

The Effect of Job Satisfaction and Employee Engagement on Turnover Intention of Millennials Generation in Palembang

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HOW TO SURVIVE THE UNSTEADY WORLD?”**

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FOREWORD



Assalamualaikum Wr. Wb

Welcome to the Sriwijaya, Economics, Accounting and Business Conference (SEABC). SEABC is scholarly activity consists of international seminar and conference that is expected to give contribution and identify national economic policy, especially in facing ASEAN economic community. In 2020, SEABC is running its sixth year and taking a theme of “VUCA 2.0 : How to Survive Unsteady World?”.

The Faculty of Economics of Universitas Sriwijaya has organized this important seminar and conference. Many individuals have put that hard work to make this event becomes reality. The papers presented at this conference and included in this proceedings are expected to give contribution to research and technology development (IPTEK).

At last, we would like to thank for all the participants and the presenters that are willing to present their ideas and make this conference possible. We hope this proceedings can be a reference to build our nation and country.

Wassalamualaikum Wr. Wb

Prof. Dr. Mohamad Adam, S.E., M.E.

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THE EFFECT OF JOB SATISFACTION AND EMPLOYEE ENGAGEMENT ON TURNOVER INTENTION OF MILLENNIALS GENERATION IN PALEMBANG

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Abstract

Purpose: This study aims to determine the effect of job satisfaction and employee engagement partially and simultaneously on turnover intention of millennial generation in Palembang.

Research Methodology: The scope of this research is focused on the analysis and discussion of the independent variables: job satisfaction (X1) and employee engagement (X2), and their effect on the dependent variable: turnover intention (Y). The population in this study is the millennial generation in Palembang from 20-38 years (born in 1982-2000). Data were collected from 203 employees as sample of this study. Multiple linear regressions were conducted as analytical method to determine the relationship among those variables.

Results: The result shows that 1) job satisfaction has a negative and significant effect on turnover intention; 2) employee engagement has a negative and significant effect on turnover intention; 3) job satisfaction and employee engagement simultaneously have negative and significant effect on turnover intention of millennial generation in Palembang.

Limitations: This study only focuses on job satisfaction and employee engagement variables on millennials generation in Palembang. Further researcher can add other variables that can affect turnover intention of millennials generation, such as organizational commitment, training, organizational support, leadership, organizational climate, compensation, and organizational justice. Further research may also consider using other research objects other than Palembang, such as sample from other cities in Indonesia.

Contribution: Contributing to public policy in government as well as an alternative solution for business stakeholders to formulate corporate strategies in dealing with the phenomenon of the 2020-2030 Indonesian millennial workforce.

Keywords: Job satisfaction, Employee engagement, Turnover intention, Millennials, Palembang

1. INTRODUCTION

Indonesia is now entering the demographic bonus phenomenon. The demographic bonus is a phenomenon where the portion of the productive population is greater than the share of the unproductive population (Badan Pusat Statistik, 2018). The opportunity for this demographic bonus occurs in the period 2020-2030. With the significant increase in the number of productive populations, it is certainly a golden opportunity of the economy (Badan Pusat Statistik, 2018). The productive population in this era is dominated by generation Y or the millennial generation (Statistik Gender Tematik Kemnppa & Badan Pusat Statistik: Profil Generasi Millennial Indonesia, 2018).

The term millennial itself was first discovered by Neil Howe and William Strauss (2000) in their book, *Millennials Rising: The Next Great Generation*. They found this term in 1987, when children born in 1982 entered pre-school (Howe & Strauss, 2000). Millennial generation (also known as generation Y) who were born in 1982-2000 (Ali & Purwandi, 2017).

According to the Indonesian Social-Economic Survey by the Central Bureau of Statistics in 2017, the number of millennial generations reached around 88 million or 33.75% of the total population of



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Indonesia (Badan Pusat Statistik, 2017). A large millennial population is an important phenomenon that must be point of concern (Yuniasanti R., et al., 2019). In 2020, the year of demographic bonus phenomenon starts, millennials are in the age range of 20-40 years. This age is the productive age that will form the backbone of the Indonesian economy (Statistik Gender Tematik Kemenpppa & Badan Pusat Statistik: Profil Generasi Millennial Indonesia, 2018).

