# The role of job crafting and perceived organizational support on millennial work engagement

*R. Mahendra Wijaya Santoso[1], Noor Siti Rahmani[2]*

[1]Department of Psychology, Faculty of Psychology, Universitas Negeri Yogyakarta, Jl. Colombo No. 1, Sleman, Daerah Istimewa Yogyakarta, 55281
[2]Faculty of Psychology, Universitas Gadjah Mada, Jl. Sosio Humaniora Bulaksumur Yogyakarta 55281
e-mail: [1]rmahendrawijayasantoso@uny.ac.id, [2]noor.rahmani@ugm.ac.id

**Abstract**

The organization should prioritize and improve employee engagement if it wants to effectively achieve its goals and objectives. This study examines the impact of work engagement, as predicted by job crafting and perceived organizational support, on millennials working in startup companies. This study proposes a hypothesis that job crafting and perceived organizational support have a positive role in predicting work engagement. Respondents are 162 employees selected by purposive sampling in various startup companies in Indonesia who must fill the scale of job crafting and perceived organizational support. Data was analyzed by multiple regression analysis. These results prove the research hypothesis, which states that job crafting and perceived organizational support together have a positive role on work involvement can be accepted. Job crafting and perceived organizational support together contributed 40.9% to influencing work engagement.

***Keywords:*** *job crafting; perceived organizational support; work engagement; millennial generation; startup company*

**Suggested citation**

**Introduction**

Digital transformation has turned Indonesia into one of the countries with high startup growth. The growth of startups coincides with the increased use of the internet in Indonesia. The development of startups significantly impacts the country's economic growth. A startup is a technology-based company that is seeking an innovative, scalable, repeatable, and profitable business model, and is less than 10 years old (Blank & Dorf, 2012).

The presence of startups is crucial for labor absorption in Indonesia, as they provide job opportunities for the productive age population, which is currently dominated by millennials (ages 21-37) (Howe & Strauss, 2000). According to Pyöriä et al. (2017), millennials are the generation born during the rise of information technology. This has led to millennials having characteristics such as a preference for challenges, independence, and a need for constant feedback, recognition, and praise from their superiors (Mulyati et al., 2019). The government has responded to this phenomenon positively by attempting to facilitate millennials in developing startups through programs like the 1000 Startup Movement (Rudiantara, 2016). In 2018, startups had absorbed 55,903 employees (MIKTI & Teknopreneur, 2018). MIKTI and Teknopreneur (2018) classified 992 startups in Indonesia based on business scale, initial capital, growth in business scale in 2017, and the number of employees, as shown in Table 1.

Table 1 Indonesian Startup Map

| Startup | Business Scale | Starting Capital | Business Scale Up | Number of Employee |
|---------|----------------|------------------|-------------------|--------------------|
| Big | 3,12% | > 1 Billion | 5,00% | > 500 |
| Medium | 11,90% | 500 - 1 Billion | 16,76% | 201-500 |
| Small | 32,01% | 100 - 500 Million | 27,65% | 50-200 |
| Micro | 52,97% | < 100 Million | 50,59% | < 50 |

Millennial generation presents a challenge for companies in managing employees from this generation. Employees are valuable assets that must be developed and retained to support the sustainability and success of a company (Moreno et al., 2017). Millennials demand flexibility in the work environment, a pleasant atmosphere, and development opportunities (Özçelik, 2015). Millennials tend to change jobs and easily become bored if career development opportunities are not available quickly (Chou, 2012). This inevitably results in losses for companies due to the loss of valuable assets.

Deloitte's 2014 Global Human Capital Trends report showed that 78% of business leaders believe employee engagement is an important issue. According to a study by Gallup (2013), only 8% of workers in Indonesia generally feel engaged in their work, 77% are not engaged, and 15% are actively disengaged. Gallup (2013) also found that only 29% of millennials worldwide are engaged in their work. The Global Workforce (2012) study, which surveyed 1,005 employees in Indonesia, revealed that 27% of employees wanted to leave their jobs. Mulyati et al. (2019) found that millennials working in state-owned enterprises (SOEs) have low work engagement. Therefore, companies are required to keep their employees engaged with their work. Employees with high work engagement contribute ideas and innovations that support the company's progress (Stairs & Galpin, 2012).

