

The Influence Of Superleadership, Work Engagement, And Job Crafting, On Turnover Intention In Millennial Employees

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Abstract

Human resources as an important investment for many companies, the development of a company, various problems arise related to human resources. One of the serious problems that exist in human resources is employee turnover intention behaviour. The purpose of this study is to determine whether Superleadership negatively affects turnover intention in millennial employees of PT Merobi Artha Putera, to determine whether Work Engagement negatively affects turnover intention in millennial employees of PT Merobi Artha Putera, and to determine whether Job Crafting negatively affects turnover intention in millennial employees of PT Merobi Artha Putera. The method used in this research is quantitative method, examining the population or sample, namely millennial generation employees of PT Merobi Artha Putera. data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing predetermined hypotheses. The independent variables in this study are, Superleadership (X1), Work engagement (X2) and Job crafting (X3). And the dependent variable in this study is turnover intention (Y). The findings of this study are that: 1) Superleadership has a negative and significant effect on turnover intention in millennial employees of PT Merobi Artha Putera. 2) Work engagement has a positive and significant effect on turnover intention in millennial employees of PT Merobi Artha Putera. 3) Job crafting has no effect on turnover intention in millennial employees of PT Merobi Artha.

Keywords: Millennial Employees, Superleadership, Work engagement, Job crafting, and Turnover Intention.

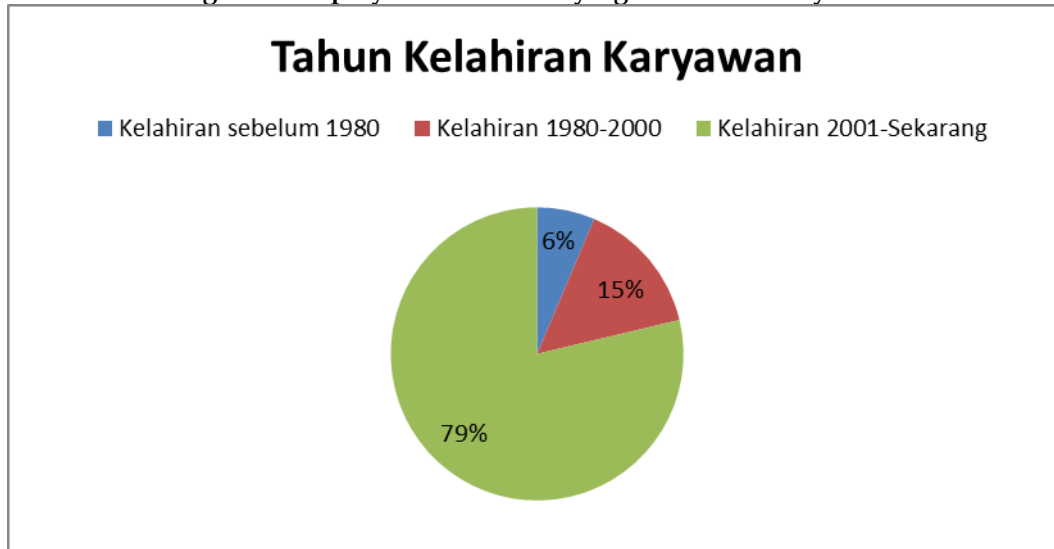
INTRODUCTION

Today many companies realize that human resources is the most important company problem, because workforce management is the most important job because 'managing people is the heart and essence of a manager', it relates to any activity related to the human element or relationships in the organization. (Raharjo, 2022). This is what makes human resources an important investment for many companies or organizations. Over time, the development of an organization arises various kinds of problems related to human resources. One of the serious problems that exist in human resources is employee turnover intention behavior.

