Antecedents of Turnover Intention in Millennial Employees: Employee Engagement and Organizational Culture as Mediation Variables

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Abstract

This research aims to find the antecedents of turnover intention in millennial employees, where employee engagement and organizational culture mediate. This research was conducted at banks in Bali Province. The population was all banking employees in Bali Province. From this population, 230 samples were taken, namely bank employees. Data was collected using a questionnaire method. The collected data was then analyzed using Structural Equation Modeling (SEM) Partial Least Squares (PLS). This research shows that professional identity and work environment negatively impact turnover intention, and professional identity positively impacts employee engagement and organizational culture. Next, the work environment positively impacts employee engagement and organizational culture. Employee engagement has a negative and significant effect on turnover intention; Organizational culture does not affect turnover intention, and Employee engagement can mediate the influence of professional identity on turnover intention. Employee engagement can mediate the influence of the work environment on turnover intention. Organizational culture cannot mediate the influence of professional identity on turnover intention. And organizational culture cannot mediate the influence of the work environment on turnover intention.

Keywords: *Professional Identity, Work Environment, Turnover Intention, Employee Engagement, Organizational Culture.*

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A. INTRODUCTION

Competition in the current industrial era is happening very rapidly, which causes organizations or companies to increase their competitiveness, one of which is through qualified members or workers. Resources in the form of humans in an organization are the driving wheels of activity; employees, as one part of these resources, play an important role in realizing the company's success (Busro, 2018: 101). The banking sector is one of the sectors that contributes to the development of the community's economy, by channeling funds to the community and becoming a forum for storing funds, causing banks to play an essential role in the movement of the economy. However, human resource problems are certainly one of the problems that are often encountered, one of which is in the banking sector (Kurniawaty et al., 2019).

Banking sector employees are currently dominated by the *millennial generation*, namely born 1980-2000 or aged 20-41 years (Widiasih & Darma, 2021). As a reflection, PT Bank Mandiri (Persero) Tbk. or BMRI data that 30,000 or 83% of the company's total workers (human resources/HR) are the millennial generation who have high adaptability to technology (Jatmiko, 2023). Apart from that, PT Bank Negara

Indonesia (Persero) Tbk. (BNI) has established several employees, including millennials, that exceeds 70 percent (Setiawan, 2022). This condition shows that the *millennial generation* dominates the banking sector. The general manager at these banks stated that the millennial generation working at banks has significantly impacted company transformation, especially in the current digital era.

On the other hand, millennial genes have characteristics that tend to be unique and different compared to the generations above them, one of which is their mindset in looking for or viewing a job. According to Widiasih & Darma (2021) in their research, the millennial generation tends to become entrepreneurs compared to office workers. This indicates that the level of job saturation of the millennial generation in the banking sector has caused them to turn over or resign from their jobs and look for other work. This condition certainly impacts the development of banking companies, because however, when employee turnover occurs, it will cause vacancies in positions which must be handled immediately.

The tendency for turnover in the millennial generation was also conveyed by Deloitte Indonesia Perspective (2019) that the millennial generation has the nature of liking challenges and being materialistic, which makes it difficult for them to stay with one company. Apart from that, Jayani (2019) in metadata.co. it shows that there are several dominant reasons causing the millennial generation to make a turnover.

Table 1 Reason Millennials Leave His Job

Reason	Percentage (%)
Dissatisfaction to wages	43
No. There is an opportunity for develop	35
Lack of chance for learning and development	28
No feel appreciated	23
Balance work and life bad	22
Bored / not There is a challenge	21
No like culture place Work	15

Source: Jayani (2019)

The data in Table 1 above the results of a survey conducted by teh Deloitte Global Millennial Survey 2019, where this survey recorded data on 13,416 millennials in 42 countries. Based on these data, it can be concluded that the phenomenon of turnover intention in the millennial generation throughout the world is a massive and exciting phenomenon to study.

Dealing with employee turnover is not easy because if the employee who turns over is an employee with good competence, it will be difficult for the company to find a replacement. Therefore, companies must understand why employees have the intention to turn. Turnover intention is the willingness of a worker to resign from their place of work or move to another job (Boateng et al., 2022) ; (Nanda et al., 2020) ;. The turnover phenomenon is a problem for most companies because companies that have carried out employee recruitment activities spend quite a lot of energy and costs, and in the end, the recruited employees decide to make a turnover. (Nanda et al., 2020) .