The millennial generation presents a unique challenge for companies in managing and retaining employees from this group. As valuable assets, employees need to be developed and retained to support the sustainability and success of the company (Moreno et al., 2017). Millennials have distinct characteristics, such as the need for work flexibility, a pleasant work atmosphere, and clear opportunities for self-development (Özçelik, 2015). If these needs are not met, they tend to

become easily bored and choose to switch jobs (Chou, 2012). This phenomenon can certainly be detrimental to companies due to the loss of valuable and potential human resources.

One of the key factors that can help companies retain millennial employees is fostering employee engagement. Low levels of engagement lead to decreased loyalty and motivation among employees, increasing the likelihood of resignation. The *Deloitte Global Human Capital Trends* report (2014) showed that 78% of business leaders consider employee engagement to be a critical issue. However, a study by Gallup (2013) revealed that only 8% of Indonesian workers feel engaged in their work, and specifically among millennials, global engagement levels only reach 29%. Furthermore, Mulyati et al. (2019) found that millennials working in state-owned enterprises (SOEs) also exhibit low levels of engagement. Therefore, companies must design engagement strategies that align with the characteristics of millennials, so they feel valued, empowered to grow, and able to contribute meaningfully. Employees with high engagement not only tend to stay longer but are also more likely to contribute ideas and innovations that drive the company's progress (Stairs & Galpin, 2012).

Work engagement refers to the level of enthusiasm (vigor), dedication (dedication), and absorption (absorption) employees have in their work (Schaufeli & Bakker, 2004). According to Saks (2006), work engagement is how employees dedicate their time to work, find meaning in their jobs, and enjoy their tasks to the point where they lose track of time. Schaufeli and Bakker (2004) define work engagement as the extent to which employees can develop at work, are committed to the company, and are motivated to do their best for both personal and organizational interests.

According to Bakker and Demerouti (2007), work engagement is influenced by three factors. First, job resources, including autonomy, social support, feedback from superiors, and rewards. Second, job demands, such as work pressure, emotional load, mental burden, and physical strain. Third, personal resources, such as self-optimism, self-esteem, resilience, initiative, and proactivity. Specifically, the personal resources factor aligns with the concept of job crafting, which refers to employees' proactive behaviors in redesigning and altering how they complete their work using available organizational resources. The social support aspect within job resources can be subjectively interpreted by employees as perceived organizational support, Perceived organizational support which reflects employees' perceptions of how the company supports them in achieving organizational goals.

Job crafting encourages individuals to complete tasks in various ways, as job responsibilities become more complex, requiring individuals to take initiative. The ease of accessing information resources allows employees to take more initiative in completing their tasks. Today, particularly in startup companies, employees are given flexibility in their work (Nurcahyo et al., 2018). This freedom allows employees to take initiative in their work, leading to new and creative ideas.

The initiative that employees take in completing their tasks is called job crafting (Timms & Bakker, 2010). According to Wrzesniewski and Dutton (2001), there are three reasons why individuals engage in job crafting. First, the need to assert control over their work. This is done to prevent individuals from feeling disconnected from their jobs. Second, individuals are motivated to create a positive self-image in their work. Third, job crafting enables individuals to fulfill the need for interaction with others, allowing them to find strategies for personal development in solving problems, thus achieving work engagement (Timms et al., 2012).

The relationship between job crafting and work engagement is supported by Siddiqi (2015), who stated that individuals with initiative are more enthusiastic in completing tasks. Employees who take the initiative to discover new strategies in their work are more likely to enjoy their tasks and work harder. This results in employees fully immersing themselves in their work, leading to positive feelings and the ability to meet job demands (Dubbelt et al., 2019).

Another factor influencing work engagement is organizational support, which is part of job resources and can be subjectively interpreted by employees as perceived organizational support (Bakker & Demerouti, 2007). Perceived organizational support refers to employees' perception of the organization valuing their contributions and caring for their well-being (Eisenberger & Huntington, 1986). Organizations that meet employees' needs encourage them to show high work performance. A study by Caesens and Stinglhamber (2014) shows that perceived organizational support has a positive relationship with work engagement. A supportive work environment fosters an enthusiastic and enjoyable work atmosphere. Support from supervisors and coworkers helps employees meet job demands, leading to high work engagement (Naujokaitiene, 2015).