According to Parwita et al (2019), the turnover intention rate is a serious problem for companies. Human resources of the millennial generation are one of the human resources with a high turnover intention. Currently, millennials occupy 50-70% in companies. Millennials are the generation born between 1980 and 2000. Millennials have independent, goal-oriented, and confident characteristics. The millennial generation was also born in an era of rapid technological and communication development. They tend to continue to innovate because they are required to quickly adapt in the technological era (Zis, et al, 2021)

As a company established since 1993 in South Cikarang, Bekasi Regency, PT. Merobi Artha Putera certainly also has the majority of millennial employees, because it is vulnerable that 1980 and 2000 are demographic bonus years. Based on initial observations at PT. Merobi Artha Putera most of the employees are millennial employees, out of a total of 47 employees 79% are millennial employees. For more information, see the following diagram:

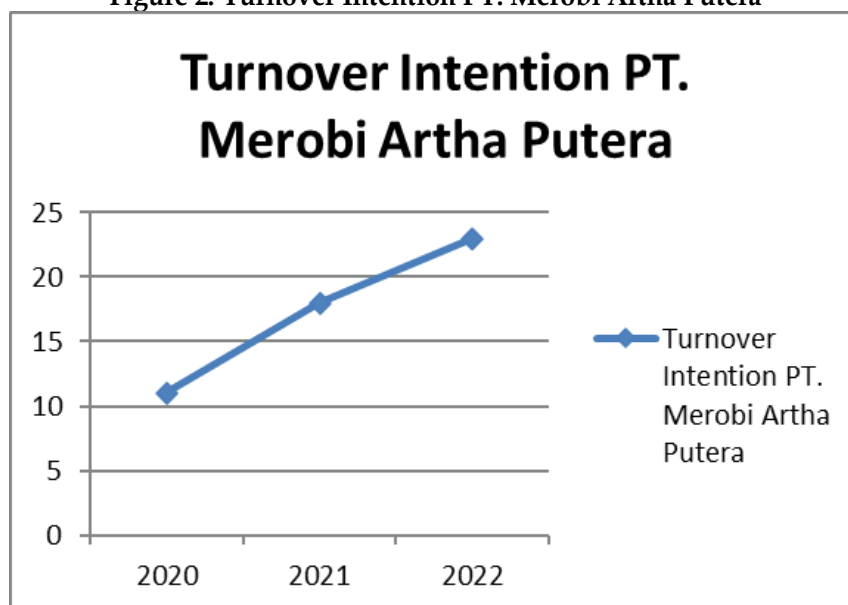
Figure 1. Employees of PT. Lobbying Artha Putera by Birth



The selection of millennials aged 26-40 years as research subjects related to turnover intention is partly because according to a survey conducted by the Deloitte Millennial Survey (2018) conducted in 2016, as many as 66% of millennials intend to leave their companies. While in 2018 they predict that in 2020 there will be 71% of employees who will leave their company.

Turnover intention is also experienced by PT. Lobbying Artha Putera. As a company engaged in specialist Ceiling and Partition Products since 1993, in fact the threat and shadow of Turnover intention is also high. The phenomenon that occurs at PT. Artha Putera's lobbying indicated that there was a problem within the company that resulted in employees deciding on turnover. The threat is increasingly real because the majority of employees are millennial employees.

Figure 2. Turnover Intention PT. Merobi Artha Putera



Based on the employee turnover data table above, the percentage of employee turnover of PT. Lobbying Artha Putera has increased from year to year, and the highest occurred in 2022, the number of employees leaving reached 23 people. The standard turnover rate that can be tolerated by each company varies, but the turnover rate is said to be high if it exceeds 10% each year (Widyanti and Agustina, 2022). Thus, it can be said that the turnover rate of PT. Merobi Artha Putera has exceeded the standard of high turnover.

To reduce employee turnover intention, especially turnover intention caused by leadership problems in a company, this study will focus on one leadership style, namely superleadership. Previous studies have found positive impacts of empowering leader behavior on employee behavior and attitudes in the workplace. This impact can be felt both at the individual and team levels (Salim, 2023). Empowering leaders can encourage employees to improve their skills and master their duties so as to enable employees to fulfill their responsibilities to a higher standard (Salim, 2023).