Employee turnover intentions must be taken seriously by the company, namely by understanding what things can motivate employees to want to turn out from the company.

Professional identity is a social identification and sense of unity that individuals have with a profession and the extent to which individuals define themselves as members of a profession (Jiang et al., 2019). The professional identity that employees in the banking sector have of course, specific to their abilities in banking accounting and financial management. Employees who feel that they do not have a professional identity will cause feelings of disturbance because the work is getting more complex, this can encourage turnover intention in employees.

The work environment is one of the essential aspects that keeps employees from staying or wanting to quit their jobs. Work environment is the work environment, namely all things related to the physical and non-physical aspects of the employee's workplace. This work environment certainly plays a vital role in an organization. However, the work environment is the situation and facilities experienced by employees. It is hoped that this work environment can provide comfort and a sense of security for employees at work. On the other hand, if the work environment is felt less supportive, then this can have negative impacts such as the emergence of turnover intention in employees.

Based on the results of previous research that have been presented, it was found that there was an inconsistency in the influence of professional identity and work environment on turnover intention. The inconsistency of previous research results has led to a gap in deeper research to add mediating variables to bridge the influence of professional identity and work environment on turnover intention. This research uses employee engagement and organizational culture as mediators. Employee engagement is the attachment of employees to the work they have; the more employees feel attached to a job, the more employees feel they need the job (Quek et al., 2021) ; (Sandhya & Sulphey, 2021) ;. This causes employee engagement to be considered appropriate as a mediator of the influence of professional identity and work environment on turnover intention.

Organizational culture or company culture is an essential factor for companies and employees. Organizational culture concerns the habits that occur within the company; of course, the habits that are entrenched in the company can influence the level of employee comfort at work (Faeq & Ismael, 2022) ; (Girma, 2019) . The position of organizational culture as a mediator is indicated to be able to bridge the influence of professional identity and work environment on turnover intention.

B. METHODS

Banks in Bali Province were used as research locations. Next in the population are all banking employees in Bali Province, the exact number of which is unknown. The sample in this study was selected using purposive sampling. From this population, 230 samples were taken, namely bank employees. Data was collected

using a questionnaire method. The collected data was then analyzed using Structural Equation Modeling (SEM) Partial Least Squares (PLS).

C. RESULTS AND DISCUSSION

1. Results of the Measurement Model (Outer Model)

In the outer model measurement, "convergent validity and discriminant testing are carried out with validity and uni-dimensionality.

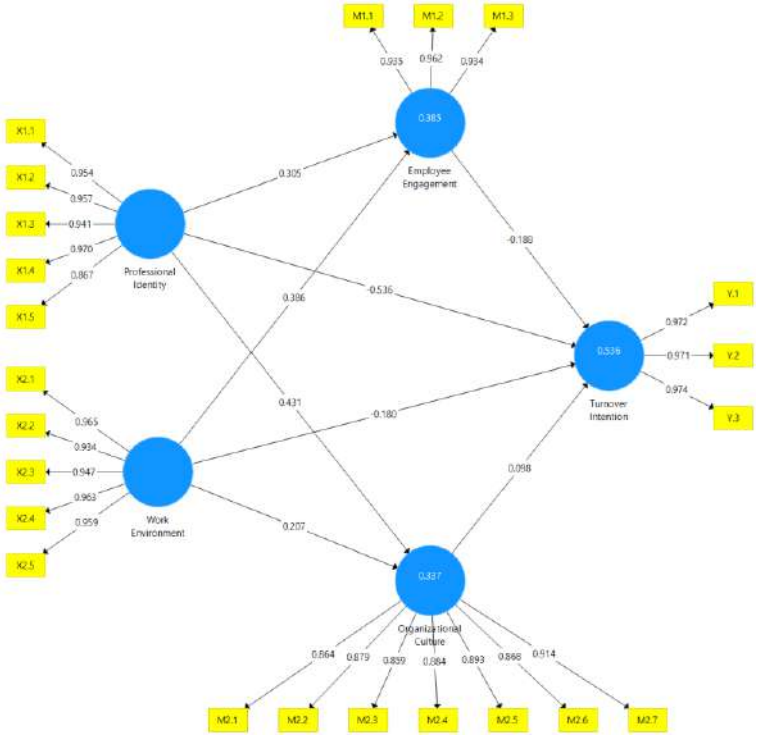


Figure 2. Outer Model

Exposure results can be found if all the values produced in the convergent validity test exceed 0.7. Therefore, it can be stated that the data used in the research is valid. The figures shown in the table state that the overall average variance extracted (AVE) value exceeds 0.5. Based on these results, whether the research data is valid can be decided.

