



Searching for meaning: The mediating role of work engagement in the relationship between meaningful work and turnover intention of Millennials

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Abstract: The trend of employees leaving companies is highest in the millennial generation, and is expected to continue to increase year on year. This study aims to ascertain how the meaningfulness of work affects the intention to leave through the role of work engagement as a mediator in the millennial generation sample studied. The research was conducted on 446 millennial generation employees (aged 20-37) working in various types of companies in Indonesia, using the convenience sampling method. The instruments used in the research were the Work as Meaning Inventory, Utrecht Work Engagement Scale-9, and the Turnover Intention Scale. Based on the mediation analysis, work engagement significantly acts as a mediator in the relationship between the meaningfulness of work and the millennial generation's intention to leave their company ($= -0.071$, $SE = 0.012$, $LLCI = -0.094$, $ULCI = -0.047$). It is hoped that the findings from the study will provide information for organizations on promoting meaningful work and work engagement and thus increasing the desire of millennial generation employees to stay longer in their company or organization.

Keywords: meaningful work; millennial generation; turnover intention; work engagement

Abstrak: Tren keluarnya karyawan dari perusahaan paling tinggi ditemukan pada generasi milenial. Tren ini diperkirakan akan terus meningkat setiap tahunnya. Penelitian ini bertujuan untuk melihat bagaimana kebermaknaan kerja berpengaruh terhadap intensi meninggalkan perusahaan melalui peranan keterikatan kerja sebagai mediator pada sampel generasi milenial. Penelitian ini dilakukan terhadap 446 karyawan generasi milenial (usia 20-37 tahun) dari berbagai jenis perusahaan dari berbagai jenis perusahaan di Indonesia dengan menggunakan metode convenience sampling. Instrumen yang digunakan dalam penelitian ini adalah *Work as Meaning Inventory*, *Utrecht Work Engagement Scale-9*, dan *Turnover Intention Scale*. Berdasarkan analisis mediasi, keterikatan kerja secara signifikan berperan sebagai mediator pada hubungan antara kebermaknaan kerja dan intensi meninggalkan perusahaan pada generasi milenial ($= -0,071$, $SE = 0,012$, $LLCI = -0,094$, $ULCI = -0,047$). Diharapkan, temuan dari penelitian ini dapat memberikan informasi bagi organisasi untuk mempromosikan kebermaknaan kerja dan keterikatan kerja guna meningkatkan keinginan karyawan generasi milenial untuk bertahan lebih lama di perusahaan atau organisasi saat ini.

Kata Kunci: generasi milenial; intensi meninggalkan perusahaan; kebermaknaan kerja; keterikatan kerja

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Introduction

Almost all companies and organizations operating today are facing a major challenge of maintaining the labor force of the Y Generations (better known as the Millennials) as an essential part of the working world in the future (Kessler, 2016). Data from Indonesia show that Millennials showed the highest trend of labor turnover from companies, and this current trend is expected to increase yearly (Saragih et al., 2016). This condition is unsettling because, aside from generating a considerable loss (Ling et al., 2016), such a situation can potentially cause companies to lose employees with the potential to fill strategic positions in the future (Fatimah et al., 2015). Furthermore, differences in values, attitudes, and hopes between Millennials and the former generations create a potential crisis for organizations in recruiting and preserving a younger generation to replace the workforce of Baby Boomers whose retirement is approaching (Ng et al., 2010).

Millennials are the youngest generation of the present-day workforce (Fatimah et al., 2015) and dominate labor markets, which also the case of Indonesia. According to the national labor force survey (Serikat Pekerja Nasional/Sarkernas), which was published by the Central Bureau of Statistics (BPS), the Millennial workforce is predominant in Indonesia, occupying 42.42% of the total workforce (Badan Pusat Statistik, 2018)). This has presented challenges for researchers and practitioners in the field of Human Resources in Indonesia to manage the shift of workforce demographics in lieu of a high turnover rate trend of Millennials (Saragih et al., 2016). Furthermore, Kessler (2016) supports that notion by stating that the Millennials are known to have a track

record with the fewest years of service compared to the other generations.

Park and Gursoy (2012) state that Millennials have a strong turnover intention. A study in the Asia-Pacific region showed that the average ratio of years of service of the Millennials compared to the previous generations, which are the Baby Boomers and the X Generation, was 18 months compared to 48 months (Queiri et al., 2015). In the year 2018, Deloitte also released the Deloitte Millennial Survey, which is composed of the data related to all the surveys on approximately 10,455 millennials from 36 countries around the world, including Indonesia. The survey showed that 43% of the participants had intended to quit their companies in 2 years, and only 28% had an intention to stay for more than five years in the company they were working for (Tohmatsu, 2018).

