

THE EFFECTS OF WORK PASSION, WORK ENGAGEMENT AND JOB SATISFACTION ON TURN OVER INTENTION OF THE MILLENNIAL GENERATION

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Abstract

The purpose of this research was to observe the effect of work passion of the millennial workforces in Belant Persada Ltd on its turnover intention through work engagement and job satisfaction. The sample is all of the millennial workforces in Belant Persada Ltd, which are 58 employees. The data were collected through questionnaires and analyzed using Macro PROCESS by Hayes and Preacher through Statistical Package for the Social Sciences (SPSS). The results showed that work passion significantly affects work engagement and job satisfaction. While the work passion and work engagement are not direct and significant impact on the turnover intention. Furthermore, job satisfaction brings a significantly negative effect on turnover intention. This research failed to prove the existence of variable work engagement as a mediating variable. On the other hand, job satisfaction successfully serves as a mediating variable. It presents that work passion can determine turnover intention through increasing the job satisfaction.

Keywords: work passion; turnover intention; work engagement; and job satisfaction.

INTRODUCTION

Millennial is the demographic cohort who born in between 1981 until 2000. Millennial is commonly known as Generation Y, Generation Next, the Net Generation, Echo boomers, iGeneration, Generation Me, the Next Great Generation, and MySpace Generation. Armour mentioned that in the work area, millennial is the fastest-growing employee approximately 14 – 21 % during 2001 – 2005. Later on, Aschoff affirmed this generation is called as the largest demographic bulge since the baby boomers (Delcampo, Haggerty, Haney, & Knippel, 2011).

Technological advances have driven millennial's ability to multi-task, on line networks in the millennial era make organizations require their employees to have technology-related skills, such as computer skills. However, informed that the epidemic use of MySpace, Facebook, YouTube, and reality TV has led to criticism of Millennial being "attention". Members of this generation are information gatherers because they are used to having the world – or at least the World Wide Web at their fingertips, no matter the time of the day. That millennial is technology proficient; success oriented, feedback-driven, and wants a quick, deliberate impact. In the engineering field, as prior-mentioned, the millennial put their interest in technology information work. The 10 out of 32 most developed IT corporates is dominantly filled by the employee no older than 34 years old i.e. Epic Game, Facebook, Zynga,

Google, AOL, Blizzard Entertainment, InfoSys, Monster.com, Samsung and Microsoft (Schawbel, 2013).

Raised in an environment that promoted self-esteem, millennial is not afraid to challenge corporate norms. Millennial often question typical workplace expectation. This group undeniably has different perspectives than generations past on work. Millennial are realistic about the fact that they will have to work their way up the corporate ladder in order to achieve their career aspirations. However, the pragmatic viewpoint millennial possesses helps to explain their proactive approach to career development. As a result of watching older generations experience layoffs and uncertain future in terms of job security, millennial place a great deal of value on fully developing diverse skill sets that will ensure their marketability in the long run. It has been observed that “rather than passively” relying on employers to take responsibility for employee career development, younger generation employees are more likely to take a more active role in their career planning and execution. If companies are unable to provide opportunities for millennial to fully build their skill sets, high level of dissatisfaction will result. As the result, the idea that lifelong career paths with one corporation are possible may be skewed (Delcampo, Haggerty, Haney, & Knippel, 2011).

Referring to the characteristic, millennial totally different from its former generation. Millennial’s work-related value covers passion, balance, leisure, and security. These values are correlated with how this generation put their view on the concept of work. One of the phenomena is that millennial tends to move from one job to another job or in another word high-level turnover intention (Sourceright, 2016). The turnover intention may cause multi-negative-effects which are disrupting work-harmony, adding more work cost to hire new staff, and wasting time to develop the recruitee (Haq, Badar, & Abbas, 2017). Hence, corporate should put their efforts to prevent facing this condition. The phenomenon of the high turnover intention on the millennial generation can be caused by a lack of job satisfaction, work engagement and the weakness of passion.

