

Impact Of the Work Environment and Job Characteristics On Turnover Intention With Employee Engagement As Intervening Variable On Talent Millennial Generation In Indonesia

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Abstract

The current era of digital globalization has a considerable impact on the industrial sector, which can be seen from the development process of many companies in Indonesia that are changing digital globalization. The purpose of this study is to analyze the effect of work environment, job characteristics, employee engagement in the retail sector and customer product industry in Indonesia and to analyze the level of turnover intention of millennial generation talent in the retail sector and customer product industry in Indonesia, as well as to analyze the effect of employee engagement on turnover intention in the retail and customer product sectors, the effect of employee engagement on the turnover intention of millennial talent in the retail sector and customer products and the effect of the work environment and job characteristics on the turnover intention of the millennial generation in the retail sector and customer products in Indonesia. The population of this study are in the range of 21 -41 years who work in various retail and customer product sectors in Indonesia. The data analysis tool in this study used the Structural Equation Model (SEM) – AMOS. The results are the work environment positively and significantly affects the level of work engagement and negatively and significantly affects the level of turnover intention, Job characteristics positively and significantly affect the level of employee engagement and negatively and significantly affect the level of turnover intention and Employee engagement mediates the relationship of the work environment and job characteristics to turnover intention.

Keywords

Work environment, Job Characteristics, Employee Engagement, Turnover Intention, Millennial.

1. Introduction

Talent is very important for any company; they need to develop and engage in a clear and healthy corporate environment. Companies have a challenging task to retain the best talent, companies need to identify the important factors that can be reasons for a talent to make a turnover. The phenomenon of turnover gets attention because it can affect the performance of a company, with the loss of a talent, it is certain that the company will lose one of its best legs or hands. Waterworth (2019) says that the company has a problem with employee retention. More than

25% of employees are currently at high risk for turnover, which confirms the conditions that every company must face. According to Prasetyo (2020) turnover is an individual's attitude to leave the organization, while turnover describes the actual behavior of leaving the organization. Human Resource Management (HR) has a very crucial role that can be key in determining the survival of talent, the effectiveness of talent performance, and the competitiveness of a company (Noe, Hollenbeck, Gerhart & Wright, 2016). Human resources are characterized by diverse nationalities, diverse cultures with different attitudes, and perceptions that contribute to the diversity of the workforce and assist in a learning organization with innovation for the benefit of the company (Nafei, 2015). So, it is very important for every company to understand what each work talent stands for and understand the characteristics of the work talent in the company.

The company's current talent consists of several generations, there are five generations in the workforce in the company, ranging from productive ages from 15 years to 65 years. The following is an explanation of the five generations These are: the baby boomers' generation, which was categorized from 1946 to 1964, the X generation, which was categorized from 1965 to 1980, the Y or Millennial generation which was categorized from 1981 to 1996 and the Z generation which was categorized from 1997 (Rudolpha, 2018). The most important characteristic of millennials in the world of work is that millennials often turn down entry-level jobs because they think they are too qualified for it. They are ready to take risks and are not afraid to work for higher opportunities (Schaefer, 2017). Millennials want positive reinforcement and quick feedback. They need reassurance from their organization that their work is seen. They want to be involved like being part of big picture. If they do not receive feedback from their superiors, they do not feel connected to the organization or to the larger thing (Schaefer, 2017).

From various studies, the authors can temporarily conclude that the millennial generation is a generation that performs turnover with a higher intensity value than other generations. Therefore, companies will increasingly have challenges in managing their talents, especially in the millennial generation, which has more and more but also has a high-intensity turnover rate when compared to other generations. This will be a challenge for companies today to maintain and reduce the turnover rate of the talents the millennial generation. To answer this challenge, namely, to prevent the higher level of turnover intention, especially in the millennial generation, the author must know what causes the millennial generation to do turnover. The following are several studies that analyze the causes of turnover intention in the millennial generation.