Tett and Meyer (1993) define turnover intention from organizations or companies as a conscious desire that has been fully considered by an individual to leave a specific organization. Abid and Hassan Butt (2017) provide a different definition of turnover intention, which is the cognitive manifestations related to an intentional and conscious desire from a worker to leave an organization. This desire leads to the decision to resign, to leave not only the location, but also the work, job, and the current superior, with the hope of better alternative work. The turnover intention from organizations has psychological, cognitive, and behavioral aspects, which reflect the worker's subjective tendency to leave the organizations in the immediate future (Abid & Hassan Butt, 2017).

Millennials had different characteristics compared to the preceding generations, which can explain why they show higher turnovers. First of all, unlike the previous generations, Millennials do

not view their work as the most important thing in their lives (Park & Gursoy, 2012). That particular view causes the generation to show low loyalty toward their companies (Lu & Gursoy, 2016). Secondly, Millennials often had a low psychological contract with their companies, which causes low levels of commitment and loyalty to the organizations (Brown et al., 2015). Thirdly, turnover can also happen if the basic need of the Millennials in their work, which is meaningful work, is not fulfilled (Ng et al., 2010; Yeoman, 2014)

Meaningful work is an individual's comprehension of the objective of their work or what they believe has been achieved in their work (Vidwans & Raghvendra, 2016). Meaningful work is also regarded as a primary need because it is one of human's basic needs that should be fulfilled (Yeoman, 2014). Steger, Dik, and Duffy (2012) state that three aspects form meaningful work for an individual, which are positive meaning in work (PM), meaning-making through work (MM), and greater good motivation (GG).

Steger et al., (2012) further explain the above three aspects. PM is a direct reflection from the idea of psychological meaning, which is a part of the job characteristic theoretical model, that is, a subjective experience on the personal significance of what an individual is doing. This aspect explains the feeling that an individual evaluates their work as something important and meaningful. MM reflects that meaningful work helps an individual to more thoroughly understand themselves and the world surrounding them and its relation with self-growth. This aspect can also help in explaining the larger life contexts of an individual's work. The last aspect is GG, which explains that work will be meaningful if it has a wide impact on others.

Creating and forming meaningful work on workers is predicted to have a positive effect on individuals and organizations, such as decreasing the level of turnover, increasing job satisfaction, increasing worker loyalty, and helping the company to remain stable in competing with others. Hoole and Bonnema, (2015) argue that meaningful work is a factor that supports companies to preserve their workers. Specifically, low meaningful work on individuals is associated with high turnover (Steger et al., 2012) and is relevant in various categories of different jobs (Suadicani et al., 2013)

In other words, meaningful work, which is considered a basic need for the Millennial workforce, needs special attention from companies, especially with its relation to the high levels of turnover in this generation. Unfortunately, the importance of creating meaningful work on workers has not been fully realized and understood by companies. Many companies think that problems concerning turnover can be solved by only increasing wages or incentives for their workers (Jamison, 2003). In reality, incentives in the form of money are no longer seen as the main motivators in work anymore (Geldenhuis et al., 2014). Monetary incentives are no longer effective because, in reality, many people are looking for meaningfulness in work (Baklaieva, 2016; Gayle, 1997; Geldenhuis et al., 2014)

Ng et al., (2010) specifically stated that Millennials look for something more than money as a form of appreciation for the job they have done. They want something more than just wages, which is a job that gives meaning to their lives (Yang & Guy, 2006) The high level of need for meaningful work among Millennials tends to push the generation to question about what the company can do to help them find life with

purpose and meaning (Ng et al., 2010). With the importance of meaningful work for Millennials, it is not unreasonable to think that Millennials will intend to leave their organizations if they fail to find that their work there is meaningful.

However, the strength of the relationship between meaningful work and turnover intention is clearly defined. One study by Baklaieva (2016) showed a high and significant relation between meaningful work and turnover intention ($r = -.60$). Meanwhile, another study about the relationship between meaningful work and turnover intention on 502 participants showed a low correlation value ($r = -.17$) (Janik, 2015). The difference in the correlation value on the two studies raises a question for researchers about the possibility of another variable that can explain the process of how meaningful work can be related to turnover intention.

