster et al. 2011; Nelissen et al. 2017). This happens because the HR development activities are seen as a strong sign of valuable characteristics, abilities and competencies of employees, giving rise to expectations of employees in the ease of finding employment in the labor market. More importantly, HR development makes employees feel more marketable and further concerns employees' trust regarding the ease with which they can get a new job (Nelissen et al. 2017; Rothwell & Arnold 2007). Therefore, the hypothesis can be stated as follows.

H6: *Perceived external employability mediates the relationship between Employee development and turnover intention*

Perceived Internal Employability towards Employee development and Turnover Intention

Lee & Bruvold (2003) stated that by

participating in development activities, employees interpret it as a sign that company respects and cares about their work ability. The employee development investment contributes to the employees' commitment to the company and strengthens the desire to work harder for the company. On the other hand, giving employees the opportunity to participate in development activities is also a sign for employees that they have the resources and value in the organization where they work (Bednall, Sanders, & Runhaar 2014). Employees can associate all development activities as an expression of appreciation, investment and recognition by the organization. All of these things might strengthen employee confidence that employers want long-term employment relationships (Eby & Dematteo 2000; Kuvaas 2008; Lee & Bruvold 2003). AS such, they can improve perceived internal employability. Nelissen et al. (2017) stated, when employees have the impression that their organization offers opportunities for future progress, they may respond reciprocally by increasing loyalty. Therefore, the research hypothesis can be stated as follows;

H7: *Perceived internal employability mediates the relationship between Employee development and turnover intention.*

Perceived External Employability and Perceived Internal Employability on Turnover Intention with Job Autonomy as a Moderating Variable

Bakker & Demerouti (2007) stated that job resources have motivational potential that leads to optimal welfare, work engagement or satisfaction at work. One job resource provides intrinsic motivation because it can fulfill the need for independence in work is job autonomy (Schaufeli & Bakker 2004). It can also strengthen the employees' desire to remain in the organization because of the unwillingness to lose the resources they already have. Therefore, the research hypothesis: Employees can associate all development activities as an expression of appreciation, investment and recognition by the organization. All of these things might strengthen employee confidence that the company wants long-term employment relationships (Eby & Dematteo 2000; Kuvaas 2008; Lee & Bruvold 2003) so that they can improve perceived internal employability. Nelissen et al. (2017) stated, when employees have the impression that their organization

offers opportunities for future progress, they may respond reciprocally by increasing loyalty. Thus, the research hypothesis is:

H8: *Perceived internal employability mediates the relationship between Employee development and turnover intention.*

Perceived External Employability and Perceived Internal Employability on Turnover Intention with Job Autonomy as Moderating Variables

Bakker & Demerouti (2007) in his research stated that job resources have motivational potential that leads to optimal welfare, work engagement or satisfaction at work. One job resource that provides intrinsic motivation because it can fulfill the need for independence in work is job autonomy (Schaufeli & Bakker 2004). This then strengthens the desire of employees to remain in the organization because of the unwillingness to lose the resources they already have. Thus, the research hypothesis:

H9: *Job autonomy melemahkan hubungan positif antara perceived external employability dan turnover intention*

H10: *Job autonomy strengthens the relationship negatively between the perceived internal employability and turnover intention*

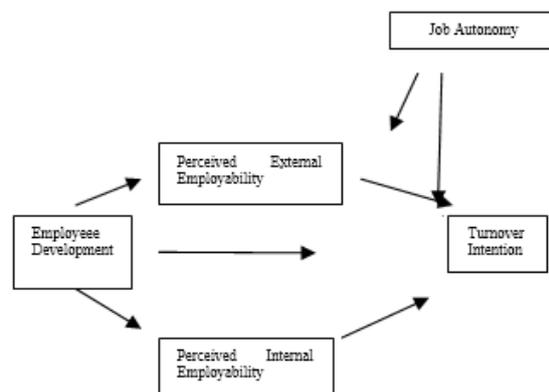


Figure 2
Conceptual Framework

3. RESEARCH METHOD

Sample

This study used a quantitative approach by distributing questionnaires to 108 beauty clinic employees in Surabaya. It chose beauty clinic staff in Surabaya because at this time the beauty clinic was a business that experienced rapid

development in Surabaya. This development was followed by the increasing number of businesses. The presence of many new business people in the field of beauty has led to increasing intense turnover of employees in business people who are old-timed.

