

MANAGING WORK ATTITUDES AND RETENTION STRATEGY OF MILLENNIALS EMPLOYEE

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Abstract: Employee retention has become a global requirement to survive in the market and needs to be examined frequently but lack of attention has been paid by the past studies. Thus, the present study investigates employee work attitudes impact on employee retention that is one of the first attempts. To test seven hypotheses on the direct and indirect effect models, a multivariate analysis was used using the PLS-SEM approach and the WarpPLS software. The research sample consisted of 288 respondents who were taken by disproportioned stratified random sampling from millennial workers at several companies of Napan Group with different industrial scopes located in Jakarta, Bogor, Bekasi, Semarang, and Palembang. This study provides empirical evidence of a direct effect between the variables of attitude and work behaviors which are in line with previous studies. However, it was found that there was no significant effect of organizational commitment on intention to quit as well as the effect of intention to quit on performance. For millennial workers, they will still give good performance on their work even if there is an intention to quit. Job satisfaction is a central variable and remains a priority in developing millennial employee retention strategy. This is because it has a significant effect on organizational commitment, work engagement, intention to quit and performance.

Key words: work attitudes, job satisfaction, organizational commitment, work engagement, intention to quit, job performance.

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Introduction

With regards to the work attitude of millennial employees, only 25% of them have full ties to the company. A survey conducted in 35 provinces in Indonesia with 88,900 respondents reported there are only 76.7% of Millennial employees who survived one to two years at work. The Millennial generation has a variety of characteristics on work-related behaviors and values when compared to Generation X. They also have different work values and preferences (Parry and Urwin, 2011); differences in job satisfaction, turnover rates, absentee levels and organizational commitment (Queiri and Dwaikat, 2016); lack of loyalty (Koppel et al., 2017); and apart from showing expectations for salary levels, they are also motivated by recognition and desire to have a flexible work schedule. As an addition, they also

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expect non-monetary benefits, such as career and advancement (Pînzaru, 2016). However, some researchers have another view. It is said that the problem of generation is not a crucial issue in organizations and even if it is handled, it can backfire on the company in terms of productivity, morale, and employee retention, through a meta-analysis study of 20 research literatures on job satisfaction, organizational commitment and intention to quit with demographic control variables, reported that the relationship between generational membership (cohorts) and work-related outcomes is very small, even zero in most cases. With these different views, this study was conducted to further investigate the work attitudes of the millennial generation at work, namely job satisfaction, organizational commitment, work engagement, and intention to quit—namely, how the interaction of influence between these variables is intended to develop retention strategies so that they continue to contribute and their best performance in the company.

The intention to quit behavior of the employee has become the significant issue that face by every organization and needs to be investigate frequently. In addition, a study by Cesário and Chambel (2017) recommended that the employee retention is the essential element that needs to be examine with the passage of time. Thus, the aim of the current study is to examine the job performance, job satisfaction, organizational commitment and work engagement impact on the intention to quit of the employees.

Literature review

The relationship between job satisfaction and intention to quit is explained by the "intermediate linkage model" in which a dissatisfied employee will arrive at his decision to leave the organization after experiencing an affective process that creates a sense of satisfaction or dissatisfaction from what he gets in the workplace (Kurnianto, Titisari, & Puspitasari). The evaluation process will arrive at the emergence of the will to stay or quit the company (Mobley, 1977). The testing on this research model has a significant effect on job satisfaction on one's intention to quit the company. In addition, several studies on the effect of job satisfaction on intention to quit also report empirical evidence of the effect of job satisfaction against intention to quit (Blaauw *et al.*, 2013). Therefore, based on theoretical references and empirical studies of previous research, this study develop the following hypothesis:

H1: Job satisfaction has negative effect on work engagement intention to quit.