The first research that the author reads about the causes of turnover intention in the millennial generation is from research according to Hernaus & Vokic (2014), he found that the millennial generation is dominated by job characteristics which include skill variety, task identity, task significance, autonomy, and feedback and have high levels of interdependence and he also states that intergenerational differences affect differences in job characteristics, so job designs must also be adapted to jobs based on generational values and preferences. Then in the next study read by the author about other causes of turnover intention in millennial generation talent, namely according to research written by Park & Gursoy (2012), they stated that the millennial generation talents will immediately intend to leave the company is when millennial talent is demotivated or demotivated from their work environment, then if talent feels there is something wrong with their mental health. Some talents who have some engagement will soon turn into talents who have no engagement at all and in the end the talent will also decide to leave the company, so that it will affect the level of employee turnover in the company. So that the author can conclude that work engagement is one of the causes of turnover in millennial talent because they do not feel bound in their organization, or you could say there is a lack of work engagement in their company.

This author's research is a study adapted from the up-to-datedness of objects and theories carried out with research limitations on the scope of the retail sector and customer product. The author chose this sector because when researched, the millennial talent turnover rate in the sector was quite high (11-15% per year) according to LinkedIn Talent Solution (2018). So based on the above background, the authors conducted this research with the aim and purpose of being able to find out in depth the effect of work environment and job characteristics on turnover intention using employee engagement as a mediating variable on millennial generation talent in Indonesia in the retail sector and customer products.

1.1 Objectives

Based on the background and problem formulation described in the previous chapter, the objectives to be achieved through this research are:

1. Analyzing the work environment in the retail sector and customer product in Indonesia?
2. Analyzing job characteristics in the retail sector and customer products in Indonesia?
3. Analyze employee engagement in the retail and customer product sectors in Indonesia?
4. Analyzing the turnover intention rate of millennial talent in the retail and customer product sectors in Indonesia?
5. Analyzing the effect of work environment and job characteristics on employee engagement of millennial talent in the retail and customer product sectors in Indonesia?
6. Analyzing the effect of employee engagement on turnover intention of millennial generation talents in the retail and customer product sectors in Indonesia?
7. Analyzing the effect of work environment and job characteristics on the turnover intention of millennial talent in the retail and customer product sectors in Indonesia?

2. Literature Review

2.1 Human Resource Management

Human Resource Management (HRM) is a managerial activity in planning, attracting potential talent, developing, and retaining talent in the company (Noe, Hollenbeck, Gerhart & Wright, 2017). This HRM activity is a strategy that must be planned as well as possible to be able to allocate existing talent to get a competitive advantage. According to Dessler's (2013) research, HRM is a process activity within the company aimed at obtaining, guiding, assessing, compensating, providing feedback on working relationships between talents, ensuring health and safety to the point where justice is obtained by everyone talent in an organization. Based on several definitions, the authors conclude that the practice of human resource management is a series of activities carried out by the company regarding HR management which aims to increase productivity and achieve the goals the company wants.

2.2 Turnover Intention

A thing is called turnover if the official term of employment ends between a person and his work from a company (Hom & Griffeth, 1995). According to Price in Supriyatna (2018), turnover is an individual action that crosses the membership limit of a company. This act of turnover is something that is quite important to avoid for every company. So, turnover intention is a voluntary intention by a talent to leave his job to get a job at another company. According to Mobley et al in Tika Nur Haimah et all (2016), the indicators for measuring turnover intention consist of: Thinking of quitting (Thinking of Quitting), Search for alternative jobs (Intention to search for alternatives), and Intention to quit

2.3 Employee Engagement

According to Khan in Salamah (2018), employee engagement is a job role, but for talents who perceive engagement as an antipode to burnout, it is an activity from talent work, or the job itself. Discussing the business context, the reference is not a job role or work activity but an organization. Furthermore, both academic conceptualizations that define engagement in it have a right and agree that it requires energetic (vigour), emotional (dedication), and cognitive behavior (absorption) components. Furthermore, Schaufeli in Salamah (2018) defines employee engagement as a positive state of mind in which employees work with passion and dedication. They are immersed in their work. So, employee engagement is a high emotional and intellectual relationship that employees have with their work, organization, manager, or co-workers which gives influence to increase discretionary effort in their work.

2.4 Job Characteristic

According to Robbins (2014), that job characteristic has the meaning as a condition that understands talent work and has responsibilities in the assigned work and can understand the achievement of the work results. Furthermore, this condition can affect the value of job satisfaction and can be motivated in internal working conditions. According to Chen in Almira (2020), stated that job characteristics can be interpreted as job attributes that can have a function of motivation for the workers of the organization. So, job characteristic is an approach in making work that explains how work is explained into five dimensions of work characteristics, namely skill variety, task identity, task significance, autonomy, feedback.