Millennials have some work values, they are passion, work-life balance, free time, and a sense of security from work. These values are closely related to the view of the millennial generation on the concept of work itself (Purba & Ananta, 2018). Millennials feel comfortable with changes so that high turnover rates and job dissatisfaction are often considered normal for this generation (Dewantoro & Purba, 2018). Technology and gadgets have become good friends for millennials, making this generation need more flexibility in working anywhere and anytime, to do various tasks given by their superiors. If they are not accommodated, dissatisfaction at work may arise and do not be surprised if they get resign of their job because of it (Nurhasan, 2017).

The success of an organization depends on its ability to manage various kinds of resources, one of the most important, are human resources (Cholil & Riani, 2003). Human resource is always attached to any organizational resource as a determining factor for its existence and role in contributing to the achievement of organizational goals effectively and efficiently (Cholil & Riani, 2003).

Job satisfaction is a general attitude towards a person's job, which shows the difference between the number of awards received by workers and the amount they believe they should receive (Robbins, 2013). Employees who have high job satisfaction are more likely to stay at the company, while employees who have low job satisfaction will have the intention to leave the company (Merissa, 2018).

Job satisfaction is also influenced by work engagement. High work engagement will cause employees to have higher job satisfaction when compared to employees who do not have work engagement (Merissa, 2018). When employees feel engaged, they will try to give their best contribution to achieve the goals of the company or organization (Bakker & Leiter, 2010).

Employee engagement is achieved if the employee/employee knows what the organization expects, has the necessary resources to complete their work, has the opportunity to participate in organizational growth and believes that the contribution made has a significant effect on the organization (Larasati, et al., 2018). Employee involvement in the company is very important because involvement is an effort to improve the relationship between the company and its employees (Larasati, et al., 2018).

Employees who feel engaged in their work are employees who are highly motivated towards their work, and are emotionally connected to their organization and have high enthusiasm for the success and progress of their organization (Kompaso & Sridevi, 2010). Employees tend to quit (quit) from the organization if they don't feel involved or are no longer committed to their work (Salahudin et al., 2016).

Based on previous research, it was found that millennial generation employees showed a higher turnover intention to leave their jobs compared to other generations or more commonly known as millennial turnover intention (Ertas, 2015). Millennial Generation is known as a generation that has a very low level of tolerance for mismatches between what they expect and what they receive from the organization. They will choose to resign from the organization when their work is not as expected and unable to meet their needs (Kim et al., 2009). This is a problem experienced by many companies lately, especially by companies that employ many millennial generation employees (Raharjo, 2015).

As many as 65.8% of Indonesian millennial generation employees choose to leave their jobs after working for 12 months (Lie & Andreani, 2017). As many as 3 out of 10 Millennials plan to stay in



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one company for only 2-3 years. Only 1 in 10 Millennials which states that they will stay in a company for more than 10 years (Indonesian Millennial Report IDN Media, 2019). The phenomenon of millennial generation turnover intention is a problem that requires a solution. Of course, the actual employee turnover rate can be predicted from the employee turnover intention rate (Van der Heijden et al., 2018).

Previous research from the Deloitte Indonesia Survey for Millennials as Workforce 2019 in the time between February-March 2019 to 100 millennial respondents born between 1981-2000 in Indonesia regarding the world of work (Deloitte Indonesia, 2019). This research is related to the ideal duration of time to stay in one workplace, the results show that 15% of respondents answered more than 5 years, 24% of respondents answered between 1-2 years, and almost half the number of respondents or 49.5% of millennials admitted the ideal time to work in a workplace or company is 3-5 years (Deloitte Indonesia, 2019).

The main cause of turnover intention is the desire to get a new, better job. To deal with this problem, companies should be able to develop employee stay intention to remain the employee's loyalty to the company (Purba and Ananta, 2018). In order to understand what are factors encourage employees to become attached to the organization, an organization needs to know what dimensions the employee is engaged to (engagement drivers), or want to break away from the organization (engagement threats). Organizations need to know which engagement drivers are more suitable for millennial generation (gen Y) so that it is easy to make improvements to their human capital systems and procedures (Nurhasan, 2017).

Survey "Employee Engagement Among Millennials" by Dale Carneige Indonesia, it was shown that 9% of millennial employees refused to be involved (disengaged) with the company. It is even greater, namely 66% of the millennial workforce is only partially engaged (partially-engaged). Another new fact is that only 1 in 4 millennials are engaged, and 64% of those who are engaged will stay at least a year into the future. Conversely, 60% of millennials plan to resign if they feel disengaged with the company they currently work (Dale Carneige Indonesia, 2016).