A review of previous literature indicates that millennial employees are more likely to be engaged in their work when they are given autonomy in performing their tasks (Forastero et al., 2018). Ideally, work engagement among millennials should encompass physical, intellectual, emotional, and spiritual dimensions (Saputra & Hutajulu, 2020). However, a survey conducted by Gallup (2013) revealed that only 29% of millennial employees reported feeling engaged in their jobs. Job crafting and perceived organizational support have been identified as key factors influencing work engagement (Bakker et al., 2008; Muthumbu & Dodd, 2013). Therefore, this study focuses on examining the role of job crafting and perceived organizational support in shaping the work engagement of millennial employees working in startup environments. The selection of millennial employees in startup companies also reflects an emerging phenomenon that warrants further academic exploration. The findings of this study are expected to contribute to the development of practical interventions for startup organizations to manage and engage their millennial workforce more effectively.

**Method**

The study consists of three variables: work engagement as the dependent variable, job crafting, and perceived organizational support as predictor variables. The subjects of this study were 162 employees. The characteristics of the subjects are millennial employees working in startup companies. Millennials are individuals born between 1982 and 1998 (Howe & Strauss, 2000), and are currently aged between 21 and 37 years old. The employees included in this study had worked at the startup company for a minimum of three months. The minimum three-month working period was chosen as it is typically considered the adjustment period for employees. The study focused on employees who do not work as operators, ensuring that employees have jobs designed in a way that does not strictly follow standard operating procedures. The startup companies in this study are less than 10 years old and operate in the technology sector (Blank & Dorf, 2012). The sampling technique used was purposive sampling.

The instruments used in this study include scales for work engagement and perceived organizational support, while the behavioral response refers to job crafting. The researcher used the Utrecht Work Engagement Scale (UWES) adapted for this study, consisting of 17 items, based on Schaufeli and Bakker (2004). The job crafting scale was adapted from the Job Crafting Scale, which consists of 21 items, following the measurement tool developed by Timms et al. (2012). The perceived organizational support scale consists of 16 items based on Kusumowardhani (2005).

The data from the pilot test and the main study were part of Santoso (2019) thesis research. The pilot test involved 60 respondents through an online survey distributed via Google Forms. The researcher also used LinkedIn to find participants for the pilot test, resulting in 60 respondents. Validity, reliability, and discriminative power tests were conducted on the pilot scales, which led to the final scales used for data collection in the main study. The pilot test results showed that the work engagement scale had a reliability score of 0.903, with no items discarded. The job

crafting scale had a reliability score of 0.800, with 9 items discarded. The perceived organizational support scale had a reliability score of 0.913, with 1 item discarded.

In this study, statistical analysis methods were used. Specifically, the study employed both descriptive and inferential statistical analyses. Descriptive statistics were used to describe data about the sample, while inferential statistics were used to analyze the sample data and make generalizations about the population. Assumption tests were conducted, including normality, linearity, and multicollinearity tests. After the data met the assumption tests, multiple regression analysis was used.

## Result and Discussion

Result

The researcher conducted a descriptive analysis to understand the characteristics of the study respondents. The characteristics examined include age, gender, marital status, company size, industry sector, position, and length of employment, as shown in Table 2.

Table 2 Subject Characteristic

| Subject Characteristic | Category | N | % |
|---|---|---|---|
| Age | 21 - 25 | 88 | 54,32% |
| | 26 - 30 | 58 | 35,80% |
| | 31 - 37 | 16 | 9,88% |
| Sex | Male | 85 | 52,47% |
| | Female | 77 | 47,53% |
| Marital Status | Single | 123 | 75,93% |
| | Marriage | 39 | 24,07% |
| Scale of a Business | Big (> 500 Employees) | 56 | 34,57% |
| | Medium (201-500 Employees) | 42 | 25,92% |
| | Small (50-200 Employees) | 48 | 29,63% |
| | Micro (< 50 Employees) | 16 | 9,88% |
| Business Sector | E-commerce | 76 | 46,91% |
| | Fintech | 34 | 20,99% |
| | Games | - | - |
| | Lainnya | 52 | 32,10% |
| Position | General Manager/Head | 12 | 7,41% |
| | Manager | 13 | 8,02% |
| | Team Leader | 14 | 8,64% |
| | Senior Staff | 52 | 32,10% |
| | Junior Staff | 71 | 43,83% |
| Length of Working | 3-6 months | 18 | 11,11% |
| | 6-12 months | 43 | 26,55% |
| | 1-2 years | 58 | 35,80% |
| | 2-3 years | 21 | 12,96% |
| | > 3 years | 22 | 13,58% |

The research data description of empirical data shows that the work engagement scale has a minimum score of 48, a maximum score of 85, an average score of 68.67, and a standard deviation of 9.35. The perceived organizational support scale has a minimum score of 30, a maximum score of 75, an average score of 57.98, and a standard deviation of 9.74. The job crafting scale has a minimum score of 33, a maximum score of 55, an average score of 44.86, and a standard deviation of 4.55.