2.5 Work Environment

According to research by Solarin Tai (2015), the work environment is defined as the sum of the relationships

between talents and employers including the workplace environment for talents such as technical, individual, and organizational environments. According to Foldspang, Mark, Lund, Romer, Langholz, Melchior, Johansson, Ahonen, & Steinar (2017) the work environment is a condition in talent companies where they work, an obligation to be

prepared by management who has authority, where a work environment that is not at all providing sufficient protection for talent to do the work will make room for the creation of work accidents. This means that the work environment is defined in this study as the sum of the reciprocal relationships between talents and employers and the environment in which the company operates which may be either conducive or toxic.

2.5 Millennial Generation

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2.5 Millennial Generation

This difference of opinion occurs because of the different schemes used to classify these generations, because the researchers come from different countries. The following is a table of differences in generational groupings summarized by Putra (2016):

3. Methods

This author's research is an adaptation study of a previous study by Wan, Li, Zhou, Shang (2018), which has the title Effects of work environment and job characteristics on the turnover intention of experienced nurses: The mediating role of work engagement in the journal *The Journal of Advanced Nursing*. In this study, the author uses the same research variables and models, but Novelty replaces the author's research object from the previous nurse in China, with a new research object, namely the millennial generation talent in Indonesia, as well as adding updates in taking the respondent population carried out in the retail and retail sector. customer products. Operationalization of variables the author uses by making a measurement index in dimensions, aspects, behavior, and other factors that are in accordance with the concepts and theories applied. In the author's research the variables used are work environment, job characteristics as exogenous variables and turnover intention as endogenous variables, and employee engagement as an intervening variable, the authors also use a Likert scale 5. Number 1 describes the answer to "strongly disagree" and number 5 explains the answer to "strongly agree", where the following details number 1 is strongly disagreed, 2 is disagree, 3 is quite agree, 4 is agree, 5 is strongly agree.

4. Data Collection

The population in this study is the millennial generation of talent who are in the age range of 21-41 years who work in various retail and customer product sectors in Indonesia. The sampling technique used a survey method by distributing questionnaires that were distributed through the google form platform and distributed through social media, such as WhatsApp, line, Instagram, and twitter. Not only using questionnaire data, but this research is also supported by secondary data from other data sources, such as national or international journals, books, and online articles. Respondents studied by the millennial generation who are in the age range of 21-41 years who work in various retail sectors and customers of Indonesian products. In the minimum number of samples of this study as many as 172 respondents

5. Results and Discussion

5.1 Characteristic Respondent

Questionnaire data was distributed to 304 respondents. In this study, the authors grouped respondents into 4 groups based on gender, age, status, education level, years of service and last employment agency.

Table 1. Characteristic Respondent

Variable	amount	Percentage
Gender		
1. Male	153	50.3%
2. Female	151	49.7%
Age		
1. 20-25 years	153	50.3%
2. 26-30 years	127	41.8%
3. 31-35 years	16	5.3%
4. 36-40 years	8	2.6%
Status		
1. Single	218	71.7%
2. Married	86	28.3%
Education Level		
1. SMA	25	8.2%
2. Diploma	4	1.3%
3. S1	248	81.6%
4. S2	27	8.9%
Tenure		
1. < 2 years	212	69.7%
2. 2-5 years	83	27.3%
3. 5 years	5	1.6%
4. > 10 years	4	1.3%
Last Employment Agency		
1. BUMN employees	13	4.3%
2. Private sector employee	163	53.6%
3. Government employees	14	4.6%
4. Entrepreneur	114	37.5%

5.2 Variable Descriptive Analysis

a. Descriptive Analysis of Turnover Intention (TI) Variables

Table 2. Descriptive Analysis of Turnover Intention (TI) Variables

Indicator	N	Mean	Grand Mean
T101	304	3.94	3.79
T102		3.72	
T103		3.72	

Based on the results of the descriptive analysis in the table above, the grand mean of the Turnover Intention (TI) variable is 3.79. Of the 3 indicators measured, there is one indicator whose value is above the grand mean with the T101 indicator having the highest value of 3.94. In addition, there are also two other indicators that are below the grand mean value, namely the T102 and T03 indicators which have a mean value of 3.72

b. Descriptive Analysis of Employee Engagement Variables (EEG)