The current phenomenon in Indonesia is that the number of millennial generations reaches around 88 million people or 33.75% of the total population of Indonesia (Central Bureau of Statistics Republic of Indonesia, 2017). In the city of Palembang, the phenomenon of the millennial generation reached around 45.4% of the total workforce population in Palembang (Statistik Ketenagakerjaan Badan Pusat Statistik kota Palembang, 2018).

There is a phenomenon that the workforce in Palembang is dominated by the millennial generation. The government as well as business leaders and human resource managers are required to develop a company strategy that is more "millennial" to adapt to the characteristics of the millennial generation to maximize their potential in order to achieve company targets and to retain employees from the phenomenon of turnover intention.

Previous study on millennial generation turnover intention were done by analyzing the influence of work life balance and job satisfaction determinant factors (Nafiudin, 2017). In fact, there are many other factors that have the potential to influence the turnover intention of millennial generation, for example employee engagement. On the basis of this research gap, this study was conducted to analyze the factors of job satisfaction and employee engagement in the Palembang millennial generation analysis. The Palembang city was chosen as the research location because the millennial generation has dominated around 45.4% of the total working age population in Palembang city (Badan Pusat Statistik republic Indonesia, 2018).

Based on the previous background, the research problem formulations in this study are:

- 1) How does job satisfaction affect the turnover intention of millennial generation in Palembang?



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- 2) How does employee engagement affect the turnover intention of millennial generation in Palembang?
- 3) How do job satisfaction and employee engagement simultaneously influence the turnover intention of millennial generation in Palembang?

The objectives of this study are:

- 1) To analyze the effect of job satisfaction on turnover intention for millennials generation in Palembang
- 2) To analyze the effect of employee engagement on turnover intention for millennials generation in Palembang
- 3) To analyze the effect of job satisfaction and employee engagement together or simultaneously on turnover intention of millennial generation in Palembang.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The Grand Theory used in this study is the theory of two factors (Herzberg's Two Factors Theory of Work Motivation). This theory was developed by Frederick Herzberg. He uses Abraham Maslow's theory as a reference (Andriani & Widiawati, 2017). According to this theory, Herzberg states that people in carrying out their work are influenced by two factors which are necessities, namely: Hygiene Factors/Maintenance factors including: salary, working conditions, company policy and administration, interpersonal relationships, and quality of supervision. Loss of maintenance factors can lead to dissatisfiers and increased employee attendance and turnover rates. Motivation factors include: achievement, recognition, work itself, responsibility, progress, and growth (Andriani & Widiawati, 2017). In general, job satisfaction is the feeling of supporting or not supporting employees at work. "Job satisfaction is the favorableness or unfavorability with employees view of their work" (Davis & Newstorn, 2011). Job satisfaction is the way an employee feels himself or his job "is the way an employee feels about his or her job" (Yukl, 2010).

Employee engagement was first defined by Kahn in 1990, which is a participatory process that uses all the capacities of workers and is designed to increase commitment to the success of the company as an effort to involve members of the organization so that they can know their role in work. There are three dimensions of employee engagement, namely:

(1) vigour (spirit), is a state that is full of high energy levels and is mentally tough in doing work; (2) dedication, is a feeling of being significant, enthusiastic, inspiring, proud, and challenged. Employees who have significant feelings are employees who have meaning for their existence at work. The purpose of meaning is to give the ability that he has for work. Meanwhile, enthusiasm is a feeling that is full of attention and interest in doing work; (3) absorption (united), is a description of the behavior of employees who pay full attention to work and are involved in a job. Employees who have absorption in work are employees who feel that time flies so fast. These employees feel that they are difficult to separate from work (Schaulfeli et al, 2008).

The case of turnover generally begins with turnover intention (Prabowo, 2017). Several factors cause the desire to change jobs (turnover intention), namely: job satisfaction, organizational commitment, fairness in making decisions within the organization, and organizational support (Rekha & Kamalanabhan, 2012). High turnover intention can indicate that the company is ineffective, reduces efficiency and productivity so that it can endanger the company, in the end the company loses employees who already have previous experience and need to train new employees (Joarder et al., 2011). Millennials think that they will quit their current jobs in the next two years (Ivanovic & Ivancevic, 2018). The results of the analysis show that turnover intention increases according to job dissatisfaction. This means that the higher job satisfaction, the less millennial generation wants to change their jobs in the next two years (Ivanovic & Ivancevic, 2018).