Table 3 Description of Research Data

| Variable | N | N of Item | Hypothetic Data | | | | Empiric Data | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | Score | | | | Score | | | |
| | | | Min | Max | Mean | SD | Min | Max | Mean | SD |
| WE | 162 | 17 | 17 | 85 | 51 | 11,83 | 48 | 85 | 68,67 | 9,35 |
| POS | 162 | 15 | 15 | 75 | 45 | 10 | 30 | 75 | 57,98 | 9,74 |
| JC | 162 | 12 | 12 | 60 | 36 | 8 | 33 | 55 | 44,86 | 4,55 |

Note. WE = Work Engagement; POS = Perceived Organizational Support; JC = Job Crafting.

The work engagement scale obtained a hypothetical mean of 51, which is smaller than the empirical mean of 68.67. This indicates that, on average, the study respondents have a high level of work engagement. The perceived organizational support scale obtained a hypothetical mean of 45 and an empirical mean of 57.98, which is also higher than the hypothetical mean. This shows that, on average, the study respondents perceive a high level of organizational support. The job crafting scale has a hypothetical mean of 36 and an empirical mean of 44.86, also indicating that, on average, the study respondents have a high level of job crafting.

The normality test using the residual data from the three study variables showed $p = 0.200$, which is greater than the standard normality requirement of $p > 0.05$. The use of residual values was chosen to test the normality of the data because this study will use a regression model. This means that the data collected for the study follows a normal distribution.

Table 4 Normality Test Result

| Subjects | KS | P | Information |
|---|---|---|---|
| 162 | 0,200 | P > 0,05 | Normal |

Note. KS = Kolmogorov Smirnov; P = Significance Value.

The results of the linearity test between the work engagement variable and job crafting showed $F = 80.147$ with $p = 0.000$, indicating a linear relationship between the two variables, as the p-value is less than 0.05. Similarly, the relationship between the work engagement variable and perceived organizational support also showed a linear relationship, with $F = 47.705$ and $p = 0.000$.

Table 5 Linearity Test Result

| Variable | F Value | P Value | P | Information |
|---|---|---|---|---|
| WE*JC | 80,147 | 0,000 | P < 0,05 | Linier |
| WE*POS | 47,705 | 0,000 | | |

Note. WE = Work Engagement; JC = Job Crafting; POS = Perceived Organizational Support.

The results of the multicollinearity test for the job crafting variable showed a tolerance value of 0.838 and a VIF (variance inflation factor) of 1.193. Similarly, the perceived organizational support variable showed the same values for tolerance and VIF. This indicates that both variables do not have multicollinearity issues, as they meet the criteria of a tolerance value close to 1 and a VIF value around 1.

Table 6 Multicollinearity Test Result

| Variable | Tolerance | VIF |
|---|---|---|
| Job Crafting | 0,838 | 1,193 |
| Perceived Organizational Support | 0,838 | 1,193 |

Note. VIF = Variance Inflation Factor.

In this study, hypothesis testing was conducted using multiple regression analysis, which was employed to examine the role of two independent variables on one dependent variable, as shown in Table 7.

Table 7 Multiple Regression Analysis Test Result

| Model | R | $R^2$ | Adjusted R Square | F | p |
|---|---|---|---|---|---|
| Regression | 0,640 | 0,409 | 0,402 | 55,127 | 0,00 |

Based on the table above, it is known that the F value is 55.127 with a significance value of 0.00, indicating that the regression model is valid for this study and can be used to predict work engagement in employees. Based on the analysis results, it can be concluded that perceived organizational support and job crafting together have a significant role in employee work engagement. The higher the perceived organizational support and job crafting an employee possesses, the higher the work engagement exhibited. Therefore, the hypothesis in this study is accepted.

The effective contribution of these two independent variables is determined based on the coefficient of determination ($R^2$) of 0.409 or 40.9%. This means that perceived organizational support and job crafting together contribute 40%, while the remaining 60% is influenced by other variables not covered in this study. The effective contribution of each independent variable can also be determined by multiplying the Beta value by the Zero Order (correlation value) between the variables.