Table 3. Descriptive Analysis of EMPLOYEE ENGAGEMENT (EEG) Variables

Indicator	N	Mean	Grand Mean
EEG01	304	2.49	2.50
EEG02		2.54	
EEG03		2.40	
EEG04		2.39	
EEG05		2.59	
EEG06		2.54	
EEG07		2.69	
EEG08		2.48	
EEG09		2.41	

Based on the results of the descriptive analysis in the Table 3 above, the grand mean of the Employee Engagement variable is 2.50. Of the 9 indicators measured, there are 4 indicators whose values are above the grand mean with the EEG07 indicator having the highest value of 2.69. In addition, there are other indicators that are below the grand mean value with the EEG04 indicator having the lowest mean value of 2.39.

c. Job Characteristics Variable Descriptive Analysis (JC)

Based on the results of the descriptive analysis in the Table below, the grand mean of the Job Characteristics variable is 2.71. Of the 11 indicators measured, there are 3 indicators whose values are above the grand mean with the JC06 indicator having the highest value of 3.65. In addition, there are other indicators that are below the grand mean value with the JC03 indicator having the lowest mean value of 2.34.

Table 4. Job Characteristics Variable Descriptive Analysis (JC)

Indicator	N	Mean	Grand Mean
JC01		3.28	
JC02	304	3.38	2.71
JC03		3.34	
JC04		2.43	
JC05		2.41	
JC06		3.65	
JC07		2.40	
JC08		2.44	
JC10		2.54	
JC11		2.61	

d. Descriptive Analysis of Work environment Variables (WEB)

Table 5. Descriptive Analysis of Work environment Variables (WEB)

Indicator	N	Mean	Grand Mean
WEV01	304	2.92	2.75
WEV02		2.82	
WEV03		3.34	
WEV04		2.54	
WEV05		2.50	
WEV06		2.71	
WEV07		2.86	
WEV08		2.62	
WEV09		2.84	

WEV10	2.67
WEV11	2.61
WEV12	2.70
WEV13	2.76
WEV14	2.63
WEV15	2.74
WEV16	2.78

Based on the results of the descriptive analysis in the Table 5 above, the grand mean of the Work environment variable is 2.75. Of the 16 indicators measured, there are 10 indicators whose values are above the grand mean with the WEV03 indicator having the highest value of 3.34. In addition, there are other indicators that are below the grand mean value with the WEV05 indicator having the lowest mean value of 2.50.

5.3 Measurement Model Testing and Analysis

a. Turnover Intention (IT) Variable Validity and Reliability Test

Table 6. Turnover Intention (IT) Variable Validity and Reliability Test Results

Variable	Items	SLF	Validity	AVE	CR	Reliability
Turnover Intention	T101	0.899	Valid	0.95	0.98	Reliabel
	T102	0.880				
	T103	0.655				

Based on the results of the validity and construct reliability tests in the Table 6 above, the results of the analysis show that all indicators on each Turnover Intention (TI) indicator are valid because they already have an SLF > 0.5 and reliable because they have a CR value > 0.7 and AVE > 0.5.

b. Employee Engagement (EEG) Variable Validity and Reliability Test

Table 7. Employee Engagement (EEG) Variable Validity and Reliability Test Results

Variable	Items	SLF	Validity	AVE	CR	Reliability
Employee Engagement	EEG01	0.964	Valid	0.95	0.99	Reliabel
	EEG02	0.952				
	EEG03	0.929				
	EEG04	0.876				
	EEG05	0.970				
	EEG06	0.949				
	EEG07	0.923				
	EEG08	0.930				
	EEG09	0.812				

Based on the results of the validity and construct reliability tests in the table above, the results of the analysis show that all indicators on each Employee Engagement (EEG) indicator are valid because they have an SLF > 0.5 and reliable because they have a CR value > 0.7 and AVE > 0.5.