The whole mark from discriminant validity of the latent variable correlation for each variable exceeds 0.7. Therefore, the data is concluded if the data in the research is valid.

Results in Table load information If the whole mark Cronbach's alpha on each tiao variable exceeds 0.7 and the overall Composite Reliability value exceeds 0.6. Therefore, the data in the research is reliable.

2. Results of the Measurement Model (Inner Model)

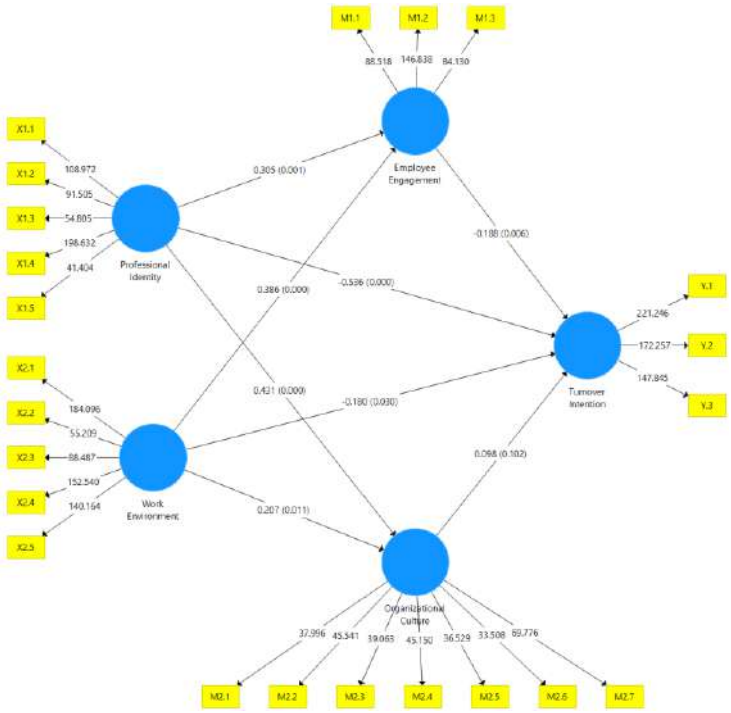


Figure 3 Inner Model

R square value from the endogenous constructs reviewed from the main criteria for evaluation quality from the structural model.

Table 2. R-Square Test Results

	R Square	R Square Adjusted
Employee Engagement	0.385	0.380
Organizational Culture	0.337	0.331
Turnover Intention	0.536	0.528

From the results, Table 2 shows that the R-square value for the professional identity and work environment variables on employee engagement is 0.568, which is in the category that describes the impact size of 0.568 x 100% = 56.8%. The R-square value for the variable professional identity and work environment on organizational culture is 0.618, which is in the large category, which gives a big picture of the impact of 0.618 x 100% = 61.8%. The R-square value of the variable professional identity and work environment on turnover intention is 0.536, which is significant and reflects the value of the role of 0.536 x 100% = 53.6%.

The q-square result obtained is 0.811, exceeding 0 and close to 1, which means that the model has a relevant predictive value or is considered worthy of having a relevant predictive value.

3. Testing Hypothesis

The analysis presented in the table above obtained p-values and t-statistics for each variable given the following explanation. The p-value of the employee

engagement variable for turnover intention is worth 0.006 if a comparison is made with a significance of 0.05 because the p-value is < significant (0.006 < 0.05) with a beta value of -0.188 and a statistical t value of 2.766 which, if compared with the t-table, is 1.96. Because the t-statistic value > t-value (2.766 > 1.96), it can be concluded that employee engagement negatively influences turnover intention. Which means the hypothesis can be accepted.

The p-value of the organizational culture variable for the turnover intention is worth 0.102 if a comparison is made with a significance value of 0.05. Because the p-value is < significant (0.102 > 0.05) with a beta value of 0.098 and a statistical t value of 1.642, which, if compared with the t-table, is 1.96. Because of the t-statistic value > t-value (1.642 < 1.96), it can be concluded that organizational culture does not influence turnover intention. Which means the hypothesis is rejected.

