The Influence of Work Passion and Meaningful Work on Turnover Intention on the Millenial Generation

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Abstract. The purpose of this study was to determine the effect of Harmonious Work Passion and Meaningful Work on Turnover Intention among millennials labor workforce. Millennials are the biggest workforce and synonymous with higher turnover rates, which can impact the company's performance negatively. This study used quantitative approach method with data collection method survey and a sample of 122 employees in the millennial category. This study used the regression analysis tool in SPSS 25 software. Findings surprisingly revealed that Harmonious Work Passion and Meaningful Work had an insignificant impact on Turnover Intention. Harmonious Work Passion had an insignificant but positive relation with Turnover Intention, while Meaningful Work had insignificant and negative effect with Turnover Intention. This study contributes to research regarding the relationship of Harmonious Work Passion and Meaningful Work towards Turnover Intention. This study can be used by future researchers for theoretical implications and practical reference in the study of human resources management.

1 Introduction

Add In Ivanovic and Ivancevic (2018), several researchers suggest that the millennial generation has the highest turnover intention rate compared to other generations. Their image as job hoppers has become an unprecedented problem and they find it difficult to adapt to the business culture created by Baby-Boomer (Ivanovic & Ivancevic, 2018). Based on data (Amdocs, 2021), 27% of millennials are considering quitting their jobs. Meanwhile, the Baby-Boomer generation is only 17% and the X generation is 14%. This should be a concern for the company considering the number of millennials in 2017 was 33.75% of the population (Budiati et al., 2018). Millennials also occupy the workforce that contributes the most at this time (Fry, 2018) because the majority of Generation X has entered retirement and Generation Z has just entered the world of work (Ivanovic & Ivancevic, 2018).

According to a Gallup survey (2016), there are several factors that influence millennials at work. Two factors that are very closely related to millennial characteristics are passion and meaningful work.

Millennials are a generation that values passion more than performance (Deloitte, 2017). For millennials, in addition to a good job, they also question “does the organization value my strengths and contributions?” and “does this organization give me the opportunity to do my best every day?” (Gallup, 2016). When millennials get a job that is their passion, they will be more enthusiastic to work for their welfare (Muneeb et al., 2017).

In Vallerand et al. (2003) in Gong et al. (2020) there are 2 types of work passion, namely harmonious passion and obsessive passion. Harmonious passion is a passion that leads to the perspective of work as an important and meaningful activity and position. While obsessive passion makes individuals do their jobs just to get it done. In this research, the work passion that will be studied is the harmonious work passion.

Furthermore, millennials have characteristics where they believe that life and work must have meaning (Gallup, 2016). According to Achor et al. (2018), nine out of ten people are willing to accept less money to do more meaningful work. Furthermore, Jena et al. (2019) also interprets that employees who feel the meaning of their work will develop a sense of ownership and foster loyalty even though they face difficulties in their work.

1.1 Objectives

This study aims to see if there is an effect of work passion and meaningful work on turnover intention in the millennial generation.

2 Literature review

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2.1 Fulfillment theory

The extent to which the needs of individuals can be satisfied in a job will influence job satisfaction. Robert H. Schaffer (1953) developed a simple conceptual approach to job satisfaction known as fulfillment theory. Fulfillment theory is based on the assumption that the extent to which an individual feels satisfied or dissatisfied depends on strength of his or her needs and desires and the degree to which he/she can visualize and make use of opportunities in the job situation for satisfaction seem to be a function not only of how much they receive but also of how much they feel they should receive (Locke, 1969).

According to (Maslow, 1943), satisfaction can be said to be fulfilled if someone has felt their desires fulfilled. When their wish has been fulfilled, another wish will appear. This describes a hierarchy of basic needs that must be met so that they feel satisfaction in their lives (Maslow, 1943).

As needs are met and do not become priority needs, the desire for higher things will grow (Maslow, 1943). Individuals have a desire to know and understand freely and seek meaning in carrying out their activities (Maslow, 1943). In work, work activity is understood as something with the potential to satisfy both primary and secondary needs (Schaffer, 1953).