The concept of empowering leadership was first introduced by Manz and Sims (1990) with the term superleadership. Manz and Sims (1990) describe superleadership as a leader who helps employees to be able to lead themselves and develop skills (Manz & Sims, 2001). Such leaders encourage their employees to assume responsibility, take initiative, develop self-confidence, set goals, and solve problems themselves, rather than just giving orders (Manz & Sims, 2001). Based on this definition, then Pangaribuan, & Salendu, (2022) refer to Empowering leadership or empowering leadership. Empowering leadership is a form of constructive leadership aimed at developing employees with empowerment so that employees can perform well and support the achievement of company goals. From the definition above, it can be said that Superleadership or Empowering leadership is a leader behavior that sets an example, guides, encourages employees to have high performance, involves employees in decision making, provides information, shows concern, and interacts with employees.

Furthermore, Amundsen and Martinsen (2014), describe empowering leadership referring to the definition of superleadership initiated by Manz and Sims (1990). According to Rochani, & Wijayati, (2020), empowering leadership is defined as a process of influencing employees through power sharing, motivational support, and support to develop with the aim of encouraging independence, motivation, and the ability of employees to work independently in line with organizational targets and strategies.

In addition, another positive impact that is also felt from empowering leadership behavior is the decrease in turnover intention (Nugraha, & Anggiani 2022) Effective leadership described by Nugraha, & Anggiani (2022) is transformational leadership, which is said to have a negative effect on turnover intention. The figure of a leader in the company can be effective if the leader is able to manage the company and influence the behavior of subordinates to be willing to work together in achieving company goals. A leader must also be able to provide clear direction to employees in order to create good performance (Nugraha, & Anggiani, 2022).

Empowering leader behavior can also increase employee affective commitment, leading to a stronger emotional bond between employees and the organization they work for (Kim & Beehr, 2020a). The factor that makes the millennial generation bond is that the co-worker factor is very crucial in increasing the attachment of an employee. The next factor is the role of the leader who can direct and help hinder the tasks of his subordinates. The next factor is the role of the situation and work environment. Followed by reward and passion factors.

Sukoco, Fu'adah, & Muttaqin, (2021) explained that work engagement is a condition where a person is able to commit to the organization both emotionally and intellectually. The conclusion that can be drawn from the description of the theory above regarding work engagement is the attitude and behavior of employees at work by expressing themselves in total

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both physically, cognitively, affectively and emotionally. This view is supported by several studies that state that work engagement is related to turnover intention, work engagement has a negative and significant effect on turnover intention Safitri, & Suharnomo 2022). According to Wicaksono, (2020) as many as 36% of employees in Indonesia feel involved with their work.

The reason why turnover intention is researched is to prevent employees from leaving the company. When the turnover rate is high, the possibility of employees leaving the company is even higher. When analyzed from an economical side, companies will have considerable expenses when recruiting, job training, and other management activities.

Saptono, et al (2020). states that millennials have expectations for success but also want work-life balance. So, they value work-lifestyle balance. The selection of the millennial generation aged 26-40 years as the subject of research related to job crafting because of other things that have attracted attention in recent years, Indonesia has also entered a demographic bonus era where the productive population or what is currently called the millennial generation has a larger number than the previous generation (Central Statistics Agency. 2022). The millennial generation itself is known as a generation that has work habits and has a high sense of optimism, focuses on achievement, is confident, believes in moral and social values, and appreciates diversity. According to Rakhim, (2020). Millennials are the largest generation in history with about 79.8 million members, surpassing the Baby Boomers. The millennial generation is the most generation that enters the workforce. The entry of millennials into the workforce has caused significant intergenerational conflict. Other generations consider millennials to be an elusive generation and have their own stereotypes.