Among variables that may explain that process is work engagement. Work engagement is defined as a positive state of mind (mental) and is composed of three aspects, which are vigor, dedication, and absorption (Schaufeli et al., 2006). Vigor is marked by high levels of energy and resilience in working, willingness to put efforts to finish a job, and persistence in difficult situations while working. Dedication is marked with meaningful feeling, enthusiasm, feeling inspired, proud, and challenged when doing work. Absorption is marked with full concentration and enjoyment when doing work, the feeling that time passes by quickly, and difficulty to part from work (Bakker et al., 2008).

Unfortunately, the number of studies that specifically look at the role of work engagement as a mediator for the relationship between meaningful work and turnover intention is still limited (Baklaieva, 2016). One study has found

that work engagement has an important role in the relationships between meaningful work and turnover intention (Baklaieva, 2016). However, work engagement does not fully mediate the relationship between meaningful work and turnover intention, but only partially mediates it (Baklaieva, 2016).

However, the study was conducted on employees with 200 respondents aging between 18 to 64 years in Ukraine and Lithuania. Baklaieva (2016) states that the research samples were too generalized, and the sample size was not large enough, which resulted in the under representation of certain groups of the respondents of the study. This limitation can lead to bias and influence the results of the study (Baklaieva, 2016).

Therefore, this study aimed to replicate the study by Baklaieva (2016) but specifying the sample to Millennials. As the author has previously mentioned, meaningful work is particularly important for Millennials (Ng et al., 2010; Yeoman, 2014), especially for the effort to curb their intention to quit. Unfortunately, even though meaningful work is their primary need, Hoole and Bonnema (2015) found that Baby Boomers are the generation with the highest meaningful work, while the Millennials are the generation with the lowest meaningful work. Furthermore, the Millennials are the generation with a tendency to have low work engagement compared to previous generations (Coetzee & De Villiers, 2010; Hoole & Bonnema, 2015).

The result of previous research by Baklaieva (2016) might be different if it focused only on Millennials because of the differing needs between generations. In this instance, work engagement in the Millennials may be better explained by meaningful work, which is their primary need,

before it can potentially affect turnover intention. However, the turnover intention in X Generations and Baby Boomers can probably be explained by other variables that they consider to be their primary needs.

Exploring the dynamics of these three variables could be useful as a reference for managers or practitioners in the field of human resources to find possible solutions for workers that do not feel engaged with their work, which leads to potential turnover intention (Baklaieva, 2016). This study specifically can address the turnover intention that is more prevalent in Millennials. Other than specifying the generation, this study does not specify any other industries or jobs, which can increase the generalizability of this study.

The Job Demands-Resources model (JD-R model) can help to understand the relationship between the three concepts, which are meaningful work, work engagement, and turnover intention. The JD-R model explained that job resources could contribute to working engagement, which then potentially created a positive impact on work job resources are described as the aspects of work that can help in reaching work achievement related to the target, increasing the rate of self-growth, learning, development, and motivation (Johnson & Jiang, 2017). Therefore, meaningful work can be considered part of job resources because it helps stimulate understanding and purpose in work (Steger & Dik, 2010). Drawing on the JD-R model, meaningful work as a job resource can contribute to work engagement, which then lessened turnover intention in Millennials as its positive impact.

Work engagement has also been a mediator for various job resources and outcomes. Research about the role of work engagement as a mediator,

for example, was conducted by Yalabik, Popaitoon, Chowne, and Rayton (2013). The result of the study showed that work engagement acts as a mediator for the relationship between worker behavior, such as organizational commitment and worker satisfaction, with performance and also turnover intention. Schaufeli and Bakker (2004) also find that job resources such as feedback, co-worker support, and superior-supervised training were related to turnover intention through the role of work engagement as a mediator.

Furthermore, previous findings of the relationship between meaningful work and work engagement further support this notion. Meaningful work had a positive relationship with work engagement (Johnson & Jiang, 2017; May et al., 2004) and was a driving factor in forming work engagement (Fairlie, 2011; Wells-Lepley & Column, 2013). Aside from that, people that had found meaning in life and work would tend to feel more involved in their work (Holbeche & Springett, 2003). Johnson and Jiang, (2017) also explain that workers who have meaningful work would physically and mentally receive energy from their work (vigor), easily focus and give full attention to their work, which will cause the workers to appear as if they are engrossed with their work (absorption), and will be enthusiastic, proud, and be inspired by their work (dedication).