Organizations need a high commitment from employees to provide high productivity and the best contribution. Organizational commitment is associated with high motivation and its effect appears on the behaviors at work and even the presence of weak organizational commitment leads to the emergence of intention to quit. Thus, it is said that organizational commitment which is related to behavior at work (Fabi *et al.*, 2015). The organizational commitment as a psychological construct that is a characteristic of the relationship between members and their organization. Organizational commitment consists of three dimensions, namely

affective commitment, normative commitment, and continuance commitment. The three components of commitment are considered as psychological states experienced by employees at different levels (Matthews & Mokoena, 2020). Then, everyone is assumed to experience a commitment component in various strengths, and it is said that employees with a high affective commitment will remain in the organization. Likewise, employees who have a high continuance commitment will remain in the company because they need it, and employees who have a high normative commitment will remain in the company because they feel the urge to be in the company (Lynn Stallworth, 2003). Several studies have been conducted to investigate the effect of organizational commitment on employee's intention to quit. It is reported that organizational commitment is an indicator of actual employee turnover behavior (S. S. Kim *et al.*, 2015). In addition, other studies have also reported a negative and significant effect of organizational commitment on intention to quit. Therefore, based on theoretical references and empirical studies of previous research, this study develop the following hypothesis:

H2: organizational commitment has negative effect on work engagement intention to quit.

The investigations intended to examine the effect of organizational commitment on performance which were carried out by several studies, show a significant influence between organizational commitment and performance (Cesário and Chambel, 2017). It is reported that the affective commitment dimension has the strongest influence compared to the other two performance dimensions (Sharma and Dhar, 2016). Therefore, based on theoretical references and empirical studies of previous research, the hypotheses built in this relationship is: organizational commitment has a positive effect on performance. People who have high engagement have a psychological attachment to work physically, cognitively, and emotionally and have a desire to keep working in the company (Singh and Gupta, 2015). Several research results also reported a significant effect of work engagement on employee's intention to quit (Cesário and Chambel, 2017). Therefore, based on theoretical references and empirical studies of previous research, this study develop the following hypothesis:

H3: work engagement has negative effect on intention to quit.

Regarding employee turnover, there are two choices of employee behaviors at work, namely whether they will remain or leave the company where they work (Meyer & Hamilton, 2020). As an affective process, after a person experiences dissatisfaction, they wish to leave the organization or company. Research on sports achievement reported that if an athlete does not have expectations for achievement, then he will reduce the effort in his work, which can damage his performance (Curry *et al.*, 1997). Regarding job performance in the company, as a result of the intention to quit, it is said that a person will reduce investment and effort in their work and will reduce their desire for achievement to achieve high performance. The results of other studies report that employee's intention to quit has a significant negative effect on job performance (Hui *et al.*, 2007). Therefore, based on

theoretical references and empirical studies of previous research, this study develop the following hypothesis:

H4: Job performance has negative effect on work engagement intention to quit.

In testing the direct effect, organizational commitment has a significant direct effect on work behaviors, such as job satisfaction, job performance, absence, and desire to move. Organizational commitment has been defined differently by different experts depending on their backgrounds. Nevertheless, it has three basic components, namely a strong belief and acceptance of the company's goals and values, a willingness to devote great effort to company activities, and a desire to stay with the organization. Furthermore, organizational commitment is reported to have a significant mediating role in the effect of job satisfaction on job performance. It is said that employees who have high commitment will have high satisfaction and high performance (Yousef, 2001). Then, as a moderating variable, organizational commitment significantly strengthens the effect of the person-job fit relationship on the intention to quit (Ilyas and Lacaze, 2013).

Meanwhile, basing on the concept of work engagement as motivation which represents the active allocation of personal resources to tasks related to one's role in the workplace, an employee may feel proud and loyal, so he will be a big supporter of the company for clients—or go the extra mile to get the job done. A study investigating the indirect effect of work engagement reported (Rayton and Yalabik, 2014) that work engagement mediates the effect of affective commitment on job performance and on intention to quit. Subsequently, work engagement also mediates the effect of job satisfaction on job performance, and partially also mediates the effect of job satisfaction on employee's intention to quit. For this reason, the hypothesis put forward on the indirect relationship between work attitude variables, where organizational commitment as a mediator variable is as follows and based on theoretical references and empirical studies of previous research, this study develop the following hypothesis:

H5: Organizational commitment significantly mediates among the links of Job satisfaction and intention to quit.