Measurement

Employee Development is measured by using the activities provided by the company for the employees to develop their attitudes, knowledge, experience, skills, and abilities. The aim is to increase the company’s employees’ effectiveness and performance of employees. Measurement indicators are the instruments developed by (Aguinis 2009) that consists of on the job training, mentoring, participation in conferences, work rotation and temporary assignments. Perceived Employability both internally and externally is an attitude of optimism about the ability and confidence to maintain his job, or to obtain the desired new job. Measurement indicators use a measurement scale developed by (Fugate et al. 2004; Rothwell & Arnold 2007). Intention to turnover is the intent to leave the company by the employees in which the merriment was developed by Lum, Kervin, Clark, Reid, & Sirola (1998). Job autonomy is the individuals’ freedom to choose ways or actions taken to start and carry out tasks in a job. Measurement indicators are derived from the instruments developed by (Zhang & Bartol 2010).

4. DATA ANALYSIS AND DISCUSSION

On Table 1 and Table 2, it indicates that all items of the questionnaires are valid with the value of loading *factor* > 0.3. Also, all the variables are reliable with composite reliability > 8 (Ghozali 2009).

Analysis of Measurement Model (Outer Model)

Table 1
Results of Convergent Validity Test

Item	Loading Factor	Interpretation
Employees Development		
D1	0.898	Valid
D2	0.885	Valid
D3	0.693	Valid
D4	0.323	Valid
D5	0.927	Valid
Perceived External Employability		
PEE1	0.914	Valid
PEE2	0.888	Valid
PEE3	0.886	Valid
Perceived Internal Employability		
PIE1	0.827	Valid
PIE2	0.726	Valid
PIE3	0.766	Valid
Turnover Intention		
TO1	0.961	Valid
TO2	0.947	Valid
TO3	0.928	Valid
Job Autonomy		
JA1	0.997	Valid
JA2	0.748	Valid
JA3	0.725	Valid

Source: Data process

Reliability Test of the Variables

Table 2
Results of Reliability Test

Latent variables	Composite Reliability	Interpretation
<i>Employee Development</i>	0.876	Reliable
<i>Perceived External Employability</i>	0.924	Reliable
<i>Perceived Internal Employability</i>	0.835	Reliable
<i>Turnover Intention</i>	0.962	Reliable
<i>Job Autonomy</i>	0.869	Reliable

Source: Data process

Analysis of Structural Model

This study used a Structural Equation Modeling-Partial Least Square method with Smart PLS 3. SEM-PLS analysis. This could produce a model that describes the relationships between variables. The structural model is said to be good and can be used in research if it meets the criteria of R-Square and Q-Square. According to Jaya, I Gede Nyoman Mindra (2008), Structural model is said to be feasible when the *Q - Square* value is close to 1.

Table 3
Test of Model Feasibility Referred to R-Square

Variables	R2	Interpretation
R_1^2	Z1 0.857	Good
R_2^2	Z2 0.735	Good
R_3^2	Y 0.258	Fair

Source: Data process

Table 3 shows the results of the R-square structural model that have good results. Only the X model of Y which has a R-square is close to zero. Furthermore, the feasibility test of the structural model is measured by Q-square using the formula adopted from the Mindarjaya and Sumertajaya (2008) studies as follows:

$$Q^2 = 1 - ((1 - R_1^2) \times (1 - R_2^2) \times (1 - R_3^2) \times (1 - R_4^2))$$

$$Q^2 = 1 - ((1 - 0.857) \times (1 - 0.735) \times (1 - 0.258) \times (1 - 0.329))$$

$$Q^2 = 0.971882$$

Based on the results of the Q-square test, the value is 0.971882 therefore its value is close to one. Therefore, the inner model in this study is fit and can be used.

Job autonomy as a moderating variable for the relationship between perceived external employability and turnover .