Work engagement itself is related to turnover intention. Schaufeli and Bakker (2003) state that the previous researches indicated that various positive attitudes, such as job satisfaction, organizational commitment, and low turnover intention, had a relationship with an individual's work engagement.

Based on the aforementioned arguments, there is a possibility that the three concepts of

meaningful work, work engagement, and turnover intention are connected. Baklaieva (2016) studied the relationship between the three variables and provided an argument for the dynamics between these variables. Baklaieva (2016) explains that when a worker perceives what they are working on as something meaningful, they tend to dedicate more time and work for the organization, which leads them to be engaged and want to stay longer in the organizations.

Regarding the JD-R theory and arguments stated by Baklaieva (2016), it can be said that Millennial workers who have job resources in the form of meaningful work will exhibit work engagement, which shows they receive energy from their work, easily absorbed to their work, and passionate about their work. Their engagement with work will then deter them from turnover from companies which have given meaningful work for them. Using the JD-R theory, the authors hypothesized that work engagement acts as a mediator in the relationship between meaningful work and turnover intention of the Millennial workers.

Method

In this study, we categorized Millennial workers as individuals born between 1982-1999 (Macky et al., 2008), or those now at the age between 20 to 37 years, and are working in Indonesia, their work-place includes the private sector, state-owned enterprises (BUMN) or regional owned enterprises (BUMD), government organizations, and non-governmental organizations (NGO/LSM)¹ whose highest level of training or education is at least diploma degree or the equivalents.

¹BUMN = Badan Usaha Milik Negara; BUMD = Badan Usaha Milik Daerah; LSM = Lembaga Swadaya Masyarakat

Data collection was done using a survey in the form of questionnaires. To gather the data, a research questionnaire was made using an online self-report form with Google Form and shared through social media and short messaging applications like Line, Whatsapp, and Instagram. The sampling method used in this study was convenience sampling.

We realize that there is a potential problem that researchers commonly face when conducting a study: the common method bias (Podsakoff et al., 2003). We did several things to minimize or prevent the occurrence of common method bias from occurring by minimizing ambiguity in the questionnaire's questions or statements and keep the wording as simple as possible for easier understanding (Podsakoff et al., 2003). Podsakoff et al., (2003) also suggest that researchers consider protecting participants' identity and emphasizing that there are no right or wrong answers, and performing counterbalancing to minimize method bias related to question or statement responding.

Meaningful work was measured with Work as Meaning Inventory (WAMI), which consists of 10 items (Steger et al., 2012). The inventory consists of three dimensions of meaningful work: positive meaning (PM), meaning-making through work (MM), and greater good motivation (GG). An example item from the positive meaning dimension is "I have found a meaningful career." Subsequently, an example item from the dimension meaning-making through work is "*I view my work as contributing to my personal growth.*" Lastly, the dimension greater good motivation has an item such as "My work makes no difference to the world." The responses of the instrument range from 1 (strongly disagree) to 7 (strongly agree). WAMI had been adapted through the back-

translation process and then tested on 78 participants with similar characteristics. The result showed that WAMI had a Cronbach's $\alpha = .89$.

Utrecht Work Engagement Scale with nine items (UWES-9) was used as an instrument to measure workers' level of work engagement (Schaufeli et al., 2006). UWES had a range of responses from 0-6 (never - always) which represents the three dimensions of vigor, dedication, and absorption. An item example from the dimension vigor is *"I have a lot of energy when I'm in the workplace."* Subsequently, an example item from the dimension dedication is *"I am enthusiastic with my work."* Lastly, an example item from the dimension absorption is *"When working, I feel absorbed in my work."* The Indonesian adaptation of UWES had a Cronbach's $\alpha = .93$ in this study.

Turnover Intention Scale was made by Mobley, Horner, and Hollingsworth (1978) to measure an individual intention to exit or leave the organization. Turnover Intention Scale consists of three items with five possible responses (1 = strongly disagree to 5 = strongly agree). An example of the item for this construct is: *"Often I consider to quit working at the organization where I am working for right now."* Purba (2015) found the adaptation of the Turnover Intention Scale to Bahasa Indonesia had a Cronbach's $\alpha = .82$.

Research data were processed using the statistic application PROCESS Macro version 2.13 by Hayes (www.processmacro.org) on SPSS version 23. PROCESS Macro used regression path analytical framework least-square based commonly used for mediation analysis. This study uses a 95% confidence interval (CI) and 10000 bootstraps. Meaningful work is the predictive variable, while turnover intention makes the

outcome variable, and the mediating variable is work engagement.