The term millennial itself was first created by Neil Howe and William Strauss (2000) in their book entitled *Millennials Rising: The Next Great Generation* (Howe & Strauss, 2000). They found this term



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in 1987, when children born in 1982 entered pre-school. Millennial generation (also known as generation Y) who were born in 1982-2000 (Ali & Purwandi, 2017).

In the aspect of work, Gallup (2016) states that millennials at work have different characteristics compared to previous workforce generations, including:

- 1) Millennials work not only to receive a salary, but also to pursue a goal (something they had previously dreamed of).
- 2) Millennials do not really pursue job satisfaction, but what millennials want is the possibility of developing themselves in the job (learning new things, new skills, new perspectives, getting to know more people, taking opportunities to develop, and so on),
- 3) Millennials do not want bosses who are bossy and controlling,
- 4) Millennials don't want an annual review, millennials want on going conversations,
- 5) Millennials do not think to improve their weaknesses, millennials think more about developing their strengths,
- 6) For millennials, work is not just work but work is part of their life (Gallup, 2016).

In general, the characteristics of the millennial generation can be categorized into two, namely positive and negative characteristics (Oktariani et al., 2017). Eight types of positive characteristics of millennial generation are caring about new technology, likes to experiment, is active, has high creativity, is not afraid of change, has brilliant ideas, smart, and reliable. In contrast, the eight types of negative characteristics of millennial generation are individualistic, easily bored, ego-centric, different, impatient, indifferent, have low commitment and loyalty, and are never serious (Oktariani, et al., 2017).

Based on literature study, the hypothesis of this study are:

- 1) Job satisfaction has a significant negative effect on the turnover intention of millennial generation in Palembang;
- 2) Employee engagement has a significant negative effect on the turnover intention of millennial generation in Palembang;
- 3) Job satisfaction and employee engagement have a significant negative effect together on the turnover intention of millennial generation in Palembang.

3. RESEARCH METHODOLOGY

The scope of research

The scope of this research is focused on the analysis and discussion of the independent variable (X), namely job satisfaction (X1), employee engagement (X2), and the effect of those variables on the dependent variable (Y), namely turnover intention. The focus in this study is the millennial generation in Palembang from 20-38 years old (born in 1982-2000).

Data Collection

The data used in this study are primary data, namely data collected directly from the source, in this case the sample of respondents, are the millennial generation in Palembang, from 20-38 years old (born in 1982-2000).

Sample and Population

The population in this study were employees of the millennial generation in Palembang city, they are employees from various kinds of professions at various company and levels, they are from temporary employees, permanent employees to professionals from 20-38 years old (born in 1982-2000) in Palembang. The total estimation is 554,083 employees (Sakemas Badan Pusat Statistik Republik Indonesia, 2017). In this study, the number of millennials generations in Palembang is not certainly known in detail so that the *Lemeshow* formula is used to calculate the required sample size. The estimation in this study (p) was 15%, and alpha (sampling error) is 5%.



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The number of samples used in this study were 203 employees/respondents in Palembang with various backgrounds of professions at various company from temporary employees, permanent employees to professionals aged 20-38 years (born in 1982-2000). The sampling technique in this study is non-probability sampling, that is, in this technique every element in the population does not have the same opportunity or opportunity to be selected as a sample.

The method used in selecting samples is purposive sampling, which is the sampling method selected according to certain characteristics so that it is relevant to the research objectives or research problems.

4. RESULTS AND DISCUSSIONS

Respondents in this study were employees of the millennial generation in Palembang city, namely employees from various kinds of professions at various company from temporary employees, permanent employees to professionals aged 20-38 years (born in 1982-2000) in Palembang. There are 203 respondents in this research. This following table is identify the data of respondents involved in this study, such as gender, age, education, working period, employee's status and basic salary.