For millennials, money is no longer the main reason to stay in a job. Can work according to passion and work meaningfully are factors that can increase their job satisfaction which leads to the retention to the current position.

2.2 Turnover intention

Turnover intention is considered as a conscious and intentional desire to leave the company in the near future and is considered a cognitive withdrawal process (Mustafa et al., 2020). Turnover intention is the personal intention of an individual to leave the company in the near future (Ivanovic & Ivancevic, 2018). Turnover intention is referred to as a deliberate and conscious desire to leave an organization (Shaiberdenova et al., 2019). Turnover intention refers to an employee's plan to quit their current job and a feeling of hope to find another position in the near future (Chen et al., 2020).

Turnover intention exists before actual turnover, and usually refers to a withdrawal mindset that involves thinking about quitting and looking for alternative job opportunities (Pradhan & Jena, 2017). Similar statements were found in the study of Vermooten et al. (2019) where turnover intention can affect actual turnover. Based on the explanation above, it can be concluded that turnover intention is a conscious tendency of employees to leave the company and look at work alternatives in a short time.

Factors supporting the emergence of turnover intention are occupational stress (Yang et al., 2021), poor work-role fit (Janik & Rothmann, 2015), and ethical dilemma (Hognestad Haaland et al., 2021) and changes in the workforce with different needs. (Muneeb et al., 2017). High turnover can result in adverse effects for the company such as decreased profits. Companies will also incur costs associated with the loss of employee performance and expertise (Gong et al., 2020) such as costs of recruiting, screening, interviewing, testing applicants, and training (Dessler, 2018). Changing employees too often results in low morale (Willis, 2018), so that company productivity and performance will deteriorate (Dessler, 2018). Therefore, companies must be able to understand employee turnover intention to anticipate unwanted turnover (Chen et al., 2020).

2.3 Work passion

Work passion is the tendency of organizational members to work by viewing work as a core characteristic of identity (Fang et al., 2020). Work passion is divided into two types, namely harmonious passion and obsessive passion (Fang et al., 2020). Harmonious passion is related to the alignment of work with an important part of one's identity, while obsessive passion has to do with completing tasks due to obligations and external pressures in which a person invests his time and energy (Gong et al., 2020). Harmonious passion is related to voluntary and free autonomous internalization, and the assumption that the activities carried out are part of one's identity (Ho et al., 2018). In contrast to obsessive passion, which is more passive and arises because of an internalization process that is controlled in order to gain social acceptance or self-esteem (Lee & Cho, 2021). This research focuses on harmonious passion because based on previous research, this type of passion has the desired result on the dependent variable. Therefore, from now on, the work passion that will be discussed in this research is the harmonious work passion.

Harmonious work passion as a form of intrinsic motivation, refers to a person's tendency towards self-determining activities that are preferred and have inherent meaning, are important and require a significant investment of time and energy (Mustafa et al., 2020). Similar statements were also found where passion is explained as a strong tendency or desire towards an activity that is liked and considered important in which a person invests his time and energy (Gong et al., 2020). Work passion is a state of individual well-being that is persistent, emotionally positive, meaningfully derived from a conscious and affective assessment of various situations in the work environment and organization that results in consistent and constructive desire and work behavior (Ho et al., 2018). Work passion can be associated with autonomous internalization, where individuals freely and voluntarily perceive work as important to their identity because of the characteristics of the work itself (Ho et al., 2018). Chummar et al. (2019) says that work passion leads a person to work willingly and creates a sense of autonomy in pursuing activities.

Based on the above understanding, it can be concluded that work passion is a person's tendency to carry out an activity and voluntarily invest meaningful time because he considers the activity as his identity. When someone has considered something as an identity, then it will be attached to the identity (Fang et al., 2020) so that he will not stop doing related activities. Passion refers to a strong inclination towards an entity or commodity (Muneeb et al., 2017). Employees who have
work passion ultimately develop civic behavior within the company and show less intention to leave the organization (Muneeb et al., 2017).