Millennials don't really pursue job satisfaction, but what millennials want more is the possibility of developing themselves in the job (learning new things, new skills, new angles of the field, getting to know more people, taking opportunities to grow, and so on. Work engagement has benefits that can help individuals in carrying out their roles as employees. Work engagement is explained as a person's mental state characterized by vigor, dedication and absorption while working and is positive and full (Schaufeli, Salanova, Gonzales-Roma, & Bakker, 2002). Vigor is characterized by high morale and resilience in the face of difficulties while working. While dedication is characterized by the nature of involvement, enthusiasm, courage to face challenges, and pride. Then absorption is characterized by full concentration which causes employees to forget time so that they have difficulty parting with their work.

Some previous research on the interaction of work engagement with turnover intention has been conducted before. Memon et al (2020) found that the higher the work engagement of a worker, the lower the intention to leave and change jobs. Similar findings were revealed by Lee et al (2019) that high work engagement can reduce the turnover rate of workers. Other studies have concluded that work engagement can reduce the turnover intention rate of workers (Fauzia and Marwansyah, 2020; Laksono and Wardoyo, 2019). In the millennial generation, it was found that work engagement can reduce workers' intention to leave their jobs and change to other jobs (Siahaandan Gatari, 2020; Wicaksono, 2020).

According to Hadi, & Prasetya, (2023) work engagement is influenced through three factors, which are job demands and job resources as well as personal resources. Job demands are defined as a work environment that provides a stimulus that is demanding and commanding so that a response is given. Job resources are defined as physical, social, psychological and organizational aspects that are sources of work for employees from outside themselves from work to achieve goals. While personal resources are defined as positive self-evaluations related to individual mental resilience and also refer to individual feelings about their ability to successfully control and influence their environment.

Personal resources are often associated with excitement and feeling that they are able to control and have an impact on the environment according to their wishes and desires (Hadi, &

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Prasetya, 2023). Job demands can cause burnout for employees if not balanced with job resources. However, inappropriate placement (demands) with abilities and interests (resources) will lead to psychological sacrifice. Adjusting to work requires more effort from employees. Employees need to think and work on how their resources can be used to manage the demands that are currently carried.

In this situation, what employees can do is that they can freely change their work by choosing tasks, negotiating on job content and assigning meaning to their work. The characteristics of the millennial generation who are able to be proactive to a situation are then developed into a variable from this study, namely Job crafting. Job crafting itself is defined by Najla & Prakoso, (2022). As a proactive change that employees make to align the demands and resources of the work according to their personal abilities and needs.

If employees are involved in job crafting, then these employees can shape, refine, and adjust the work according to their abilities (Thun & Bakker, 2018). Job crafting selection as a variable because a leader is known to play an important role in allowing employees to display job crafting behavior (Kim & Beehr, 2020b; Ouyang et al., 2020; Thun & Bakker, 2018).

Previous studies have found various positive effects of job crafting behavior. Job crafting behavior can potentially increase a person's job meaning and positive work identity which can then affect their motivation at work. By making changes to aspects of the job, employees can understand their work in different ways. Such improved fit can lead to job satisfaction, organizational commitment, and employee retention. Wang et al. (2018) also found that job crafting behavior can increase organizational commitment, especially affective commitment. When employees realize the meaningfulness and importance of their work in the organization, employees tend to be more committed to their organization (Wang et al., 2018). In addition, employees who display job crafting will also have better work performance than other employees and show higher work attachment. Another positive impact of job crafting behavior is that it can reduce employee turnover intention (Zhang & Li, 2020).

RESEARCH METHOD

This study uses quantitative research methods with associative research design to analyze the influence between independent variables (superleadership, work engagement, and job crafting) on dependent variables (turnover intention) in millennial employees of PT Merobi Artha Putera. The study population was all 37 millennial employees of PT Merobi Artha Putera, using saturated sample techniques. Data were collected through questionnaires with Likert scales, observations, interviews, and literature studies. Data analysis was carried out by testing validity, reliability, classical assumptions (normality, multicollinearity, heteroscedasticity), multiple linear regression, and hypothesis tests (coefficient of determination, F test, and t test) using SPSS version 25.