c. Job Characteristics (JC) Variable Validity and Reliability Test

Table 8. Job Characteristics (JC) Variable Validity and Reliability Test Results

Variable	Item	SLF	Validity	AVE	CR	Reliability
	JC01	0.626				
	JC02	0.628				
	JC03	0.743				
	JC04	0.935				
	JC05	0.940				

Job Characteristic	JC06	0.697	Valid	0.94	0.99	Reliabel
	JC07	0.908				
	JC08	0.961				
	JC09	0.947				
	JC10	0.804				
	JC11	0.849				

Based on the results of the validity and construct reliability tests in the Table 8 above, the results of the analysis show that all indicators on each Job Characteristics indicator are said to be valid because they already have SLF > 0.5 and reliable because they have CR > 0.7 and AVE > 0.5.

d. Work environment (WEB) Variable Validity and Reliability Test

Table 9. Work environment (WEB) Variable Validity and Reliability Test Results

Variable	Item	SLF	Validity	AVE	CR	Reliability
Work environment	WEV01	0.836	Valid	0.95	1.00	Reliabel
	WEV02	0.801				
	WEV03	0.680				
	WEV04	0.892				
	WEV05	0.853				
	WEV06	0.859				
	WEV07	0.820				
	WEV08	0.888				
	WEV09	0.877				
	WEV10	0.926				
	WEV11	0.925				
	WEV12	0.937				
	WEV13	0.929				
	WEV14	0.921				
	WEV15	0.838				
	WEV16	0.897				

Based on the results shown in the table above, it can be seen that there are two values that fall into the poor fit category for the chi-square p-value and probability statistical values, but in this study the fulfillment of the goodness of fit model will not focus on indicators of probability values and Chi Square models. , because the required model probability value exceeds 0.05 only for a sample of less than 200 respondents, while in this study the number of samples studied was 304 respondents. In addition, there are two categories of marginal fit, namely AGFI and GFI. Furthermore, in this study there are six values in the good fit category, namely RMSEA, TLI, NFI, CFI, IFI and RFI. From conducting the feasibility test of the model, a model can be declared feasible if there is at least one of the feasibility test methods that are met (Hair et al., 2014). Based on the analysis of the structural model test results, the proposed research model can be declared to have met the criteria of good fit from several predetermined indicators.

5.4 Hypothesis testing

The hypothesis in this study was tested based on the results of SEM analysis using a significance level of 0.05. The p-value is a benchmark for the acceptance or rejection of the proposed hypothesis. If the p-value < 0.05, then H0 is rejected and the proposed hypothesis is accepted. However, if the p-value > 0.05 then H0 is accepted and rejected. The table below shows the results of hypothesis testing (Table 11)

Table 11. Hypothesis Testing Results

Hypothesis	Coefisien	T count	P value	Conclusion
H1 Work_Envir → Emloy Engg	0.479	6.468	0.000	received
H2 Job_Char → Emloy Engg	0.594	8.268	0.000	received
H3 Emloy Engg → TurnoverInt	-0.385	-4.445	0.030	received
H4 Work_Envir → Turnover_Int	-0.230	-2.169	0.016	received
H5 Job Char → Turnover	-0.258	-2.418	0.009	received

The Figure 1 shows the research model with SLF values that describe the influence between variables and the effect of mediation that has been teste