Table 8 Individual Parameter Significance Test Result

| Model | Unstandarized Coefficients | | Standarized Coeffecients | Correlations |
|---|---|---|---|---|
| | Beta | Standard Error | Beta | Zero Order |
| (Constant) | 9,606 | 5,779 | | |
| POS | 0,278 | 0,064 | 0,289 | 0,477 |
| JC | 0,957 | 0,137 | 0,466 | 0,582 |

Note. POS = Perceived Organizational Support; JC = Job Crafting.

Based on the table above, it can be seen that the Beta value in the Standardized Coefficients column for the perceived organizational support variable is 0.289 and the zero order value is 0.477. Therefore, the effective contribution of the perceived organizational support variable to work engagement, when considered partially, is 0.1379 or 13.79%. As for the job crafting variable, the table shows that the Beta value in the Standardized Coefficients column is 0.466 and the zero order value is 0.582. Therefore, the effective contribution of the job crafting variable to work engagement, when considered partially, is 0.2712 or 27.12%.

Additional analysis was conducted to assess the effective contribution of each dimension of the independent variables in the study to work engagement. The effective contribution of each dimension of the independent variables was obtained using Pearson Product Moment correlation. The results of the Pearson Product Moment correlation were then multiplied by the total effective contribution of the two predictor variables. Below are the effective contributions of each dimension of the independent variables in the study to work engagement.

The dimension of increasing social job resources is the dimension of job crafting that provides the highest effective contribution to work engagement, while in the perceived organizational support variable, the dimension of attention to employee well-being provides the highest effective contribution to work engagement. Research conducted by Siddiqi (2015) and Wingerden et al. (2015) also found that the dimension of increasing social job resources provides the highest effective contribution from the job crafting variable to work engagement (b = 0.456,

p < 0.001). The dimension of decreasing hindering job demand showed no correlation with work engagement.

Table 9 Contribution of Independent Variable Dimensions to Work Engagement

| Job Crafting | | | | Perceived Organizational Support | |
|---|---|---|---|---|---|
| Increasing Structural Job Resources | Increasing Social Job Resources | Increasing Challenging Job Demands | Decreasing Hindering Job Demand | Reward for Employee Contribution | Attention to Employee Welfare |
| 12,4447 | 13,6619 | 7,3835 | -0,0725 | 0,6902 | 6,7852 |
| Total | | | | 40,8931 | |

Discussion

The variables of job crafting and perceived organizational support each play a role in work engagement among millennial employees. According to research by Dubbelt et al. (2019), job crafting behavior is positively correlated with work engagement. Job crafting behaviors such as seeking resources, finding new challenges, and reducing job demands can influence work engagement. Research conducted by Siddiqi (2015) found that the four dimensions of job crafting contribute 38% to work engagement. These four dimensions reflect job crafting behaviors as antecedents of work engagement. This finding is supported by research from Azizah and Ratnaningsih (2018), which found a positive and significant relationship between job crafting and work engagement among millennial employees as respondents of the study.

The research by Muthumbu and Dodd (2013) found that perceived organizational support has a positive relationship with work engagement. Perceived organizational support has a significant impact on work, such as improving employee performance, reducing absenteeism, and lowering turnover rates. Perceived organizational support reflects employee expectations of the organization and the recognition of their personal values and contributions to organizational achievements (Caesens & Stinglhamber, 2014). When perceived organizational support is felt by employees, they will believe that the organization will fulfill its obligations in the future, and employees will work hard to repay the organization by achieving its goals (Rhoades & Eisenberger, 2001).

Individually, of the 40.9% total contribution, job crafting plays a larger role in improving work engagement behaviors among millennial employees in startup companies (27.12%) compared to perceived organizational support, which has a contribution of 13.78%. This means that to achieve a large contribution to work engagement, both job crafting and perceived organizational support should be provided together to millennial employees, as each contributes less when considered separately. Specifically, the findings regarding job crafting significantly influencing work engagement align with the research of Guan & Frenkel (2018), which highlighted the role of job crafting in enhancing employee work engagement. Job crafting helps employees achieve optimal performance, allowing them to create job resources for themselves (Robledo et al., 2019).