In the contrary, this circumstance does not happen in Belant Persada Ltd. This corporate runs its business in the field of IT service and development. Millennial is dominantly employed here which were 63 out of 87 employees in total or 74.71 % in 2013. Nonetheless, during the last 3 years, the data of employee turnover shows 1 staff resigned in 2014. A year later, 2 staff resigned and it was followed by another 2 staff resigned in 2016. Therefore, 5 millennial resigned during 2014 – 2016 or 7.7 % out of the total millennial who retain in the company. According to the above-stated data, there is an inconsistency in the form of phenomenon gaps between theory in the literature and case of study at the Belant Persada Ltd. The turnover intention typical of the millennial workforce is not reflected at Belant Persada Ltd.

LITERATURE REVIEW

The Millennial Generation

Millennium (Y generation or Genme) was born between 1981 to 1999, the generation group that replaced the previous generation. The millennium generation has been marked by economic prosperity, the advancement of instant communication technology via the internet,

social networking, and globalization. Like X generations, Millennials value freedom and work-life balance more than Baby Boomers (Cennamo & Gardner, 2008; Twenge, 2010). They also place a high value on free time, which means preferring a job that provides more free time than the previous generation (Twenge, 2010). Regardless of their lower work centrality, the millennium has higher expectations about promotion and salary increases in the workplace. Furthermore, they place a greater value on the meaning and satisfaction of work and are intolerant of less challenging work (Hanna, Kee, & Robertson, 2017). Previous research has suggested that, based on personality traits among generations, millennials tend to have different traits characteristic with previous generations, exhibiting higher narcissism, self-worth, and assertiveness (Twenge, 2001; Twenge, Konrath, Foster, Campbell, & Bushman, 2008).

Passion, Job satisfaction & Turn Over Intention

Passion is a burning desire, a strong belief, and passion that makes people disciplined to achieve their vision. A person's dream can be realized when he has the desire and intention to make it happen (Strati, 2016). There are 5 components of passion which include meaningful connection, internal drive, work absorption, joy, and subjective vitality (Pradhan, Panda, & Jena, 2017).

Five dimensions of construct passion which includes meaningful connection, internal drive, work absorption, joy, and subjective vitality (Pradhan et al., 2017). Meanwhile, the dimensions that support work engagement are vigor, dedication and absorption (Schaufeli, Salanova, González-romá, & Akker, 2002; Lisbona, Palaci, Salanova, & Frese, 2018). From this explanation, the effect of work passion on work engagement appears in the work absorption dimension. Trépanier, Fernet, Austin, Forest, & Vallerand (2013) found that work passion affects the increase in work engagement.

Individuals will become passionate about certain activities through two important processes, namely the assessment of activities and internalization of the representation of activities in the core aspects of the self (Sanders, Wang, Schooler, & Smallwood, 2017). Meanwhile, one of the factors that drives someone to achieve job satisfaction is hygiene and intrinsic factors (Robbins & Judge, 2013). Intrinsic factors include achievement, recognition, responsibility, and growth can be related to job satisfaction so that if employees are satisfied with their work, they tend to relate to intrinsic factors. So that the influence of work passion on job satisfaction appears in the internal factors of employees. Houfort, Philippe, Vallerand, & Ménard (2014) and Burke, Astakhova, & Hang(2015) found that work passion has an effect on increasing job satisfaction.

Job satisfaction, Work Engagement & Turn Over Intention

Job satisfaction is closely related to the attitudes of employees to their own work, work situation, cooperation between leaders with fellow employees. Robbins & Judge (2013) reveals that job satisfaction is a positive feeling about work, resulting from an evaluation of its characteristics. Similarly, according to Gibson (2009) job satisfaction is closely related to employee attitudes toward his work, this is the result of employee perceptions of his job.