H6: Organizational commitment significantly mediates among the links of work engagement and intention to quit.

H7: Job performance significantly mediates among the links of Job satisfaction and intention to quit.

Research methods

This study uses a quantitative research design, using a questionnaire containing several questions-statements or items adapted from the instruments used in previous related studies. These are the items to measure job satisfaction, organizational commitment, work engagement, intention to quit, and job performance, which were adapted from previous studies. The questions are answered on a 5-point Likert scale, with 1 referring to strongly disagree and 5 referring to strongly agree. This study uses multidimensional constructs for job

satisfaction, organizational commitment, work engagement and job performance. Meanwhile, the intention to quit is measured unidimensionally. Each indicator examined in this study is reflective, while the multidimensional construct uses a different approach, which is reflective for the dimensions of work engagement, and is formative for the dimensions of job satisfaction, work engagement, and job performance.

The research was conducted at companies of Napan Group in Indonesia, which are in Jakarta, Palembang, Bogor, and Semarang with several different types of industries, namely manufacturing, internet service providers, telecommunication infrastructure construction services, and hospitality. The population is employees in the millennial generation group, namely those who were born between the years 1982–1999 (Twenge, 2010). Sampling was carried out by disproportionate stratified random sampling that is based on position groups in each company and based on the Isaac and Michael formula. The employees of HR department are the respondents and total 1150 employees were working. By applying Morgan table of sample size, the sample size of the study is 288. A total of 455 surveys were sent in the month of February 2021 and received only 290 surveys after fifteen days that represents 63.74 percent response rate. Purposive sampling technique was chosen to determine the sampling frame in this study. Based on the results of data collection, there were 288 valid questionnaires to be analyzed. Data were analyzed using structural equation modeling (SEM) using the partial least square (PLS) method because PLS-SEM is built on a technique that does not assume that the data must be normally distributed.

All questionnaire items were declared valid after testing the validity and reliability of the preliminary or pre-research research conducted by 40 respondents. Validity testing was carried out on each variable by calculating the value of the correlation coefficient (pearson correlation). The questionnaire item is declared valid if the calculated r-value is greater than the r-table (0.312). It can be seen from the r moment table (N = 40 then df = N- 2) and the number N = 38. Meanwhile, the results of the research instrument reliability test are presented in table 1 below. Based on the results of the reliability test, all variables in this study have a Cronbach's Alpha (α) value > 0.70, and so it can be stated that the variables in this study have good, consistent or stable reliability values. Thus, they can be used in this study.

Table 1. Research Instruments' Reliability Test

Variable	<i>Cronbach's Alpha</i> (α)	Conclusion
Job Satisfaction	0,863	Reliable
Organizational Commitment	0,773	Reliable
Work Engagement	0,909	Reliable
Performance	0,889	Reliable

Variable	<i>Cronbach's Alpha</i> (α)	Conclusion
Intention to Quit	0,930	Reliable

Findings

Before conducting structural model analysis, a measurement model is first carried out. This is intended to test the reliability and validity of the latent construct-forming indicators by performing confirmatory factor analysis (CFA). To test the reliability and validity of the multidimensional construct, it can be done by using second-order confirmatory factor analysis. The second-order construct test is carried out by means of two-level testing, first the analysis is carried out from the latent dimension construct with its indicators. Secondly, the analysis is carried out from the latent construct with the dimensional construct. The approach in analyzing second-order construct CFA using the WarpPLS program is to use a two-step approach. Table 2 shows an evaluation of measurement model.