Furthermore, Dubelt et al. (2019) revealed that job crafting is a key factor enabling employees to achieve work engagement. Employees who exhibit high work initiative behavior are more likely to experience work engagement (Nadin et al., 2001). This could involve taking on additional tasks beyond their main duties, which serves as a manifestation of work engagement (Villajos et al., 2019). Employees with job crafting behavior can make changes in their task scope

and interactions with colleagues (Timms & Bakker, 2010). This increases work engagement, as they have autonomy in how they perform their tasks and can choose the right people to collaborate with (Berg & Dutton, 2008). Research by Khan (1990) indicates that the right social relationships can enhance work engagement, as employees feel more comfortable working with colleagues who share similar character traits and goals.

This study found that the dimension of decreasing hindering job demands in the job crafting variable negatively correlates with work engagement. Other studies have also found that the dimension of decreasing hindering job demand is negatively related to work engagement (Wingerden & Poell, 2019; Robledo et al., 2019). This suggests that the millennial employees in this study are more inclined to accept the work and challenges given to them. Millennial employees do not attempt to avoid tasks or challenges, even though they may lead to a high workload.

On the other hand, this study found that perceived organizational support has a positive role in work engagement, contributing 13.78% to the increase in work engagement. This is consistent with research indicating that good social support is crucial for startup companies to help employees develop a strong work attachment (Bano et al., 2015). Employees who receive good social support are better able to meet work demands (Caesens & Stinglhamber, 2014).

The work demands placed on employees by startup companies are based on the characteristics of millennial employees, who are flexible, agile, collaborative, and have strong social networks (Özçelik, 2015). Millennial employees prefer and expect opportunities to learn and develop new skills, technology, and individualized career development plans (Pyöriä et al., 2017). The organizational support expected by millennials includes three main aspects: expectations from supervisors, career growth and development, and work environment (Pant & Venkateswaran, 2019). This means that millennials will have a positive perception of perceived organizational support if startup companies can facilitate their needs, such as providing learning opportunities, support from supervisors, career advancement through promotion opportunities, and a comfortable work environment (Naujokaitiene et al., 2015).

The level of perceived organizational support among millennial employees supports the achievement of work engagement, along with their ability to maximize opportunities provided by startup companies to continue fostering work attachment (Sarraf et al., 2017). Employees' perceptions of organizational support in a startup environment can create a workplace where employee knowledge and contributions are valued, used productively, and appreciated by the organization, thereby enhancing work engagement (Rhoades & Eisenberger, 2001).

The company's assessment of employee contributions can be seen in how it responds to employee performance, such as providing feedback, involving employees in decision-making, maintaining open communication between supervisors and employees, and facilitating skill development (Muthumbu & Dodd, 2013). The company's concern for employee well-being can be reflected in career path planning, benefits offered, and a comfortable work environment (Caesens & Stinglhamber, 2014). Based on this, companies can enhance perceived organizational support by adjusting jobs to match the challenges required by employees, offering evaluation alternatives based on employee preferences, and building a work culture that encourages employee involvement in decision-making when facing work-related challenges (Eisenberger et al., 1997).

## Conclusion

Based on the research findings, it can be concluded that the variables of job crafting and perceived organizational support have an impact on work engagement among millennial employees working in startup companies. This study found that the job crafting variable is the

strongest predictor of its influence on work engagement. The dimension of increasing social job resources from the job crafting variable has the strongest impact on work engagement, while the dimension of concern for employee well-being from the perceived organizational support variable has the strongest impact on work engagement. This study also found that the dimension of decreasing hindering job demands has a negative correlation with work engagement.

Suggestion

This study was conducted on millennial employees working in startup companies in general, so it cannot distinguish the research variables by specific types of startup companies. The number of respondents should be increased to better represent the research variables. Future research can also use the variables of work engagement, job crafting, and perceived organizational support as a guideline for designing competencies for startup companies. Startup companies can develop individual development programs for the growth and training of millennial employees.

**References**

Azizah, R., & Ratnaningsih, I. Z. (2018). Hubungan antara Job Crafting dengan Keterikatan Kerja Pada Karyawan Generasi Y di Kantor Pusat PT. Bank Bukopin Tbk Jakarta. *Jurnal Empati, 7 (2)*, 167-173.

Azwar. (2012). *Penyusunan Skala Psikologi.* Yogyakarta: Pustaka Pelajar.