Results

Based on the demographical data in Table 1, it can be inferred that the respondents obtained in the study were 446 Millennial workers (20-37 years old). The majority of the respondents are female (59.6%). Most of the respondents work in the private sector (62.3%). Furthermore, around 76.5% of the respondents are working as staff member and most of the respondents are permanent workers (70.2%) and have worked for less than a year (54%). Respondents are also mostly workers who have earned their bachelor's degrees (85.9%).

Subsequently, the reliability test shows the α -coefficient for each instrument, i.e., meaningful work, work engagement, and turnover intention, is .91, .92, and .90, respectively. The degree of α -coefficient can be classified into rate-A or amounts more than or equal to 90 (Cohen & Swerdlik, 2010). This result confirms that the instruments used in this study were reliable.

Data analysis shows that meaningful work correlates positively with work engagement ($r = .65$), so it can be concluded that the more an individual feels that their work is meaningful, the more it is likely they will be engaged in their work. On the contrary, there is a negative correlation between work engagement and turnover intention ($r = -.54$), which signifies that the higher an individual meaningful work level is, the lower their turnover intention. The same pattern is also found in the correlation between work engagement and turnover intention ($r = -.52$). The results concerning mean, standard deviation, reliability coefficient, and the correlation coefficient are presented in Table 2.

Table 1
Demographic Data

Variable	Category	Percentage
Gender	Male	40.4
	Female	59.6
Educational Degree	Diploma (D3)	3.4
	Bachelor (S1)	85.9
	Master (S2)	10.8
Type of Organization	Private Sector	62.3
	BUMN/BUMD	15.9
	Public Sector	20
	<i>Non-Governmental Organization (NGO)</i>	1.8
Employment Status	Permanent	70.2
	Outsourcing	29.8
Job Level	Staff	76.5
	Supervisor	15.7
	Managerial	7
	Board of Director	0.9
Tenure	≤ 1 year	54
	1 – 3 years	35.2
	3 – 5 years	5.4
	> 5 years	5.4

Table 2
Means, Standard Deviations, and Correlations

Variable	Mean	SD	MW	WE	TI
MW	53.038	9.409	(.91)		
WE	39.598	8.245	.653**	(.92)	
TI	8.881	3.423	-.535**	-.521**	(.90)

Note. Diagonal entries in bold are scale reliabilities (Cronbach Alpha). MW: Meaningful Work; WE: Work Engagement; TI: Turnover Intention. ** indicates that correlation is significant at the .01 level (two-tailed).

Table 3
Mediation Model Coefficients

	B	SE	t	p	R ²	F(df)	Boot LLCI	Boot ULCI
MW → WE	.572	.031	18.187	.000	.426	F(1,444) = 330.786	.510	.634
WE → TI	-.124	.021	-5.878	.000	.337	F(2,443) = 112.777	-.166	-.083
MW → TI	-.123	.018	-6.621	.000	-	-	-.159	-.086
<i>Total Effect</i>	-.194	.014	-	.000	-	-	-.223	-.165
			13,326					
<i>Indirect Effect</i>	-.071	.012	-	-	-	-	-.094	-.047

Note. MW: Meaningful Work; WE: Work Engagement; TI: Turnover Intention.

Table 3 shows that there is a positive and significant relationship between meaningful work and work engagement ($\beta = 0.57$, $SE = 0.03$, $t = 18.19$, $p = .00$, lower-level confidence interval [LLCI] = 0.51, upper-level confidence interval [ULCI] = 0.63). On the other hand, there is a significant but negative relationship between work engagement and turnover intention ($\beta = -.12$, $SE = 0.02$, $t = -5.88$, $p = .000$, $LLCI = -0.17$, $ULCI = -0.08$). Meaningful work also significantly predicts turnover intention ($\beta = -0.12$, $SE = 0.02$, $t = -6.62$, $p = .00$, $LLCI = -0.16$, $ULCI = -0.09$). Furthermore, there is an indirect effect of meaningful work to work engagement into a turnover intention ($\beta = -0.071$, $SE = 0.012$, $LLCI = -0.094$, $ULCI = -0.047$). Therefore, it can be concluded that work engagement partially mediates the relationship between meaningful work and turnover intention on Millennials.