RESULTS AND DISCUSSIONS

Results

Validity Test

Table 1. Superleadership Validity Test Results (X1)

Nomor Item	Nilai r Hitung	Nilai r Tabel ($\alpha = 0,05$)	Keterangan
1	0,429	0,2746	Valid
2	0,648	0,2746	Valid
3	0,557	0,2746	Valid
4	0,756	0,2746	Valid
5	0,681	0,2746	Valid
6	0,635	0,2746	Valid
7	0,680	0,2746	Valid
8	0,348	0,2746	Valid
9	0,528	0,2746	Valid
10	0,382	0,2746	Valid
11	0,395	0,2746	Valid
12	0,403	0,2746	Valid

Source: Data processing in SPSS 25

Based on the data in the table above, it can be seen that the value of r count for each statement item on the superleadership variable (X1) is greater than r table ($\alpha = 0.05$) $r \text{ count} > r \text{ table}$. So that the overall results of the test show that the superleadership variable research instrument (X1) of all items can be declared valid.

Table 2. Work Engagement Validity Test Results (X2)

Nomor Item	Nilai r Hitung	Nilai r Tabel ($\alpha = 0,05$)	Keterangan
1	0,657	0,2746	Valid
2	0,657	0,2746	Valid
3	0,344	0,2746	Valid
4	0,534	0,2746	Valid
5	0,657	0,2746	Valid
6	0,446	0,2746	Valid
7	0,448	0,2746	Valid
8	0,470	0,2746	Valid
9	0,396	0,2746	Valid

Source: Data processing in SPSS 25

Based on the data in the table above, it can be seen that the value of r count for each statement item on the work engagement variable (X2) is greater than r table ($\alpha = 0.05$) $r \text{ count} > r \text{ table}$. So that the overall results of the test show that the work engagement variable research instrument (X2) of all items can be declared valid.

Table 3. Job Crafting Validity Test Results (X3)

Nomor Item	Nilai r Hitung	Nilai r Tabel ($\alpha = 0,05$)	Keterangan
1	0,629	0,2746	Valid
2	0,838	0,2746	Valid
3	0,835	0,2746	Valid
4	0,847	0,2746	Valid
5	0,887	0,2746	Valid
6	0,769	0,2746	Valid
7	0,805	0,2746	Valid
8	0,747	0,2746	Valid
9	0,783	0,2746	Valid
10	0,735	0,2746	Valid
11	0,806	0,2746	Valid
12	0,725	0,2746	Valid
13	0,887	0,2746	Valid
14	0,769	0,2746	Valid
15	0,836	0,2746	Valid
16	0,725	0,2746	Valid
17	0,725	0,2746	Valid
18	0,725	0,2746	Valid
19	0,724	0,2746	Valid
20	0,671	0,2746	Valid
21	0,603	0,2746	Valid

Source: Data processing in SPSS 25

Based on the data in the table above, it can be seen that the value of r count for each statement item on the job crafting variable (X3) is greater than r table ($\alpha = 0.05$) r count $>$ r table. So that the overall results of the test show that the job crafting variable research instrument (X3) of all items can be declared valid.

Table 4. Turnover Intention Validity Test Results (Y)

Nomor Item	Nilai r Hitung	Nilai r Tabel ($\alpha = 0,05$)	Keterangan
1	0,542	0,2746	Valid
2	0,731	0,2746	Valid
3	0,651	0,2746	Valid

Source: Data processing in SPSS 25

Based on the data in the table above, it can be seen that the value of r calculated for each statement item on the variable turnover intention (Y) is greater than r table ($\alpha = 0.05$) r calculate $>$ r table. So that the overall results of the test show that the variable turnover intention (Y) research instrument of the entire item can be declared valid.

Reability Test

Table 5. Reability Test Results

Variabel	Cronbach's Alpha	≥ Cronbach's Alpha	Keterangan
<i>Superleadership (X1)</i>	0,763	0,60	Reliabel
<i>Work Engagement (X2)</i>	0,753	0,60	Reliabel
<i>Job Crafting (X3)</i>	0,967	0,60	Reliabel
<i>Turnover Intention (Y)</i>	0,789	0,60	Reliabel

Source: Data processing in SPSS 25

Based on the table above, the variables superleadership, work engagement, job crafting and turnover intention have a value of Cronbach's alpha > 0.60 so that it can be concluded that the questionnaire can be said to be reliable or trustworthy.