2.4 Meaningful work

Meaningful work is defined as ‘the degree to which employees experience work as an event that is generally meaningful, valuable and useful’ (Pradhan & Jena, 2017). Meaningful work is described as work that gives meaning to make a significant contribution in helping people appreciate and recognize their intricacies, thereby providing opportunities for growth (Jena et al., 2019). Meaningful work refers to the way an employee balances their tasks and activities at work and their personal life (Shaimerdenova et al., 2019).

According to Janik & Rothmann (2015) meaningful work requires the alignment of values and behavior between work roles and the values that employees believe in. In addition, meaning in activities can develop when individuals can express their true self in work without fear and shame. A study by Frémeaux & Pavageau (2022) said that meaningful work is the result of a sense of the relationship between expected and perceived job characteristics according to individual ideas or standards. Based on the above understanding, it can be concluded that meaningful work is a job that gives meaning because it represents the values, attitudes and goals that are believed and acted upon by the individual.

Humans basically attach meaning to everything, including work (Vermooten et al., 2019). Research conducted by Pradhan & Jena (2017) proposes that employees who perceive their work as significant and meaningful will tolerate abusive supervisors for the greater good and important goals. Meaningful work can give individuals motivation and satisfaction in carrying out work activities because they consider work as a meaningful experience (Arnoux-Nicolas et al., 2016). By aligning the company’s mission with personal missions, employees can convince themselves to stay with the company (Sun et al., 2019). When employees are psychologically empowered, they can support the company to survive and thrive even during business uncertainty (Jena et al., 2019).

2.5 Hypothesis development

Research by Chen et al. (2020) conducted at various five-star restaurants accredited by the Environmental Protection Administration in Taiwan stated that work passion has a negative impact on turnover intention. Another study conducted by Fang et al. (2020) on 290 millennial generation employees from various companies in China said that work passion affects turnover intention significantly and negatively. Research carried out by Gong et al. (2020) on government employees in China gave similar results. Work passion has a linear effect on subjective well-being in activities that have a negative impact on turnover. Research conducted by Lee & Cho (2021) in the United States on athletic trainers stated that work passion has a negative relationship with turnover intention.

Other studies such as that conducted by McGinley et al. (2020) in the United States also stated that passion and turnover intention have a reverse effect. Similar findings were found in the study of Muneeb et al. (2017) in the Pakistani banking industry found that when employees have a higher work passion, the employee's turnover intention will be smaller. This situation can occur because passion makes employees more involved with work, and this can reduce turnover intention.

Based on the explanation above regarding studies that have been carried out by previous researchers, the first hypothesis of this study is:

Hypothesis 1: Work Passion negatively and significantly influence to Turnover Intention

Meaningful work is defined as work that gives meaning and contributes significantly in helping to appreciate and recognize their intricacies so as to provide opportunities for growth (Jena et al., 2019). The study conducted by Arnoux-Nicolas et al. (2016) in France showed a relationship between meaningful work and turnover intention. In this study it was found that employees can be influenced by meaningful work not to leave the company. Another study conducted by Sun et al. (2019) on social workers in South Korea found a negative relationship between meaningful work and turnover intention.

Research by Hognestad Haaland et al. (2021) on Norwegian nurses gave the results that meaningful work has a direct negative relationship to turnover intention. In the study it was said that as long as employees have meaning in their work, employees can avoid unwanted work results. Meaningful work can reduce ethical dilemmas and strengthen the social influence of supervisors regarding turnover intention.

Research conducted by Shaimerdenova et al. (2019) on millennials of public sector workers in Kazakhstan said there was a significant negative connection between meaningful work and turnover intention. As employees feel meaningful work, work engagement and perceived meaningfulness will be important in building self-esteem and retention or the desire to keep working in that place.

Based on the explanation above regarding the studies that have been carried out, the second hypothesis of this research is: Hypothesis 2: Meaningful Work is negatively and significantly influence to Turnover Intention.

3 Methods

The research method used in this study is a quantitative descriptive method with data collection techniques using survey research methods.