May, Gilson, & Harter (2004), conceptualizes *work engagement* in work as a member of an organization that performs its job’s role, works, and expresses himself physically, cognitively, and emotionally during work. These employee attachments are indispensable to encourage employee morale. More specifically, Agoi (2015) defines work engagement as a positive, work-related mental attitude that has vigor, dedication, and absorption characteristics.

All variables in this study have been eligible due to its reliable values which higher than 0.70.

The model of scale analyze is able to be seen in the picture below.

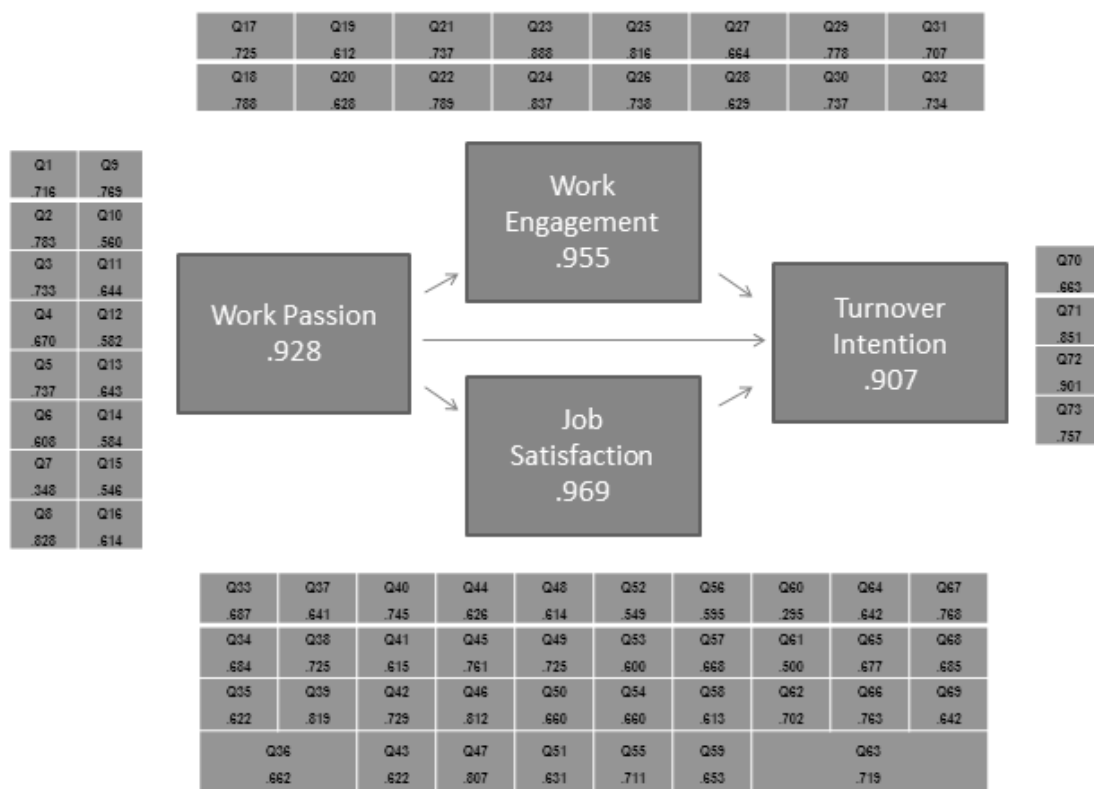


Figure 1
Scale Analyze Testing

Source: Printouts of data processing results with Statistical Package for the Social (SPSS)

Hypothesis Development

Quality to survive is a positive form of turnover intention. This aspect states that someone who has high work passion is not easily discouraged in facing difficulties in his work. This means there are perseverance and full confidence. Passion is a burning desire, a strong belief and encouragement that makes people disciplined to achieve their vision (Lajom, Amarnani, Restubog, Bordia, & Tang, 2017). Burke et al., (2015) and Zigarmi, Nimon, Houson, Witt, & Diehl (2011) found that harmonious work passion affects the decline in turnover intention.