Normality Test

Table 6. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual		
N		37
Normal Paramaters ^{a,b}	Mean	.0000000
	Std. Deviation	.29301155
Most Extreme Differences	Absolute	.089
	Positive	.070
	Negative	-.089
Test Statistic		.089
Asymp. Sig. (2-tailed)		.200 ^c

Source: Data processing in SPSS 25

Based on the results of the kolmogorov-smirnov normality test on the table it can be seen that the value of Asymp. Sig. (2-tailed) is 0.200 where the value is > 0.05 which indicates that the data is normally distributed.

Multicolonicity Test

Table 7. Multicolonicity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	5.115	.430		11.097	.000		

<i>Superleadership</i>	-.780	.229	-.634	-3.400	.002	.568	1.761
<i>Work Engagement</i>	.407	.186	.358	2.166	.036	.737	1.356
<i>Job Crafting</i>	-.602	.162	-.069	-.384	.703	.608	1.645

Source: Data processing in SPSS 25

Based on the table data above, it shows that the results of calculating the tolerance value of each variable have no tolerance value less than 0.10, which means there is no correlation between independent variables. Likewise, the VIF value indicates that no variable has a VIF value greater than 10. So it can be concluded that the data in this study there is no multicollinearity between independent variables.

Heteroscedasticity Test

Table 8. Heteroscedasticity Test Results

Model	Unstand ardized B	Coefficien ts Std. Error	Standardized Coefficients Beta	t	Sig.
(Constans)	-.047	.249		-.191	.850
<i>Superleadership</i>	.196	.133	.319	1.475	.150
<i>Work Engagement</i>	-.115	.108	-.202	-1.068	.293
<i>Job Crafting</i>	.059	.094	.131	.630	.533

a.

Source: Data processing in SPSS 25

Based on the table data above, it can be seen that the test results of heteroscedasticity tests with significance values of all independent variables show values above 5% (0.05) or > 0.05. This means that the data in this study did not occur symptoms of heteroscedasticity.

Double Linear Regression Analysis

Table 9. Double Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constans)	5.115	.430		11.907	.000
<i>Superleadership</i>	-.780	.229	-.634	-.3.400	.002
<i>Work Engagement</i>	.407	.186	.358	2.186	.036
<i>Job crafting</i>	-.602	.162	-.069	-.384	.703

Source: Data processing in SPSS 25

Based on table 4.21 of multiple linear regression analysis results, the regression equation formed is $Y = 5.115 + -0.780X_1 + -0.407X_2 + -0.602X_3$. The constant value (α) of 5,115 indicates that if the variables superleadership, work engagement, and job crafting are zero, then the turnover intention is 5,115 units. The value of the regression coefficient of the superleadership variable of -0.780 means that every decrease in superleadership by one unit causes turnover

intention to decrease by -0.780 units assuming the other variables are fixed. The value of the regression coefficient of the work engagement variable of -0.407 means that every decrease in work engagement by one unit causes turnover intention to decrease by -0.407 units assuming other variables are fixed. The regression coefficient value of the job crafting variable of -0.602 means that every increase in job crafting by one unit causes turnover intention to increase by -0.602 units assuming other variables are fixed. The most influential variable on turnover intention in this study is the superleadership variable with a coefficient value of -0.780.

Hypothesis Testing

Coefficient of Determination Test (Adjusted R²)

Table 10. Coefficient of Determination Test Results (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.589 ^a	.347	.288	.27136

Source: Data processing in SPSS 25

Based on the table above, it can be seen that the Adjusted R-Square value of the regression model formed in this study is 0.288 which shows that the ability of independent variables (superleadership, work engagement and job crafting) in explaining the dependent variable (turnover intention) is 28.8%, the remaining 71.2% is influenced by other variables that are not included in the study.