The p-value of the professional identity variable for employee engagement is worth 0.001 if a comparison is made with a significance of 0.05 because the p-value is < significant (0.001 < 0.05) with a beta value of 0.305 and a statistical t value of 3.490 which, if compared with the t-table, is 1.96. Because the t-statistic value < t-value (3.490 > 1.96), it can be concluded that professional identity creates a positive influence and is significant to employee engagement. Which means the hypothesis can be accepted.

The p-value of the professional identity variable for organizational culture is worth 0.000 if a comparison is made with a significance value of 0.05 because the p-value is > significant (0.000 < 0.05) with a beta value of 0.431 and a statistical t value of 5.943, which, if compared with the t-table, is 1.96. Because the t-statistic value > t-value (5.943 > 1.96), it can be concluded that professional identity creates a positive influence and is significant to nationalization culture. So, the hypothesis is accepted.

The p-value of the professional identity variable for the turnover intention is worth 0.031 if a comparison is made with a significance value of 0.05 because the p-value is > significant (0.000 < 0.05) with a beta value of -0.536 and a statistical t value of 6.383, which if compared with the t-table, is 1.96. Because the t-statistic value > t-value (6.383 > 1.96), it can be concluded that professional identity causes negative influences and is significant to turnover intention. Which means the hypothesis can be accepted.

The p-value of the work environment variable for employee engagement is worth 0.000 if a comparison is made with a significance value of 0.05. The p-value is < significant (0.000 < 0.05) with a beta value of 0.386 and a statistical t-value of 4.173, which if compared with the t-table, is 1.96. Because the t-statistic value > t-value (4.173 > 1.96), it can be concluded that the work environment causes negative influences and is significant to employee engagement. So, the hypothesis is accepted.

The p-value of the work environment variable for Organizational culture is worth 0.011 if compared with a significance value of 0.05. The p-value is < significant (0.011 < 0.05) with a beta value of 0.207 and a statistical t value of 2.551, which, if compared with the t-table, is 1.96. Because the t-statistic value > t-value (2.551 > 1.96), it can be concluded that the work environment has a positive influence and is significant to organizational culture. Which means the hypothesis can be accepted.

The p-value of the work environment variable for turnover intention is worth 0.030 if a comparison is made with a significance value of 0.05. Because the p-value is < significant (0.030 < 0.05), the beta value is -0.180, and the statistical t-value is 2.189, which, if compared with the t-table, is 1.96. Because the t-statistic value > t-value (2.189 > 1.96), it can be concluded that the work environment causes negative impacts and is significant for turnover intention. Which means the hypothesis can be accepted.

Based on the data in the table, the p-value and t-statistic results for each variable can be explained as follows:

The p-value of the professional identity variable on turnover intention through employee engagement is worth 0.019, which, if compared, has a significance value of 0.05 because the p-value is < significant (0.019 < 0.05) with a beta value of -0.057 and a statistical t value of 2.370 which, if compared with the t-table, is 1.96. Because the t-statistic value > t-value (2.370 > 1.96), it can be concluded that employee engagement can mediate the influence of professional identity on turnover intention. Which means the hypothesis can be accepted.

The p-value of the work environment variable on employee engagement is worth 0.041 if a comparison is made with a significance of 0.05. Because the p-value is < significant (0.041 < 0.05), the beta value is -0.073, and the statistical t-value is 2.058, which if compared with the t-table, is 1.96. Because the t-statistic value > t-value (2.058 > 1.96), it can be concluded that employee engagement can mediate the influence of the work environment on turnover intention. Which means the hypothesis can be accepted.

The p-value of the professional identity variable on turnover intention through organizational culture is worth 0.123, which, if compared, has a significance of 0.05. Because the p-value is > significant (0, .123 > 0.05), the beta value is 0.042, and the statistical t value is 1.550, which, if compared with the t-table, is 1.96. Because the t-statistic value < t-value (1.550 < 1.96), it can be concluded that organizational culture cannot mediate the influence of professional identity on turnover intention. Which means the hypothesis is rejected.