Turnover intention is majorly caused by a willingness to obtain a better job. To counter this, corporate should develop employee's intention to stay. This is the positive terminology for turnover intention. This aspect states that employee with the high work passion preference would not be desperate in facing the difficulties within their job (Lajom et al., 2017). Other things are employee with a high level of engagement would not hand off even when they are in a complicated situation within their job. Another statement mentioned that intention to stay will happen as long as the employee receives their satisfaction while doing their job (Robbins & Judge, 2013).

H1: The influence of Passion on Work Engagement is significantly positive

H2: The influence of Passion on Job Satisfaction is significantly negative

H3: The influence of Passion on Turn Over Intention is significantly negative

Booth & Hamer (2007) examine variables influencing employee turnover in the retail sector. This study uses a case study method on major retail companies using data from annual employee surveys, shopkeeper characteristics, and internal employee turnover data from every retail company in the UK. Based on the findings, the level of job satisfaction experienced by employees is significant in estimating employee turnover. Employees are considered to experience job satisfaction when their work suits their needs and interests and when working conditions and rewards (e.g., salary) are satisfactory, and when they like their co-workers (Yousef, 2017). Researchers assume employees who feel their work cannot meet their needs, do not like their current working conditions, then the employee will have a tendency to quit their job. Disappointment with the treatment of co-workers is also one of the causes of a person's dissatisfaction with the company, which in turn can bring emotions that can be released to the company in the form of the intention to change jobs (Tiarapuspa & Riani, 2018). These results are consistent with previous studies that found a negative relationship between voluntary turnover and job satisfaction (Booth & Hamer, 2007).

H4: The influence of Job Satisfaction on Turn Over Intention is significantly negative

Further, Bakker & Leiter (2010) indicates that when employees are engaged, they feel compelled to try to move towards challenging goals and expect success. In addition, work engagement reflects the energy of employees brought in the work. Therefore, the characteristics of engaged employees lie not only on having the capacity to be energetic, but to enthusiastically apply the energy they have to work. Of the three components of the attitude, we will be able to know that employees who are engaged in their work will definitely provide the attitude 1) the spirit, 2) dedication, and 3) absorption, which can be analyzed applicatively. The driving force behind the importance of engagement in work has positive consequences for organizations called organizational commitment. Van Beek, Hu, Schaufeli, Taris, & Schreurs (2012) and May, Gilson, & Harter (2004) found that work engagement has an effect on decreasing turnover intention. Elements that affect turnover intention are job satisfaction, organizational commitment and work engagement.

H5: The influence of Work Engagement on Turn Over Intention is significantly negative

RESEARCH METHODS

This research was conducted at the Belant Persada Ltd. This is a corporate that dominantly employs millennial workforces of its overall employee. The population in this research is all the millennial workforces of Belant Persada Ltd i.e. 58 employees. The sample in this study are including the population which are listed as the employee as of February 2017. Data were collected through a questionnaire with 73 items of statement consisted of work passion variable with 3 dimension which are harmonious passion, obsessive passion and general passion. For turnover intention variable consists of single indicator that is intention to quit. For work engagement variable was measured by 3 indicators comprising vigor, dedication and absorption. Lastly, job satisfaction variable was tested by measuring 9 indicators i.e. salary, promotion, relation with supernal, benefit, reward, work rule, relation with partner, job description and communication.

RESULTS AND DISCUSSION

The data results of the respondents in this study were analyzed using software Statistical Package for the Social Sciences (SPSS) V.22 with Macro by Hayes and Preacher 2013. The first stage of data processing scale analyzes (validity and reliability test). The result of testing data showed that all statements from four variables were known as valid due to none of the corrected item-total correlation which is under 0.278. Hence, Turnover intention variable comprised of 4 statements, as proposed. The four proposed statements of turnover intention all meet the requirements of validity test. The same results were found on the last two other variables. As for the work engagement variables of the 16 items, all item statement contained valid statements. Meanwhile, all of 34 proposed statements for the job satisfaction passed the requirement.