F Test

Table 11. F Test Results

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	1.294	3	.431	5.856	.003 ^b
Residual	2.430	33	.074		
Total	3.724	36			

a. Dependen Variabel: Rerata.Y

b. Predictors: (Constant), Rerata.X3, Rerata.X1, Rerata.X2

Source: Data processing in SPSS 25

Based on the table above, how to determine the degree of freedom (df) for the numerator (df1) with the formula $df1 = k - 1$. Then to determine the degree of freedom (df) for the denominator (df2) with the formula $df2 = n - k$, where k is the number of independent variables and bound variables and n is the amount of data. In this study $k = 4$ and $n = 37$, then the value (df) in this study is $df1 = 4 - 1 = 3$ and $df2 = 37 - 4 = 33$. So it can be seen that the value of f table with $df1 = 3$ and $df2 = 33$ obtained the value of Ftable 2.66. Furthermore, by comparing Fcalculate and Ftable above, it is known that Fcalculate is $5.856 > 2.66$, it can be concluded that the regression model is declared fit or suitable.

T Test

Table 12. T Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constans)	5.115	.430		11.907	.000
1 <i>Superleadership</i>	-.780	.229	-.634	-3.400	.002
<i>Work Engagement</i>	.407	.186	.358	2.186	.036
<i>Job crafting</i>	-.602	.162	-.069	-.384	.703

Source: Data processing in SPSS 25

The effect of superleadership on turnover intention

Based on the table of Superleadership variable test results show t count of -3,400. While the value of t table with a confidence level of 95% $df\ n - k - 1 = 37 - 4 - 1 = 32$ then t table 1.69389. This means t count > t table while the significance is 0.002 which is smaller than 0.05. Therefore t counts > t table (-3.400 > 1.69389) and the significance of 0.002 is less than 0.05. So it can be concluded that the first hypothesis is accepted.

The effect of work engagement on turnover intention

Based on the table of test results of the Work engagement variable shows a t count of 2.186. While the value of t table with a confidence level of 95% $df\ n - k - 1 = 37 - 4 - 1 = 32$ then t table 1.69389. This means t count > t table while the significance is 0.036 which is smaller than 0.05. Therefore t counts > t table (2.186 > 1.69389) and the significance of 0.036 is less than 0.05. So it can be concluded that the second hypothesis is rejected.

The effect of job crafting on turnover intention

Based on the table of test results of the Job crafting variable shows t count of -0.384. While the value of t table with a confidence level of 95% $df\ n - k - 1 = 37 - 4 - 1 = 32$ then t table 1.69389. This means t count < t table while the significance is 0.703 which is greater than 0.05. Therefore t counts > t table (-0.384 < 1.69389) and the significance of 0.703 is greater than 0.05. So it can be concluded that the third hypothesis is rejected.



Discussion

The Effect of Superleadership on Turnover Intention in Millennial Employees of PT. Lobbying Artha Putra

The results of the first hypothesis test (H1) prove the negative influence of *superleadership* variables on *turnover intention* in millennial employees of PT. Lobbying Artha Putra. This means that the test results correspond to the hypothesis proposed, that (H1) is accepted.

So it means that the higher or lower the level of *superleadership*, it will affect *employee turnover intention*. So that with leaders giving or directing employees to develop employee skills while working, it will minimize *turnover intention*, conversely the lower the level of *superleadership* carried out by company leaders, the greater their intention to leave work.

The findings of this study are in line with Nature (2022) which proves that leadership has a negative and insignificant effect on *employee turnover intention*. Good leadership can orient, motivate, empower employees, and set a good example for employees. Employees can perform tasks comfortably, confidently, and responsibly, this statement is relevant to previous research

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conducted (Halim, 2021) which analyzed leadership using five indicators that can contribute to avoiding *turnover intention*.