Bakker & Demerouti. (2007). The Job Demands-Resources Model: State of the Art. *Journal of Managerial Psychology, 22 (3)*, 309-328. doi: 10.1108/02683940710733115

Bano, S., Vyas, K., & Gupta, R. (2015). Perceived Organizational Support and Work Engagement: A Cross Generational Study. *Journal of Psychosocial Research*, 357-364.

Berg & Dutton. (2008). Crafting A Fulfilling Job : Bringing Passion Into Work Retrieved. *Positive Organizational Scholarship*, 105-122.

Blank & Dorf. (2012). *The Startup Owner Manual: The Step-by-Step Guide for Building a Great Company Volume 1*. New York: K&S Ranch.

Caesens, G., & Stinglhamber, F. (2014). The Relationship Between Perceived Organizational Support and Work Engagement: The Role of Self-Efficacy and its Outcomes. *Revue Européenne de Psychologie Appliquée, 64*, 259–267. doi: 10.1016/j.erap.2014.08.002

Chou, S. Y. (2012). Millennials in the Workplace: A Conceptual Analysis of Millennials' Leadership and Followership Styles. *International Journal of Human Resource Studies, 2 (2)*, 71-83. doi: 10.5296/ijhrs.v2i2.1568

Dubelt, L., Demerouti, E., & Rispens, S. (2019). The Value of Job Crafting for Work Engagement, Task Performance, and Career Satisfaction: Longitudinal and Quasi-Experimental Evidence. *European Journal of Work and Organizational Psychology*, 1-15. doi: 10.1080/1359432X.2019.1576632

Eisenberger & Huntington. (1986). Perceived Organizational Support. *Journal of Applied Psychology, 71 (3)*, 500-507.

Forastero, A., Sjabadhyni, B., Mustika, M. D. (2018). What Millennials Want: How to Optimize Their Work. *Psikohumaniora: Jurnal Penelitian Psikologi, 3 (1)*, 1-16. doi: 10.21580/pjpp.v3i1.2489

Guan, X., & Frenkel, S. (2018). How HR Practice, Work Engagement and Job Crafting Influence Employee Performance. *Chinese Management Studies,12 (3)*, 591-600. doi: 10.1108/cms-11-2017-0328

Howe, N., & Strauss, W. (2000). *Milenials Rising: The Next Great Generation.* New York: Vintage Books: A Division of Random House. Inc.

Khan, W. A. (1990). Psychological Conditions of Personal Engagement and Disenggamenet at Work. *Academy of Management Journal, 33 (4)*, 692-724. doi: 10.2307/256287

MIKTI, & Teknopreneur. (2018). *Mapping dan Database Startup Indonesia 2018.* Jakarta: MIKTI dan Teknopreneur.

Moreno, F. M., Lafuente, J. G., Carreón, F. Á., & Moreno, S. M. (2017). The Characterization of the Millennials and Their Buying Behavior. *International Journal of Marketing Studies, 9 (5)*, 135-144. doi: 10.5539/ijms.v9n5p135

Mulyati, Himam, Riyono, & Suhariadi. (2019). Model Work Engagement Angkatan Kerja Generasi Millenial dengan Meaningful Work Sebagai Mediator. *Gadjah Mada Journal of Psychology, 5 (1)*, 34-49. doi: 10.22146/gamajop.47964

Muthumbu, D., & Dodd, N. (2013). Perceived Organisational Support, Work Engagement and Organisational Citizenship Behaviour of Nurses at Victoria Hospital. *Journal Psychology, 4 (2)*, 87-93. doi: 10.1080/09764224.2013.11885497

Nadin, Waterson, & Parker. (2001). Participation In Job Redesign: An Evaluation Of The Use Of A Sociotechnical Tool And Its Impact. *Human Factors and Ergonomics in Manufactoring, 11*, 53-69. doi: 10.1002/1520-6564(200124)11:13.0.CO;2-F

Naujokaitiene, J., Tereseviciene, M., & Zydziunaite, V. (2015). Organizational Support for Employee Engagement in Technology-Enhanced Learning. *SAGE Open*, 1-9. doi: 10.1177%2F2158244015607585

Nurcahyo, R., Akbar, M. I., & Gabriel, D. S. (2018). Characteristics of Startup Company and Its Strategy: Analysis of Indonesia Fashion Startup Companies. *International Journal of Engineering & Technology, 7*, 44-49. doi: 10.14419/ijet.v7i2.34.13908