The p-value of the work environment variable on turnover intention through organizational culture is worth 0.228, which, if compared, has a significance value of 0.05. Because the p-value is > significant (0.228 > 0.05), the beta value is 0.020, and the statistical t-value is 1.208, which, if compared with the t-table, is 1.96. Because the t-statistic value < t-value (1.208 < 1.96), it can be concluded that organizational culture cannot mediate the influence of the work environment on turnover intention. Which means the hypothesis can be accepted.

4. The Influence of Professional Identity on Turnover Intention

From the results of the data analysis that was carried out, a significant p-value for the professional identity variable was found for turnover intention, which is worth 0.031 if a comparison is made with a significance value of 0.05 because the p-value is > significant (0.000 < 0.05) with a beta of -0.536 and a t statistical number of 6.383 which if compared with the t-table, is 1.96. Because the t-statistic value > t-value (6.383 > 1.96),

it can be concluded that professional identity causes negative impacts and is significant to turnover intention. Which means the hypothesis can be accepted. These results suggest that the higher the professional identity, the lower the turnover intention.

5. The Influence of Work Environment on Turnover Intention

From the results of the data analysis that has been carried out, a significant p-value for the work environment variable was found for turnover intention worth 0.030 if a comparison is made with a significance value of 0.05 because the p-value is > significant (0.030 < 0.05) with a beta of -0.180 and a t statistical number of 2.189 which if compared with the t-table, is 1.96. Because the t-statistic value > t-value (2.189 > 1.96), it can be concluded that the work environment causes negative impacts and is significant for turnover intention. Which means the hypothesis can be accepted. These results suggest that the better the work environment, the lower the turnover intention.

6. The Influence of Professional Identity on Employee Engagement

From the results of the data analysis, a significant p-value for the professional identity variable for employee engagement was found. It is worth 0.001 if a comparison is made with a significance of 0.05. Because the p-value is > significant (0.001 < 0.05) with a beta of 0.305 and a t-statistic number of 2.189 which, if compared with the t-table, is 1.96. Because the t-statistic value > t-value (2.189 > 1.96), it can be concluded that professional identity creates a positive influence and is significant to employee engagement. Which means the hypothesis can be accepted. These results mean that the higher the professional identity, the higher the employee engagement.

7. The Influence of Professional Identity on Organizational Culture

From the data analysis that has been carried out, significant results were found - the value of the professional identity variable for organizational culture is 0.000 if a comparison is made with a significance value of 0.05. Because the number of p-values is > significant (0,000 < 0.05) with a beta of 0.431 and a t-statistic of 5.943, which, if compared with the t-table, is 1.96. Because the t-statistic value > t-value (5.943 > 1.96), it can be concluded that professional identity creates a positive influence and is significant to nationalization culture. So, the hypothesis is accepted. These results mean that the higher the professional identity, the higher the organizational culture.

8. The Influence of Work Environment on Employee Engagement

From the results of the data analysis that was carried out, a significant p-value for the work environment variable was found on employee engagement, and it is worth 0.041 if a comparison is made with a significance of 0.05. Because the p-value is < significant (0.041 < 0.05), the beta value is -0.073, and the statistical t-value is 2.058, compared with the t-table, is 1.96. Because the t-statistic value > t-value (2.058 > 1.96), it can be concluded that employee engagement can mediate the influence of the work

environment on turnover intention. Which means the hypothesis can be accepted. Which means the hypothesis can be accepted. These results mean that the better the work environment, the higher employee engagement.

9. The Influence of Work Environment on Organizational Culture

From the results of the data analysis that was carried out, a significant p-value for the work environment variable was found for organizational culture, which was worth 0.011 if compared with a significance value of 0.05. Because the p-value is < significant (0.011 < 0.05), the beta value is 0.207, and the statistical t value is 2.551, which, if compared with the t-table, is 1.96. Because the t-statistic value > t-value (2.551 > 1.96), it can be concluded that the work environment has a positive influence and is significant to organizational culture. Which means the hypothesis can be accepted. This means that the better the work environment, the better the organizational culture.

10. The Influence of Employee Engagement on Turnover Intention

From the results of the data analysis that was carried out, a significant p-value for the employee engagement variable was found for turnover intention, which is worth 0.006 if a comparison is made with a significance of 0.05. Because the p-value is < significant (0.006 < 0.05), the beta value is -0.188, and the statistical t-value is 2.766, which, if compared with the t-table, is 1.96. Because the t-statistic value > t-value (2.766 > 1.96), it can be concluded that employee engagement negatively influences turnover intention. Which means the hypothesis can be accepted. These results mean that the higher employee engagement, the lower turnover intention.