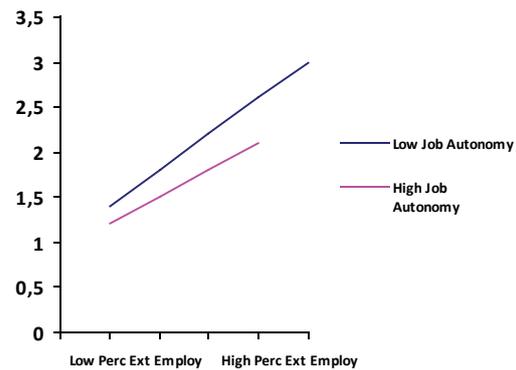


Figure 3
Variables Relationship

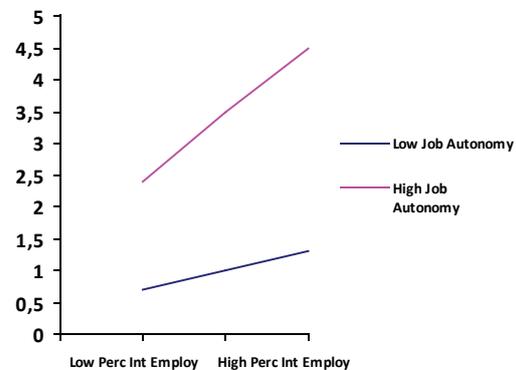


Figure 4
Relationship Between Variables

Job autonomy as a moderating variable between perceived internal , employability and turnover

Based on the test of the moderating effect in Table 4, it shows that Job autonomy weakens the relationship perceived external employability and turnover intention, while the job autonomy strengthens the relationship between perceived internal employability and intention to turnover. Based on figure 3, it can be stated that the relationship between perceived external employability and turnover

Tabel 4
The Value of Moderating Path Coefficient

Effects of Inter-variables	Path Coefficient	Standard deviation	t-computed	P	Interpretation
Z1*JA à Y	-0.102	0.050	2.018	0.044	Signifikansi memperlemah
Z2*JA à Y	0.214	0.081	2.645	0.008	Signifikansi memperkuat

Source: Data process

intention looks different that is in low job autonomy conditions with high job autonomy conditions. In low job autonomy conditions, intention to turnover has a higher sensitivity to changes in perceived external employability compared to high job autonomy conditions.

Based on Figure 4, it can be stated that the relationship between internal Perceived employability and intention to turnover looks different that is in low job autonomy conditions with high job autonomy conditions. At high job autonomy conditions, turnover intention has a higher sensitivity to changes in perceived internal employability compared to those in low job autonomy conditions. This indicates the influence of perceived internal employability on turnover intention in high job autonomy conditions greater than perceived internal employability towards turnover intention in low job autonomy conditions.

Discussion

This study examined the employability paradox. The development program given to employees could increase the intention to leave or turnover (de Cuyper & de Witte 2011). Intention to turnover was stimulated by perceived external employability while perceived internal employability as an employee retention program. The results of this study indicate that employee development program has a significant effect on perceived external employability (0, 857) compared to perceived internal employability (0.508). Furthermore, perceived external employability has a positive effect on intention to turnover. Perceived internal employability has a negative effect on turnover intention (0.175). Both perceived internal employability and external employability play a role as a full mediation of the relationship between employee development and turnover intention. Job autonomy strengthens the relationship between perceived internal employability and turn over intention. On the contrary, the relationship between perceived external employability and turn over intention was weakened by job autonomy.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

Theoretical Implication

The results of this study contribute to the literature related to employability paradoxes. First, employee development programs, namely training, temporary assignments, and

job rotation can affect internal and external employability. Therefore, the employees who get a development program will evaluate themselves marketable within the company or in the external company. The results also show that with the development program accepted by employees, the employees consider themselves more marketable outside the company, this is indicated by the greater path of influence from development on external employability (0.857) than the effect of employee development on internal employability (0.508). Both development programs have risks for the company. The effect of external employability on intention to turnover is also high (0.848) with a positive direction of direction. It means that employee development programs are at risk for intention to turnover (Benson et al. 2004). On the other hand, the effect of internal employability on turnover intentions with a negative direction means that internal employability or employee ratings of retention programs provided by the company can reduce turnover intentions.

Third is the existence of job autonom—as a form of empowerment program for employee—strengthens the negative relationship between employee development programs and turnover intentions. Therefore, the existence of an empowerment program through giving job autonomy to employees will reduce turnover levels. High job autonomy will weaken the relationship of external employability to the intention of turn over.

Practical Implication

Organizations do not have to create an employability paradox as an obstacle to employee development. They have to continue to develop attractive retention programs other than development such as training, job rotation, assignments or giving employees the opportunity to go to school. Many things can be used by organizations for other retention programs such as career paths, promotion opportunities (Donnelly 2008), job design (van Hetty Van Emmerik, Schreurs, de Cuyper, Jawahar, & Peeters 2012), and other programs. Job autonomy is a way to avoid the turnover (Zhang & Bartol 2010). The conclusion is that the development activities provided by the companies has different effects on external and internal employability. In this case, companies are required to be creative in creating employee retention programs so that they can reduce intention to turnover.

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