

ABSTRAK

Salah satu strategi khusus dalam menghadapi persaingan global adalah dengan menjadikan sumber daya manusia sebagai keunggulan bersaing. Generasi milenial dengan karakter mudah berpindah tempat dan akan mendominasi pekerja global tahun 2025 merupakan tantangan tersendiri yang perlu dihadapi organisasi. *Turnover intention* dapat menjadi langkah preventif untuk mencegah *turnover* dan *employee engagement* merupakan salah satu alat yang dapat mengelola dan menurunkan tingkat *turnover intention*. *Organizational justice* yang dapat menjadi media perekat dalam suatu organisasi sehingga antar individu dapat bekerja bersama-sama secara efektif untuk mencapai tujuan organisasi, dipilih sebagai anteseden dari *employee engagement* dalam penelitian ini. Selain itu *perceived organizational support* juga menjadi anteseden yang dipilih karena karyawan dengan *perceived organizational support* tinggi akan merefleksikan dirinya dengan kinerja dan tujuan organisasi.

Penelitian dilakukan dengan membagikan kuesioner kepada 207 karyawan milenial pada salah satu perusahaan swasta di Indonesia. Jawaban responden diberi nilai dengan menggunakan skala Likert 1-5 kemudian dianalisis menggunakan *Partial Least Square* (PLS) yang diuji dengan *outer* dan *inner model* serta uji Sobel. Hasil penelitian menunjukkan bahwa *employee engagement* memediasi penuh pada hubungan variabel *independence* dan *dependence*. Terdapat pengaruh negatif signifikan *organizational justice* terhadap *turnover intention* melalui *employee engagement* dan pengaruh negatif signifikan *perceived organizational support* terhadap *turnover intention* melalui *employee engagement*.

Kata Kunci : *Organizational justice, perceived organizational support, employee engagement, turnover intention*

ABSTRACT

One strategy in dealing with global competition is make human resources as competitive advantage. Millennials with the character move easily to another jobs and dominate global workers in 2025 are challenges for organozations. Turnover intention can prevent turnover and employee engagement is one of the things that can manage and reduce the level of turnover intention. Organizational justice can keep individuals united, so they can work effectively to achieve organizational goals, which were chosen as antecedent of employee engagement in this research. In addition, perceived organizational support is also the chosen antecedent because employees with high perceived organizational support will reflect themselves with the organization's performance and goals.

The study was conducted by distributing questionnaires to 207 millennial employees in one private company in Indonesia. Respondents' answers were scored using a Likert scale of 1-5 then analyzed using Partial Least Square (PLS) which was tested with the outer and inner models as well as the sobel test. The results showed that employee engagement fully mediates the relationship between independence and dependence variables. There is a significant negative effect of organizational justice on turnover intention through employee engagement and a significant negative effect of perceived organizational support on turnover intention through employee engagement.

Keywords : *Organizational justice, perceived organizational support, employee engagement, turnover intention*