After the validity and reliability test, the next process is hypothesis testing which done by using regression analyze of PROCESS by Hayes and Preacher through SPSS. The test was carried out to test the effect of direct or indirect influence of the variables examined through intervening variables. To see whether each variable significantly influences or not is by looking at LLCI and ULCI columns. As note, LLCI and ULCI should not pass 0 to be concluded as significantly influence. The assessment of the total impact of variables, in this case are work passion, turnover intention, work engagement, and job satisfaction, is explained on the result in table below:

Table 1
The Total Influence Among Variables

Variable	coeff	se	t	p	LLCI	ULCI	Outcome
Work Passion	0.67	0.12	5.46	0.00	0.42	0.91	Work Engagement
Work Passion	0.54	0.09	5.73	0.00	0.35	0.73	Job Satisfaction
Work Engagement	0.13	0.24	.56	0.58	-0.35	0.62	Turnover Intention
Job Satisfaction	-1.09	0.31	-3.49	0.00	-1.71	-0.46	

Work Passion	0.39	0.22	1.80	0.08	-0.04	0.82
Inderect effect; Total effect						
Variable	Effect	Boot SE	LLCI	ULCI	Description	
Work Engagement	.0891	.1851	-.2510	.4882	Work engagement not significant as mediating variable	
Job Satisfaction	-.5877	.2397	-1.1364	-.2162	Job satisfaction significant as mediating variable	
Total	-.4986	.1920	-1.0239	-.2135	significant as mediating variable	

Source: Data outcomes (SPSS)

The data of this research resulted by using Statistical Package for the Social analysis tool (SPSS).Work passion variable does not have a significant direct influence on turnover intention because it has LLCI – ULCI’s result which passed 0 (-0.04 and 0.82). It means turnover intention is not affected by the work passion of millennial workforces of Belant Persada Ltd. Considering the level of significance, which > 0.05 but still < 0.10 , it ($p= 0.08$) is still in between the range of tolerance for social research. As note, there are two types of significance result i.e. statistical significance and practical significance. Both have different interpretation of significance. Statistical significance is accountable, therefore it could be objectively proven. In the other side, practical significance considers rational-based justification(Diekhoff, 1992)and (Lumer, 2013). It is caused by the consideration on a measure of the sample (n) and variability of data. However, although the results prove that work passion does not negatively influence turnover intention, it may support the assumption that mediation variables needed to relate the connection between those variables.

Work passion has a direct influence on the work engagement because the LLCI – ULCI’s result does not pass 0 (0.42 and 0.91). This is in line with the five dimensions of work passion which related to the work engagement i.e. meaningful connection, internal drive, work absorption, joy and subjective vitality. Meanwhile, the dimensions which support work engagement are vigor, dedication and absorption (Basikin, 2007). According to the prior-mentioned statement, it shows that the effect of work passion to work engagement is seen on the work absorption. These results support the earlier research by (Trépanier et al., 2013)stated harmonious passion was related positively to work engagement, whereas obsessive passion was not significantly related to work engagement.

Work passion has a direct influence on the job satisfaction because the LLCI – ULCI’s result does not pass 0 (0.36 – 0.73). Internal factor may correlate these variables. Firstly, the employee will be passionate through two important processes “how do we see the activity” and “internalization of the activity on how do we see our self on doing the activity”(Sanders et al., 2017). Herzberg added that secondly, one of supporting factor to job satisfaction is internal factor or factor from the employee itself in seeing the meaning of satisfaction. This internal factor covers achievement, recognition, responsibility and development. Therefore,

the employee tends to relate their satisfaction in work with this internal factor. This supports the prior research by (Houfort et al., 2014) and (Burke et al., 2015).