The Effect of Work Engagement on Turnover Intention in Millennial Employees of PT. Lobbying Artha Putera

The results of the second hypothesis test (H2) prove a positive influence on *turnover intention* in millennial employees of PT. Lobbying Artha Putra. This means that the test results have not been in accordance with the hypothesis proposed, that (H2) is rejected.

Based on the results of the research conducted, it shows that there is a positive and significant influence between *Work Engagement* on *Turnover Intention* so that the hypothesis of these two studies is rejected. This can be interpreted as the level of *work engagement* has a major influence on their desire to *make a turnover* out of the company or *Turnover Intention*. *High work engagement will affect the decrease in employee turnover intention, and vice versa, low work engagement will affect the increase in employee turnover.*

Research by Malik et al. (2018) states that *Work Engagement* has a negative relationship with *turnover intention*. However, in this study, even though the level of *work engagement* is low, employees will still stay in the company. This can be interpreted that *work engagement* does not have any influence on *Turnover Intention*. The results of this research are also supported by further research, namely the research of Eduardo Parengkuan (2020); Tambunan, Tewal, Lucky (2020), and Ramadhan & Nawawi (2021) which show that *work engagement* has a negative and insignificant influence on *Turnover Intention*. This is not the same as the existing theory, where if employees have a high level of *work engagement*, then the desire to leave their workplace is lower.



The Effect of Job Crafting on Turnover Intention in Millennial Employees of PT. Lobbying Artha Putera

The results of testing the third hypothesis (H3) prove that there is no influence on *turnover intention* in millennial employees of PT. Lobbying Artha Putra. This means that the test results have not been in accordance with the hypothesis proposed, that (H3) is rejected.

This research shows that the higher *job crafting* has the potential to reduce *turnover intention*, because with the skills that employees have they will feel that their job is a job that matches their passion. So that it will reduce *turnover* in the company PT. Lobbying Artha Putera.

Based on the results of research conducted shows that there is no effect of *job crafting* on *Turnover Intention*. So it was concluded that the third hypothesis in this study was rejected. This can be interpreted if *job crafting* increases, then *turnover intention* will decrease. The results of this study are supported by the results of questionnaires distributed or the results of respondents' answers that *job crafting* has no effect on *turnover intention*. Many of these workers are involved in *job crafting* because of the demands of the given job. They look for their work flow or initiatively change or design their respective jobs in accordance with their own needs. This is due to making changes in tasks such as building new jobs and reducing the inhibiting demands and high enthusiasm to succeed in making such changes. Employees often try to ask colleagues and superiors for advice about their performance, besides that the company's work culture that requires employees to be able to work creatively and innovatively makes job crafting an effort to create creativity.

This could happen because of the characteristics of the company PT. Merobi Artha Putera, which is engaged in the specialist field of Ceiling and Partition Products, is different from other companies such as start-ups, according to Lee's study, (2022) that the characteristics of start-up companies that tend to be flat and informal on the one hand can increase creative ideas and success by employees by simulating *cross-ideas* and avoiding early idea filtering from managers. But start-ups that have a flatter hierarchy can burden their managers with the burden of direction

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and conflict resolution, causing employees to feel compelled to follow in power struggles and aimless exploration of ideas. So, it can be concluded that although millennial generation employees feel confused because the hierarchy of start-up companies makes them more creative, on the other hand it also creates conflicts. Finally, employees will keep their jobs in the company.

CONCLUSION

Based on the results of the study, several things can be concluded. First, superleadership has a negative and significant effect on turnover intention in millennial employees of PT. Lobbying Artha Putera, so that the first hypothesis (H1) was accepted. The higher the superleadership carried out by the leader, the more it will reduce employee turnover intention. Second, work engagement has a positive and significant effect on turnover intention, so the second hypothesis (H2) is rejected. A high level of work engagement actually increases employee turnover intention, and vice versa. Third, job crafting does not affect turnover intention in millennial employees of PT. Lobbying Artha Putera, so the third hypothesis (H3) was rejected. This may be due to the characteristics of the company that are different from other companies that tend to be flat and informal, so they do not foster job crafting in employees.

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