Özçelik, G. (2015). Engagement and Retention of the Millennial Generation in the Workplace through Internal Branding. *International Journal of Business and Management, 10 (3)*, 99-107. doi: 10.5539/ijbm.v10n3p99

Pant, J. J., & Venkateswaran, V. (2019). Exploring Millennial Psychological Contract Expectations across Talent Segments. *Employee Relation: The Intenational Journal*, 773-792. doi: 10.1108/ER-04-2018-0096

Pyöriä, P., Ojala, S., Saari, T., & Järvinen, K. M. (2017). The Millennial Generation: A New Breed of Labour? *SAGE Open*, 1-14. doi: 10.1177%2F2158244017697158

Rhoades, L., & Eisenberger, R. (2001). Perceived Organizational Support: A Review of the Literature. *Journal of Applied Psychology, 87 (4)*, 698-714. doi: 10.1037//0021-9010.87.4.698

Robledo, E., Zappalà, S., & Topa, G. (2019). Job Crafting as a Mediator betweenWork Engagement and Wellbeing Outcomes: A Time-Lagged Study. *International Journal of Environmental Research and Public Health, 16*, 1-15. doi: 10.3390/ijerph16081376

Rudiantara. (2016, June 17). *https://kominfo.go.id/content/detail/7689/kemkominfo-bersama-kibar-luncurkan-gerakan-nasional-1000-startup digital/0/berita_satker.* diakses tanggal 24 Desember 2019 kominfo.go.id

Saks, A. M. (2006). Antecedents and Consequences of Employee Engagement. *Journal of Managerial Psychology, 21 (7)*, 600-619. doi: 10.1108/02683940610690169

Santoso, R. M. W. (2019). Peran Job Crafting dan Perceived Organizational Support Terhadap Work Engagement Generasi Milenial. [Unpublished master's thesis]. Universitas Gadjah Mada..

Saputra, N., Hutajulu, G. E. (2020). Engaging The Millennials At Office: Tracking The Antecedents Of Holistic Work Engagement. *Polish Journal of Management Studies, 21 (1)*, 342-354. doi: 10.17512/pjms.2020.21.1.25

Sarraf, Abzari, Isfahani, & Fathi. (2017). Generational Differences in Job Engagement: A Case Study of an Industrial Organization in Iran. *Industrial and Commercial Training, 49(3)*, 106-115. doi: 10.1108/ICT-10-2016-0068

Schaufeli & Bakker. (2004). Job Demands, Job Resources, and Their Relationship with Burnout and Engagement: A Multi-Sample Study. *Journal of Organizational Behavior, 25 (3)*, 293-315. doi: 10.1002/job.248

Siddiqi, M. A. (2015). Work Engagement and Job Crafting of Service Employees Influencing Customer Outcomes. *VIKALPA The Journal for Decision Makers, 40 (3)* , 277–292. doi: 10.1177/0256090915598584

Stairs, & Galpin. (2012). Positive Engagement: From Employee Engagement to Workplace Happiness. *Oxford Handbooks Online*, 1-34. doi: 10.1093/oxfordhb/9780195335446.013.0013

Teknopreneur. (2017). Penetrasi dan Perilaku Pengguna Internet Indonesia 2017. *Asosiasi Penyelenggara Jasa Internet Indonesia*, 1-39. diakses tanggal 24 Desember 2019 web.kominfo.go.id

Timms, Bakker, & Derks. (2012). Development and Validation of The Job Crafting Scale. *Journal of Vocational Behavior, 80*, 173-186. doi: 10.1016/j.jvb.2011.05.009

Tims & Bakker. (2010). Job Crafting: Towards a New Model of Individual Job Redesign. *South African Journal of Industrial Psychology, 36 (2)*, 1–9. doi: 10.4102/sajip.v36i2.841

Villajos, A., García, C., & Topa, G. (2019). Job Crafting among Labor Union Representatives: Its Impact on Work Engagement and Job Satisfaction. *Social Sciences, 8 (20)*, 1-11. doi: 10.3390/socsci8010020

Wingerden, J., & Poell, R. F. (2019). Meaningful Work and Resilience Among Teachers: The Mediating Role of Work Engagement and Job Crafting. *PLOS ONE, 14 (9)*, 1-13. doi: 10.1371/journal.pone.0222518

Wrzesniewski & Dutton. (2001). Crafting A Job : Revisioning Employees As Active Crafters of Their Work. *Academy of Management Review , 26 (2)*, 179-201. doi: 10.2307/259118