Table 2. Measurement Evaluation

Construct	Item	<i>Loadings</i>	CR	AVE	VIF
Affective Commitment	OC1	0.727	0.824	0.540	2.275
	OC5	0.708			
	OC6	0.759			
	OC7	0.744			
Continuance Commitment	OC10	0.696	0.841	0.514	2.157
	OC11	0.728			
	OC12	0.701			
	OC13	0.752			
	OC14	0.706			
Normative Commitment	OC15	0.565	0.855	0.502	3.288
	OC16	0.709			
	OC17	0.541			
	OC18	0.802			
	OC19	0.842			

	OC20	0.739			
Satisfaction with work itself	JS1	0.867	0.859	0.752	2.221
	JS2	0.867			
Satisfaction with pay	JS5	0.796	0.845	0.581	1.558
	JS6	0.878			
	JS7	0.661			
	JS8	0.693			
Satisfaction with promotion	JS9	0.757	0.810	0.588	1.945
	JS10	0.835			
	JS12	0.702			
Satisfaction with supervisor	JS13	0.867	0.886	0.661	2.577
	JS14	0.856			
	JS15	0.765			
	JS16	0.759			
Satisfaction with Co-worker	JS17	0.717	0.825	0.612	1.956
	JS19	0.811			
	JS20	0.816			
Physical engagement	WE1	0.467	0.877	0.550	2.243
	WE2	0.743			
	WE3	0.843			
	WE4	0.779			
	WE5	0.734			
	WE6	0.821			
Cognitive engagement	WE7	0.756	0.904	0.612	2.119
	WE8	0.806			
	WE9	0.839			
	WE10	0.628			
	WE11	0.829			
	WE12	0.817			
Emotional engagement	WE13	0.760	0.927	0.681	2.498
	WE14	0.807			
	WE15	0.848			
	WE16	0.847			
	WE17	0.852			

	WE18	0.832			
Intention to Quit	ITQ1	0.926	0.936	0.786	2.217
	ITQ2	0.854			
	ITQ3	0.906			
	ITQ4	0.858			
Task performance	JP1	0.718	0.861	0.554	2.106
	JP2	0.804			
	JP3	0.747			
	JP4	0.723			
	JP5	0.725			
Contextual performance	JP6	0.542	0.840	0.516	1.899
	JP8	0.751			
	JP9	0.761			
	JP10	0.754			
	JP12	0.759			

Items whose loading factor value is <0.5 must be dropped. This is intended to increase the AVE value and fulfill the rule of thumb measurement model requirements. Furthermore, looking at the resulting AVE value for each construct, the value is of > 0.5 . This means that all constructs have met the convergent validity criteria. Likewise, the composite reliability value produced by each dimensional construct is also very good, namely > 0.7 , so that it meets the internal consistency reliability, which means that there is no multicollinearity problem between indicators. Furthermore, the latent construct (variable) in the study will also be tested for discriminant validity. One way to see discriminant validity is by comparing the correlation between variables with the square root of variance extracted. Table 3 describes the discriminant validity of this study.

Table 3. Latent Variable Correlations and Square Roots of AVEs

	JS	ITQ	OC	WE	JP
Job Satisfaction (JS)	0.667				
Intention to Quit (ITQ)	-0.567	1			
Organizational Commitment (OC)	0.654	-0.644	0.845		
Work Engagement (WE)	0.585	-0.303	0.487	0.803	

Job Performance (JP)	0.497	-0.108	0.312	0.603	0.868
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From table 3, it can be seen that all correlation values between variables (latent constructs) are below the square root value of AVE (see diagonal line). Thus, it can be concluded that all variables meet the criteria for discriminant validity and can be said to be a very good model. High discriminant validity provides evidence that a certain construct is unique and is able to capture the phenomenon that is being measured. Based on the method of determining discriminant validity, it is done by comparing the square root of each diagonal AVE with the correlation coefficient (off-diagonal) for each construction in the relevant row and column for each variable. Subsequently, discriminant validity is acceptable for this measurement model and supports discriminant validity between variable constructs.

Based on Figure 1, organizational commitment has no effect on performance ($P = 0.30$) as well as the intention to quit on performance ($P = 0.40$). This means that direct effect hypotheses are accepted, namely H1, H2, H3, and H4 ($P < 0.001$).