In this study, a questionnaire instrument was used. Questionnaire was distributed online to millennial workers. To ensure that only millennials and active workers enrolled to this study, screening questions related to year of birth and employment status were applied in the beginning of the questionnaire. Respondents will be provided with brief information about the study and they had to give consent on the willingness to voluntarily...
enroll to the study. Respondents were also asked to give information about demographic information such as gender, educational background, position, and year of service in the company. The next part of the questionnaire is a statement about the variables studied, namely Work Passion, Meaningful Work, and Turnover Intention. Likert's Scale from 1 to 6 was used in this study. When the scale is even, the respondent must choose whether he or she tends to have a negative or positive view of a statement (Nadler et al., 2015). The questionnaire was created using the Google Forms platform and shared on various social media with millennials.

Work Passion variable is measured by 7 statements from Vallerand et al., (2003) in Ho et al. (2018). Meaningful Work variable is measured by 4 statements from Steger et al., (2012) in Jena et al. (2019). The Turnover Intention variable is measured by 4 statements from Pradhan & Jena (2017) and Waterwall & Alipour (2021). The statement items for each variable are available in accordance with Table 3.2.

4 Data collection

The population of the research object is millennials with birth years 1980 - 2000 and living in Indonesia. In this study, the Lemeshow sample calculation method was used as a determinant of the sample with an unknown population. With 95% CI and 10% d, the sample required is a minimum of 68 respondents.

The analytical methods used in this research are validity test, reliability test, classical assumption test, multiple regression test, coefficient of determination, and T test on IBM SPSS 25 data processing application

5 Results and discussion

5.1 Numerical results

The total returned questionnaires were 128 questionnaire data. A total of 5 respondents are not millennials and 1 person who belongs to the millenial generation is not willing to take part in the survey. After screening based on the millennial generation and willingness to take part in the survey, the number of questionnaire data that can be further analyzed is 122 data.

The characteristics of respondents based on their gender are 72 people (59%) are men, 49 people (40.2%) are women, and 1 person (0.8%) chose not to answer. Based on educational background, namely High School 25.4% or 31 people, Under Graduate was 67.2% or 82 people, Graduate was 4.1% or 5 people, and others by 3.3% or 4 people.

The characteristics of respondents based on length of work (tenure) are 48 people or 39.4% 1-2 years, 2-4 years as many as 38 people or 31.1%, 4-6 years as many as 12 people or 9.8 %, and more than 6 years as many as 24 people or 19.7%. Therefore, it can be concluded that the majority of millennial respondents work for 1-2 years. Based on the position or position, as many as 5 people (4.1%) are directors, 13 people (10.7%) are managers, 12 people (9.8%) are supervisors, 79 people (64.8%) are staff, and 13 people (10.7%) were others.

On average, respondents answered 4.79 “agree” to almost all of the Work Passion questions. That is, respondents agree that their work is in accordance with their Work Passion. The average respondent answered 4.78 "agree" to almost all questions on the Meaningful Work variable. That is, respondents agree that their work is a meaningful job. The average respondent answered 3.63 “somewhat agree” for almost all questions on the Turnover Intention variable. That is, respondents agree that their work somewhat agrees that they have the intention or intention to leave work.

5.2 Graphical results

The value of Meaningful Work has a negative value of 0.466. This negative value indicates that there is an inverse effect between the variables of Work Passion and Turnover Intention. The Work Passion value has a positive value of 0.171. This positive value indicates that there is a unidirectional influence between Work Passion and Turnover Intention.

5.3 Proposed improvements

The first limitation of this study is that the research is only done quantitatively. In quantitative research, the insight of a result cannot be known with certainty. Mixed quantitative and qualitative research methods can enrich research results because the reasons behind a result can be identified. The second limitation is the small number of samples. In this study, the number of samples was only 122 respondents' data, so there was a possibility of sample imbalance per category.

5.4 Validation

Based on the results of the SPSS output, the calculated R value for all indicators is greater than the R table of 0.15. Therefore, it can be concluded that all indicators for the variables of Work Passion, Meaningful Work, and Turnover Intention are valid. Obtained Cronbach Alpha values for all variables greater than 0.70. Therefore, it can be concluded that all indicators for the variables of Work Passion, Meaningful Work, and Turnover Intention are reliable.