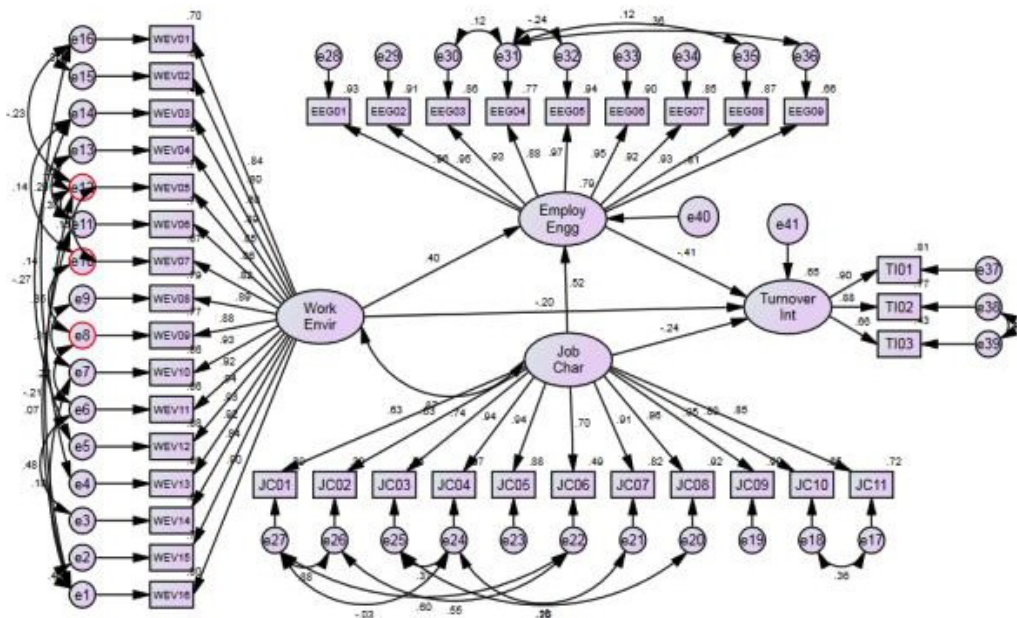


Figure 1. Structural Model with Standard Loading Factor

Furthermore, based on the results of hypothesis testing which can be seen in the table above, further analysis can be carried out for each proposed hypothesis, namely:

1. Work environment positively affects Employee Engagement

The results of the SEM analysis in this study indicate that the work environment has a positive and significant effect on Employee Engagement, with a very significant p-value (p-value = 0.000) and a cr of 6.468. With a significant level of 0.05 and a t-table of 1.645, it can be concluded that Ho is rejected and the proposed H1 hypothesis is accepted.

2. Job Characteristics positively affect Employee Engagement

The results of the SEM analysis in this study indicate that Job Characteristics has a positive and significant effect on Employee Engagement, with a very significant p-value (p-value = 0.000) and a cr of 8.268. With a significant level of 0.05 and a t-table of 1.645, it can be concluded that Ho is rejected and the proposed H2 hypothesis is accepted.

3. Employee Engagement negatively affects Turnover Intention

The results of the SEM analysis in this study indicate that Employee Engagement has a negative and significant effect on Turnover Intention, with a very significant p-value (p-value = 0.000) and a cr of -4.445. With a significant level of 0.05 and a t-table of 1.645, it can be concluded that Ho is rejected and the proposed H3 hypothesis is accepted.

4. Work environment negatively affects Turnover Intention

The results of the SEM analysis in this study indicate that the work environment has a negative and significant effect on Turnover Intention, with a very significant p-value (p-value = 0.030) and a cr of -2.169. With a significant level of 0.05 and a t-table of 1.645, it can be concluded that Ho is rejected and the proposed H4 hypothesis is accepted.

5. Job Characteristics negatively affect Turnover Intention

The results of the SEM analysis in this study indicate that Job Characteristics has a negative and significant effect on Turnover Intention, with a very significant p-value (p-value = 0.016) and a cr of -2.418. With a significant level of 0.05 and a t-table of 1.645, it can be concluded that Ho is rejected and the proposed H5 hypothesis is accepted.

6. Conclusion

Based on the formulation of the problem posed as well as the results of testing and data analysis that has been carried out, several conclusions were obtained in this study, namely as follows:

1. The work environment positively and significantly affects the level of work engagement and negatively and significantly affects the level of turnover intention in the millennial generation in the retail sector and Indonesian customer products. The work environment is proven to be one of the factors causing millennials in the retail and customer product sectors in Indonesia to turn over
2. Job characteristics positively and significantly affect the level of employee engagement and negatively and significantly affect the level of turnover intention in the millennial generation in the Indonesian retail and customer product sector. Job characteristics are proven to be one of the factors causing millennials in the retail and customer product sectors in Indonesia to do turnover
3. Employee engagement mediates the relationship of the work environment and job characteristics to turnover intention in the millennial generation in the retail sector and Indonesian customer products. This study proves that if employees feel comfortable with their work environment and are happy with the job characteristics obtained by the company, then employees will feel more attached to their work or have a high level of employee engagement. So that employee engagement proven to be conceptualized as an antecedent of turnover intention because the higher the level of employee work engagement with the organization, the lower the level of turnover intention.

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