The Result of Research Questionnaire

Table 1 Data of Respondent

Variable	Category	Total	Percentage (%)
Gender	Man	84	41.4%
	Woman	119	58.6%
	Total	203	100%
Age (years)	20-23	8	3.9%
	24-27	12	5.9%
	28-30	55	27.1%
	31-34	104	51.2%
	35-38	24	11.8%
	Total	203	100%
Education	Senior High School	8	3.9%
	Diploma	10	4.9%
	S1	98	48.3%
	S2	87	42.9%
	Total	203	100%
Working Period	≤ 2 years	23	11.3%
	3-5 years	34	16.7%
	6-10 years	107	52.7%
	10-15 years	35	17.2%
	≥ 16 years	4	2%
	Total	203	100%
Working status	Temporary employee	30	14.8%
	Permanent employee	173	85.2%
	Total	203	100%
Basic Salary	≤ Rp2.000.000	17	8.4%
	Rp3.000.000 – Rp5.000.000	64	31.5%
	Rp6.000.000 – Rp8.000.000	66	32.5%
	Rp9.000.000 – Rp11.000.000	32	15.8%
	≥ Rp12.000.000	24	11.8%
	Total	199	100%

Source: data output SPSS, 2020



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Validity test

Table 2 Validity test of Variable X1: Job Satisfaction

Job satisfaction				
No	Items	r_{count}	r_{table}	result
1	X1.1	0,138	0,631	Valid
2	X1.2	0,138	0,656	Valid
3	X1.3	0,138	0,750	Valid
4	X1.4	0,138	0,797	Valid
5	X1.5	0,138	0,775	Valid
6	X1.6	0,138	0,653	Valid
7	X1.7	0,138	0,722	Valid
8	X1.8	0,138	0,729	Valid
9	X1.9	0,138	0,767	Valid
10	X1.10	0,138	0,758	Valid

Source: data output SPSS, 2020

Table 3 Validity test of Variable X2: Employee Engagement

Employee engagement				
No	Items	r_{count}	r_{table}	result
1	X2.1	0,138	0,815	Valid
2	X2.2	0,138	0,853	Valid
3	X2.3	0,138	0,823	Valid
4	X2.4	0,138	0,822	Valid
5	X2.5	0,138	0,711	Valid
6	X2.6	0,138	0,707	Valid

Source: data output SPSS, 2020

Table 4 Validity test of Variable Y: Turnover Intention

Turnover intention				
No	Items	r_{count}	r_{table}	result
1	Y1	0,138	0,826	Valid
2	Y2	0,138	0,625	Valid
3	Y3	0,138	0,851	Valid
4	Y4	0,138	0,631	Valid
5	Y5	0,138	0,888	Valid
6	Y6	0,138	0,804	Valid

Source: data output SPSS, 2020

All statement items in the questionnaire from job satisfactions, employee engagement and turnover intention variables have r_{count} greater than r_{table} , which is greater than 0.138. This shows that all statements from independent and dependent variables above are valid.

Reliability Test

Table 5 Reliability Test

No	Variable	reliability coefficient (α)	Result
1	Job satisfaction (X_1)	0,898	Reliable
2	Employee engagement (X_2)	0,875	Reliable
3	Turnover Intention (Y)	0,867	Reliable

Source: data output SPSS, 2020

Table 5 shows that the reliability coefficient or alpha (α) of each variable is more than 0.6, thus we can conclude that all job satisfaction, employee engagement and turnover intention variables are reliable.



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Normality test

Table 6 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		203
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.13130702
Most Extreme Differences	Absolute	.052
	Positive	.052
	Negative	-.038
Test Statistics		.052
Asymp. Sig. (2-tailed)		.200

a. Test Distribution is normal

b. Calculated from data

Based on the normality test using the Kolmogorov-Smirnov result, the result is 0.200 which is greater than the significance level of 0.05, it can be concluded that the data is normally distributed.

Multicollinearity test

Table 7 Multicollinearity test

No	Variable	Collinearity statistics	
		Tolerance	VIF
1	Job satisfaction (X_1)	0,391	2,556
2	Employee engagement (X_2)	0,391	2,556

Source: data output SPSS, 2020

In Table 7, it can be seen that the tolerance value for the two independent variables is greater than 0.10 and the VIF value is smaller than 10, so there is no multicollinearity in this research.