11. The Influence of Organizational Culture on Turnover Intention

From the results of the data analysis that has been carried out, a significant p-value for the organizational culture variable was found for the turnover intention. It is worth 0.102 if a comparison is made with a significance value 0.05. Because the p-value is < significant (0.102 < 0.05), the beta value is 0.098, and the statistical t-value is 1.642, which, if compared with the t-table, is 1.96. Because the t-statistic value > t-value (1.642 < 1.96), it can be concluded that organizational culture does not influence turnover intention. Which means the hypothesis is rejected. These results provide meaning if organizational culture changes do not significantly impact turnover intention.

12. The Role of Employee Engagement in Mediating the Effect of Professional Identity on Turnover Intention

From the results of the data analysis that was carried out, a significant p-value for the professional identity variable was found on turnover intention through employee engagement, which is worth 0.019 and, if compared, has a significance value of 0.05. Because the p-value is < significant (0.019 < 0.05), the beta is -0.057, and the t-statistic is 2.370, compared with the t-table, which is 1.96. Because the t-statistic value > t-value (2.370 > 1.96), it can be concluded that employee engagement can mediate

the impact of professional identity on turnover intention. Which means the hypothesis can be accepted. This result is meaningful through employee engagement, and then the influence of professional identity on turnover intention will increase.

13. The Role of Employee Engagement in Mediating the Influence of Work Environment on Turnover Intention

From the results of the data analysis that was carried out, a significant p-value for the work environment variable was found on employee engagement, and it is worth 0.041 if a comparison is made with a significance of 0.05. Because the p-value is < significant (0.041 < 0.05), the beta value is -0.073, and the statistical t-value is 2.058, compared with the t-table, which is 1.96. Because the t-statistic value is > t-value (2.058 > 1.96), it can be concluded that employee engagement can mediate the impact of the work environment. on turnover intention. Which means the hypothesis can be accepted. These results provide meaning through employee engagement, and the work environment's role in turnover intention will increase.

14. The Role of Organizational Culture in Mediating the Influence of Professional Identity on Turnover Intention

From the results of the data analysis that has been carried out, a significant p-value for the professional identity variable was found on turnover intention through organizational culture, which is worth 0.123, which, if compared, has a significance of 0.05. Because the p-value is > significant (0, 123 > 0.05), the beta value is 0.042, and the statistical t-value is 1.550, which, if compared with the t-table, is 1.96. Because the t-statistic value < t-value (1.550 < 1.96), it can be concluded that organizational culture cannot mediate the influence of professional identity on turnover intention. Which means the hypothesis is rejected. These results provide meaning that if there is an organizational culture, then it will not significantly influence professional identity on turnover intention.

15. The Role of Organizational Culture in Mediating the Influence of Work Environment on Turnover Intention

From the results of the data analysis that was carried out, a significant p-value for the work environment variable was found on turnover intention through organizational culture worth 0.228, which, if compared, has a significance value of 0.05. Because the p-value is > significant (0.228 > 0.05), the beta is 0.020, and the statistical t-value is 1.208, which, if compared with the t-table, is 1.96. Because the total value of the t-statistic < t-value (1.208 < 1.96), it can be concluded that organizational culture cannot mediate the influence of the work environment. on turnover intention. Which means the hypothesis is rejected. These results provide meaning through organizational culture. It will have a minimal impact on the work environment or turnover intention.

D. CONCLUSION

Professional identity has a negative impact and is significant on turnover intention. The work environment negatively and significantly impacts turnover intention. Professional identity makes a positive and significant impact on employee engagement. Professional identity makes a positive and significant impact on organizational culture. The work environment positively impacts and significantly impacts employee engagement. Work environment has a positive and significant impact on organizational culture. Employee engagement has a negative and significant impact on turnover intention. Organizational culture has no impact on turnover intention. Employee engagement can mediate the influence of professional identity on turnover intention. Employee engagement can mediate the influence of the work environment on turnover intention. Organizational culture cannot mediate the influence of professional identity on turnover intention. Organizational culture cannot mediate the influence of the work environment on turnover intention.

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