Discussion

This study explored the role of work engagement in the relationship between meaningful work and turnover intention among Millennial workers. From Table 3 can be seen, the three constructs that show the relationship between one another. The result of this research shows that there is a positive and strong relationship between meaningful work and work engagement. This finding supports previous studies that showed meaningful work as a unique and strong predictor for work engagement (Baklaieva, 2016; Fairlie, 2011; Geldenhuys et al., 2014).

Another finding in this study shows that work engagement has a negative relationship with turnover intention. Therefore, it can be concluded that an increase of work engagement in the Millennial workers will result in decreasing turnover intention in companies or organizations. The

result supports a study by Sohrabzadeh and Sayfour (2014) that the more dedicated, active, and absorbed an individual, the more fulfilled they are, and they will want to stay with the company or organization. Conversely, workers who feel stagnant, unfulfilled, and stressed tend to contemplate quitting their jobs (Baklaieva, 2016). Likewise, Schaufeli and Bakker (2003) find that workers who feel engaged with their work show a weak desire to leave their companies.

The same pattern also emerges in the relationship between meaningful work and turnover intention. This finding supports previous studies which indicated that individuals who feel their work are meaningful tend to feel they fit the organization or company they are currently working at and will show low turnover intention (Baklaieva, 2016; Schneider, 1987). This study also shows that among Millennials, meaningful work also has a relationship with turnover intention.

The next finding tested the hypothesis of this study, which is the mediating effect of work engagement between meaningful work and turnover intention. The result shows that meaningful work acts as a mediator between meaningful work and turnover intention. Supporting the result of the study conducted by Baklaieva (2016), it is found that work engagement does not fully mediate meaningful work and turnover intention on Millennial workers.

The findings might emerge because of the strong relationship between meaningful work and turnover intention in Millennial workers. As we have mentioned before, meaningful work is the primary need of Millennial workers (Ng et al., 2010; Yeoman, 2014), so it proves to be a strong predictor for turnover intention. Therefore,

meaningful work can directly affect turnover intention. Other studies using Millennial workers as a sample should be carried out to confirm that meaningful work has a stable, moderate relationship with turnover intention due to its importance for Millennials. Comparing the results of this study, using similar variables but with different generations, may also confirm the importance of meaningful to explain turnover intention. Should different outcomes emerge, then the differing relationship values in the previous studies may also be attributable to generational differences as its moderator.

The findings also have important practical implications for managers, organizations, and workers. Firstly, managers need to try and promote work engagement and meaningful work in their Millennial workers to increase the latter's desire to stay longer in their current organization or company. Furthermore, companies also need to adequately facilitate the dimensions of job resources for their workers (Johnson & Jiang, 2017). For example, the management team of the company needs to provide authority for the Millennial workers to increase their self-efficacy, which leads to an increase in their work meaningfulness and engagement (Johnson & Jiang, 2017).

Limitations

This research has some limitations. Firstly, the data collection process uses a self-report questionnaire that has the potential to cause a common method bias (Podsakoff et al., 2003). While efforts have been made to lessen the effect of the common method bias, more could be done to minimize these biases. Future research can obtain better and even more comprehensive data by combining several data collection methods such as questionnaires and interviews (Forastero et al., 2018). Secondly, this study uses a cross-

sectional research design, which assesses respondents only once at a particular point in time. This design still allows for potential common method biases. Instead, it is advisable that future researchers of this topic use longitudinal studies in order to reduce the potential for the emergence of common method biases, as well as broaden and deepen research on the relationship between constructs. Lastly, to enable the authors to see the model in a more general population, this study did not specify any jobs or organizations. However, there might be some jobs or organizations that give their employees more opportunities to enjoy meaningful work. Broadening the spectrum of the sample may give different results to the study.

Conclusion

This study aimed to understand the role of work engagement as a mediator for the relationship between meaningful work and turnover intention among Millennial workers. The result of this study confirms the appointed hypothesis that work engagement acts as a mediator for the relationship between meaningful work and turnover intention in the form of partial mediation. It shows that in reality, meaningful work can contribute to turnover intention even without work engagement. Therefore, companies or organizations need to design strategies that support Millennials in creating meaningful work. These strategies are so important because Millennials will dominate the workforce and the sustainability and competitive level of the organization will heavily depend on the contribution made by this generation (Putri et al., 2018). Organizations that support the Millennials in their efforts to create meaningful work will also help their employee to stay engaged with their work and retain them at the same time.[]

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