Heteroscedasticity test

Table 8 Heteroscedasticity test with Glejser formula

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.108	.791		2.664	.008
	X1	-.035	.026	-.149	-1.321	.188
	X2	.041	.047	.097	.864	.389

a. Dependent Variable: ABS_RES

Source: data output SPSS, 2020

If the significance value (Sig.) between the independent variable and the absolute residual is greater than 0.05, there is no heteroscedasticity problem. From the Glejser test results, the significance value of X1 is 0.188 and X2 is 0.389 which is greater than 0.05, so it can be concluded that there is no heteroscedasticity problem in this research.

Autocorrelation test

Table 9 Autocorrelation test

Model	R	R Square	Model Summary ^b		
			Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.911 ^a	.829	.828	2.142	2.117

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y



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From the output, the Durbin-Watson (d) value is 2.117 and $4 - d = 4 - 2.117 = 1.883$ so that it is obtained that $d > 2$ and $4 - d > dU$, so from the result of this test, it can be concluded that the residual is not autocorrelated. In other words, the assumption of autocorrelation is not fulfilled. From the results of the classical assumptions, it is concluded that in this research there is no multicollinearity, the residuals are not autocorrelated, the residuals are not heteroscedasticity, and the residuals are normally distributed.

The Pearson correlation coefficient is significant (presence is significant) if the P-value $\leq \alpha$ or Sig. (1-tailed) $\leq \alpha$ with $\alpha = 0.05$. Based on the Correlations table output in the first row, all correlation values and p-values are given in the following table:

Table 10 Koefisien korelasi antara variabel dependen dan variabel independen

Variable	Correlation	p-value
X1 and Y	-0,891	0.000*
X2 and Y	-0,814	0.000*

*Significant for the significant level (α) of 0.05

There is a significant negative correlation so that the relationship between the two research variables (X and Y) is opposite, which means that if the X value increases, the Y value decreases, whereas if the X value decreases, the Y value increases. This condition applies individually to each of the variables X1 and X2 to Y.

Multiple Linear Regression

Table 11 Multiple Linear Regression

Predictor Variable	Regression Coefficient	Error Standard	t-value	p-value
Constant	55,414	1,355	40,904	0,000*
X1	-0,630	0,045	-13,983	0,000*
X2	-0,526	0,081	-6,519	0,000*

*Significant for the significant level (α) of 0.05

From the results obtained a constant value (constant) of 55,414, the regression coefficient of the job satisfaction variable (X1) is 0.630 and the employee engagement variable (X2) is 0.526. From the results of these coefficients, a regression equation can be formed as follows:

$$Y = 55,414 - 0,630 X1 - 0,526 X2$$

From the results of the test output shows that:

1. The constant coefficient value (B) = 55,414 means that if the job satisfaction variable (X1) and the employee engagement variable (X2) do not change (X1 and X2 = 0) then the millennial generation turnover intention (Y) variable is 55,414.
2. There is a significant effect of X1 on Y of -0.630 (negative effect); This means that if there is an increase of 1 unit of the job satisfaction variable (X1), then the turnover intention variable (Y) will decrease by 0.630 or 63% and vice versa if there is a decrease of 1 unit from the job satisfaction variable (X1), then the turnover intention variable (Y) will increase by 0.630 or 63%. In other words, the job satisfaction (X1) variable has a negative effect on the turnover intention (Y) variable.
3. There is a significant effect of X2 on Y of -0.526 (negative effect); This means that if there is an increase of 1 unit of the employee engagement variable (X2), the turnover intention variable (Y) will decrease by 0.526 or 52.6% and vice versa if there is a decrease of 1 unit from the employee engagement variable (X2), then the turnover intention variable (Y) will increase by 0.526 or 52.6%. In other words, the employee engagement variable (X2) has a negative effect on the turnover intention (Y) variable.



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Analysis of Correlation Coefficient

Table 12 Model Summary

Model	R	R square	Adjusted R square
1	.911 ^a	.829	.828

Source: data output SPSS, 2020

From table 12, the results of the correlation coefficient $r = +0.911$, which means very strong. This means that the effect of the independent variables on the dependent variable is very strong.

Analysis of the Coefficient of Determination

Table 12 shows that (R^2) is 0.829, which is greater than 0 and close to 1. This shows that the independent variable (X), namely job satisfaction (X1) and employee engagement (X2), can explain the dependent variable (Y), namely turnover intention with the result is 82.9% while the rest (100% - 82.9% = 17.1%) was explained by other factors not included in this study. Other factors that can affect turnover intention are organizational commitment, training, organizational support, leadership, organizational climate, compensation, and organizational justice (Hussein Alkahtani, 2015).