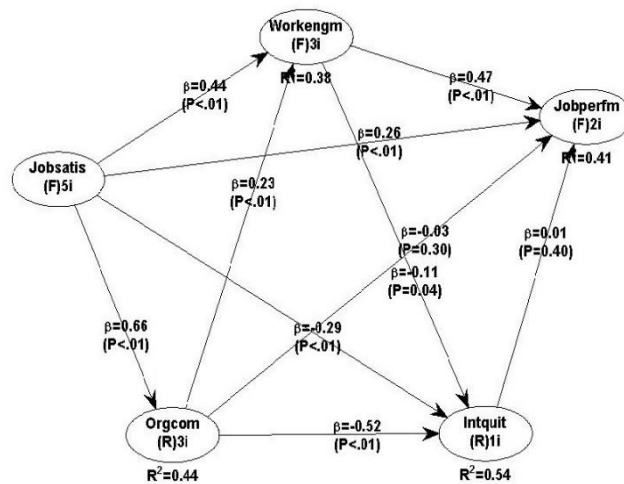


Figure 1: Result of Structural Model Analysis

Then the other results, to assess the measurement of the effect of mediation based on the results of the inner model analysis known through the WarpPLS indirect effect report, are as follows: there is a partial mediation effect for hypotheses H5, H6, and H7 ($P < 0.001$). The decision criterion (conclusion) is to look at the significance value of the P-value to determine the effect of the variables based on the hypothesis built through the resampling procedure. The significance value used was two-tailed with a P-value of 0.05 (significance level = 5%).

Tabel 4. Output Path Coefficients and P values

Hypotheses	Path	β	P-value	Conclusion
H1	JS→ITQ	0.661	<0.001	Accepted
H2	OC→ITQ	0.442	<0.001	Accepted
H3	WE→ITQ	- 0.288	<0.001	Accepted
H4	JP→ITQ	0.258	<0.001	Accepted
H5	JS → OC → ITQ	- 0.002	not sig	No mediation effect
H6	WE → OC → ITQ	- 0.345	<0.001	Mediation partial effect
H7	JP → OC → ITQ	0.208	<0.001	Mediation partial effect

Note: Job Satisfaction (JS), Intention to Quit (ITQ), Organizational Commitment (OC), Work Engagement (WE), Job Performance (JP)

The R-squared coefficient for performance is 0.41, which means that performance variations can be explained by job satisfaction, organizational commitment, work engagement and intention to quit by 41%.

Discussion and conclusion

This study aims to examine and analyze the direct and indirect relationship between the attitude and behavior variables of millennial workers so that it can be identified which variables are the most crucial to be a concern for millennial workers and can be the basis for formulating retention strategies to retain them and still make the best contribution at the company. Testing the effect of job satisfaction on the intention to quit in this study is in line with the "Intermediate linkage model" where the employee's affective process will form a sense of satisfaction or dissatisfaction from what they get at work. This then will encourage the emergence of the intention to quit. Subsequently, it will continue in the next process to find new job alternatives and calculate the opportunity cost of leaving the company. The results show a significant negative effect of job satisfaction on intention to quit and this supports some previous studies.

Testing the effect of organizational commitment on attitudes and other work behaviors, shows that there is a significant effect, namely the effect on intention to quit and work engagement, but not a significant effect on job performance. The results of research on the effect of organizational commitment on intention to quit support the theory of the relationship between organizational commitment and intention to quit, where weak organizational commitment leads to the emergence of intention to quit. As a psychological construct, organizational commitment has

implications for individual decisions to determine the continuance of their membership in organizations (Yasmin and Marzuki, 2015). Employees who have a high continuance commitment will remain at the company because they need it, and employees who have high normative commitment will remain at the company because they feel like they have to be in the company. The results of the study are also in line with previous research which reported that organizational commitment is an indicator of employee behaviors in leaving a company (Kim *et al.*, 2015). There is a negative and significant effect of organizational commitment on intention to quit (Queiri and Dwaikat, 2016).

Meanwhile, the results of testing the effect of significant work engagement on intention to quit supported the theory of the relationship between work engagement and intention to quit. People who have high engagement have a psychological attachment to work and are physically, cognitively and emotionally bound and want to keep working in the company. Several previous research results reported a significant effect on employee's intention to quit from the company (Bakker and Bal, 2010; Park and Gursoy, 2012; Rich *et al.*, 2010). There was also a significant negative relationship between work engagement and intention to quit. Likewise, several other research results reported a significant effect on employee's intention to quit.