Work engagement does not have significant direct influence on turnover intention. It is reasoned by the result of ULCI and LLCI which pass 0 (- 0.35 and 0.62). It means that turnover intention is not affected by work engagement. On its definition, work engagement is two ways of interaction between employee and the company (Development, 2005) and (Persson, 2010). The engaged employee is characterized with having motivation, satisfied feeling, having commitment, meaningful feeling, proud feeling and relation with organization. According to this, it might be caused by the low level of satisfied feeling which affects the work engagement of the respondents. Hence, it shows that work engagement would be lost if the company is not capable to manage their employee satisfyingly.

Job satisfaction is proven to bring significant and negative effect on turnover intention according to the ULCI – LLCI's result which does not pass 0 (- 1.71 and - 0.46). This is to show that the more employee is satisfied, the less their intention to quit is, vice versa. This supports the prior researches by (Jawahar & Hemmasi, 2006; Reukauf, 2018; Saeed, Waseem, Sikander, & Rizwan, 2014; Hidayat, 2018; and Alshammari, Ayed, Qaied, Al-mawali, & Matalqa, 2016).

Based on the results of this Statistical Package for the Social Sciences (SPSS), it shows that work passion (X) does not affect directly on turnover intention (Y). Hence the role of mediation (M) variable is needed. Work engagement (M1) and job satisfaction (M2) are two chosen variables to mediate the X to Y. The results present that work engagement does not mediate the direct effect of X to Y due to the ULCI – LLCI's result which pass 0 (- 0.25 and 0.49). It is because on the prior test of direct effect of work engagement on turnover intention has shown disaffected of turnover intention by work engagement. It tends to support the assumption that work engagement would be improved through strengthening the job satisfaction as one of its characteristics. In practice, it needs the role of company to intervene the turnover intention problem of its employee. On the second mediation variable test, job satisfaction is proven mediating the passion impacts on turnover intention. It is concluded by seeing the ULCI and LLCI's result which does not pass 0 (-1.14 and -0.22). It declares that job satisfaction could significantly turn the direct relation of work passion on turnover intention into negative. It is to show that job satisfaction of the employee should be stressed to push down their turnover intention. In addition, based on total indirect effect result, it shows that both of mediation variables could together mediate the X on Y since its ULCI and LLCI's result does not pass 0 (-1.02 and -0.21). This is to conclude the assumption that job satisfaction can affect work engagement to influence the relation between work passion and turnover intention.

CONCLUSION

In accordance with the objectives to be achieved through the theoretical study, based on research methods, collected data and results of the data processed by using Statistical Package for the Social Sciences (SPSS), this study found significant positive influence between work passions to work engagement as well as work passion to job satisfaction. Next, it also found significant negative influence between job satisfaction and turnover intention.

However, neither variable of work passion nor variable of work engagement affects directly on turnover intention. For the indirect effect through mediation, job satisfaction significantly mediate work passion on turnover intention, not as like the variable of work engagement. According to the result, job satisfaction is needed to strengthen the path between work passion and turnover intention. It may also tend to increase work engagement of the employee to push down turnover intention.

IMPLICATION

Recalling the survey's result, the level of job satisfaction of Belant Persada Ltd's employee is 5.78 on average. Referring to the detail, the company has successfully fulfilled the satisfaction of its millennial employee in terms of employee's relation such as relation with superiors, relation with work mate and work communication. Hence, the company should retain these points. In the other hand, the company should consider the indicators of job satisfaction's variable which are still below level where most likely related to the right of employee i.e. salary increment, add more benefit values, promotion opportunity, achievement distribution, job desk re-allotment and job rule's review.

LIMITATIONS AND SUGGESTIONS

Maximization of existing theory, data collection and research methodologies have been sought in carrying out this research. This research was conducted through corporate-basis which using Belant Persada Ltd, specifically its millennial employees as of February 2017, hence it could not be generalized.

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