Hypothesis test

Partial test (t test) is a test conducted to see whether an independent variable affects the dependent variable or not by comparing the value of t count with t table. The t test criteria is if t count \geq t table, then H_0 is rejected and H_a is accepted, while if t count \leq t table then H_0 is accepted and H_a is rejected.

Hypothesis for individual regression coefficients with t test:

H_0 : There is no partial / individual effect of variable X1 and X2 on variable Y.

H_a : There is a partial / individual influence effect of variable X1 and X2 on variable Y.

Table 13
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	t		Tolerance	VIF
1 (Constant)	55.414	1.355		40.904	.000		
X1	-.630	.045	-.653	-13.983	.000	.391	2.556
X2	-.526	.081	-.304	-6.519	.000	.391	2.556

a. Dependent Variable: Y

The Results:

1. Job satisfaction has a negative and significant effect on turnover intention

The t value of the job satisfaction variable (X1) is -13,983, and the t table value is $\alpha = 5\%$, and the value of $df (n-1) = (203-1 = 202)$, then (5%; 202) is equal to ± 1.65251 . While the significance value of α (Sig α) is 0,000, which means that $Sig \alpha (0,000) < (0.05)$. Thus, there is a significant effect of the job satisfaction variable on turnover intention of millennial generation, it means that the first hypothesis is accepted.

2. Employee engagement has a negative and significant effect on turnover intention

The t value of the employee engagement variable (X2) is -6.519, and the t-table value is $\alpha = 5\%$, and the value of $df (n-1) = (203-1 = 202)$, then (5%; 202) is ± 1.65251 . While the significance value of α (Sig α) is 0,000, which means that $Sig \alpha (0,000) < (0.05)$. Thus, there is a significant influence on the



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employee engagement variable on millennial generation turnover intention, it means that the second hypothesis is accepted.

3. Job satisfaction and employee engagement simultaneously have a significant negative effect on turnover intention

The value of F count shows that the variable job satisfaction and employee engagement is equal to 486.032, greater than F table 3.04 at the test level of 0.05 and the level of significance $\alpha = 0.000$ means $\alpha < 0.05$. This shows that the job satisfaction and employee engagement variables simultaneously affect turnover intention, so that the third hypothesis is accepted.

Table 14
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4459.731	2	2229.866	486.032	.000 ^b
	Residual	917.579	200	4.588		
	Total	5377.310	202			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Discussion

The results showed that job satisfaction has a negative and significant effect on turnover intention for millennials generation in Palembang. Purba and Ananta (2018) found a significant negative relationship between job satisfaction and turnover intention on Millennial employees. Research shows that turnover intention increases with job dissatisfaction. Or vice versa, if job satisfaction increases, there will be fewer Millennials who want to quit their jobs in the next two years to Millennials in Serbia (Ivanovic & Ivancevic, 2018). It can be concluded that if job satisfaction increases, the turnover intention of millennial generation in Palembang will decrease and vice versa if job satisfaction decreases, the turnover intention of millennial generation in Palembang will increase.

The results showed that employee engagement has a negative and significant effect on turnover intention of millennials in Palembang. The results of this study are consistent with research by Chrisdiana & Rahardjo (2017) showing that there is a significant negative relationship between employee engagement and turnover intention. It can be concluded that if employee engagement increases, the turnover intention of the millennial generation in Palembang will decrease and vice versa if employee engagement decreases, the turnover intention of the millennial generation in Palembang will increase.

5. CONCLUSION

From the results of this study it can be seen that job satisfaction and employee engagement partially and simultaneously have a significant negative effect on the turnover intention of millennial generation in Palembang. The higher the job satisfaction, the lower the turnover intention of millennial employees, the lower the job satisfaction, the higher the turnover intention of millennial employees. And the lower employee engagement variable, the higher the turnover intention of millennial employees and vice versa, the higher the employee engagement, the lower the turnover intention of millennial employees in Palembang.

LIMITATION AND STUDY FORWARD

This study only focuses on job satisfaction and employee engagement variables. Further researcher can add other variables that can affect turnover intention, including organizational commitment, training, organizational support, leadership, organizational climate, compensation, and organizational justice. Further research may also consider using other research objects other than Palembang, such as sampling from other big cities in Indonesia.



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