The classical assumption test that will be used in this study is the normality test and the multicollinearity test. Based on the results of the SPSS output, the Sig value is 0.076 which is greater than the alpha value of 0.05.

![Fig. 1. Output multiple LR test.](image-url)
Therefore, it can be concluded that the data is normally distributed. Based on the results of the SPSS analysis. The independent variables are Work Passion (X1) and Meaningful Work (X2) with a Tolerance value of 0.289 which is greater than 0.10 and is supported by a Variance Inflation Factor (VIF) value of 3.458 which is smaller than 10. concluded that there is no multicollinearity.

**T – Test.** The sig value of the Work Passion variable is 0.555 so it can be said that the Work Passion variable has no effect on the Turnover Intention variable. The sig value of the Meaningful Work variable is 0.061 so it can be said that the Meaningful Work variable has no effect on the Turnover Intention variable.

**Determination Coefficient Test.** Based on the results of the SPSS output, the coefficient of determination (adjusted r square) is 0.040, meaning that the influence of the Work Passion and Meaningful Work variables on Turnover Intention is 4% or it can be interpreted that the influence of work passion and meaningful work on turnover intention is very high.

small. Based on the tests that have been carried out, it can be concluded that: Hypothesis 1, namely Work Passion negatively and significantly affects Turnover Intention with p value> 0.05, so hypothesis 1 is rejected because the data do not support it.

Hypothesis 2, namely Meaningful Work negatively and significantly affects Turnover Intention with a p value> 0.05, then hypothesis 2 is rejected because the data do not support it.

The results of this study prove that Work Passion does not have a negative and significant influence on Turnover Intention. The results of this study are not in line with the research conducted by Chen et al. (2020), Fang et al. (2020), Gong et al. (2020), Lee & Cho (2021), McGinley et al. (2020) and Muneeb et al. (2017) which shows that Work Passion affects Turnover Intention negatively and significantly.

An explanation of why the results of this study differ from the results of previous studies can be explained by referring to the study by Scales & Quincy Brown (2020). Study from Scales & Quincy Brown (2020) which shows that Work Passion does not have a significant relationship with Turnover Intention. Scales & Quincy Brown (2020) say that when Organizational Commitment is low, Harmonious Passion has no effect on Turnover Intention. Furthermore, Scales & Quincy Brown (2020) explain that low Organizational Commitment can occur in employees with low tenure. If further analyzed the respondents in this study, it turns out that most of them come from groups with low tenure. Seventy percent of respondents are employees with less than 4 years of service. Therefore, low tenure resulting in low organizational commitment may be the cause of the relationship between Harmonious Passion and Turnover Intention to be not negative and significant.

In this study, the second hypothesis, which is Meaningful Work negatively and significantly affects Turnover Intention, is also not proven. The results of this study are not in line with previous studies of Arnoux-Nicolas et al. (2016), Sun et al. (2019), Hognestad Haaland et al. (2021) and Shaimerdenova et al. (2019) which shows that Meaningful Work affects Turnover Intention negatively and significantly.

The difference in the results of this study with previous studies can be explained by referring to the study conducted by (Bailey et al., 2019). Bailey et al. (2019) said that gender differences caused differences in the relationship between Meaningful Work and turnover intention. Bailey et al. (2019) said that in men the relationship between meaningful work Turnover Intention was not significant. Regardless how meaningful the work considered by male, if they find other opportunity, they will consider leave the current position.

In this study, the male respondents are higher than the female. Male respondents contributed to 59% of total respondents. Further analysis showed that the mean Turnover Intention in males (5.02) was greater than females (3.66). Because the majority of respondents are male, this may cause the results of research on Meaningful Work on Turnover Intention to be insignificant.

**6 Conclusion**

This study fails to show the negative significant relationship between work passion and turnover intention in millennial. The possible explanation of the result is the high proportion of low tenure employee in the respondents who might have low organizational commitment therefore their passion on their work might not well developed. This study also failed to show the negative significant relationship between meaningful and turnover intention in millennial. The possible explanation is the high proportion of male in the respondent. The previous study showed that in male the relationship between meaningful work and turnover intention is not significant.

**References**