Meanwhile, testing on the effect of the intention to quit on job performance shows insignificant results. This does not support a theory that explains the relationship between intention to quit and job performance. Job performance is a form of employee's investment in a company which can become a value for them to get a promotion or recognition. If a person does not have expectations for achievement, then they will reduce the effort in their work. This will finally damage their performance (Curry *et al.*, 1997). Likewise, Hulin *et al.*, (1985) stated that when an employee thinks of quitting the company, he will reduce investment and effort in his job, so that it will damage the job performance of the employee and reduce their effort into work as a result of their intention to quit. The results of the study are also not in line with previous studies including research by Hui *et al.* (2007) who reported that employee's the intention to quit have a negative and significant effect on job performance. Performance can be considered as an employee's investment in the organization, and it could be that when an employee intends to leave the organization or company, it will reduce his desire to achieve high performance.

However, the results of this study provide a new reference to the investigation of intention to quit on job performance in millennial employees, where it was found that even though millennial employees have the intention to quit, they do not reduce performance. If you look at the descriptive analysis where it is reported that even though millennial employees have a fairly low average on their intentions, their responses give a high score on the indicator of intention to quit, namely in the fourth item (ITQ4), that is, they will immediately leave the company if there is a new opportunity outside the company. They do not directly indicate the intention to quit or they are actively looking for a new job as in the statements in the first item

(ITQ1) and the second item (ITQ2). So as long as they are still working in the company, and even though there is an intention to quit, they do not reduce their performance—they will still show good performance. However, it is necessary to be aware that the intention to quit will appear as soon as a new job opportunity or offer outside appears. In this case, they will immediately leave the company.

Theoretical and managerial implications

This study provides empirical evidence of the direct effect between attitude and work behavior variables which are in line with previous research, namely that job satisfaction has a significant effect on organizational commitment, work engagement, intention to quit and job performance. Then, the other components of work behaviors, namely organizational commitment and work engagement independently have a significant effect on intention to quit, meaning that to build a retention strategy for millennial workers, these three work attitudes must still be the important concerns and become a priority to keep them in the company. However, regarding job performance, only job satisfaction and work engagement have a significant effect on their performance, meaning that millennial workers will make the best contribution, if they get job satisfaction and build a strong work engagement within the organization or company.

Furthermore, organizational commitment has a significant effect on intention to quit and work engagement. However, the results of testing organizational commitment to job performance show that there is no significant effect. Although the results of this test do not support the theory of the relationship between organizational commitment and performance, several research results on the relationship between these two variables give the same results, namely that there is no significant effect of organizational commitment on job performance, especially on the dimensions of affective commitment and ongoing commitment. This finding provides an important note for Millennial generation workers where they have a new view of organizational commitment which is psychologically based more on normative values to remain committed to the company. It also provides special notes to investigate the shift in views on affective commitment and continuance commitment. Meanwhile, work engagement has a significant direct effect on intention to quit and job performance and has a full mediating role on the effect of organizational commitment on job performance. This means that organizational commitment can improve performance if companies can build work engagements for millennial workers. However, if it is related to job satisfaction, work engagement only has a partial mediating effect on the effect of job satisfaction on job performance and even does not significantly mediate the effect of job satisfaction on intention to quit.

Likewise, testing the effect of the intention to quit on job performance found no significant effect on millennial workers. In other words, it can be said that they continue to do good performance, even though they already have the intention to quit. In addition, the results of structural model testing also provide important

points in understanding the attitudes and behavior of millennial workers, namely that job satisfaction factors still have a significant effect on their attitudes and behavior in the workplace. For millennial workers, job satisfaction remains an important factor for building retention strategies because it significantly affects organizational commitment, work engagement and intention to quit. Moreover, based on the results of mediation testing, organizational commitment only provides a partial mediation effect on the effect of satisfaction on intention to quit, and it even does not provide mediation on the effect of job satisfaction on job performance.

Limitations and advanced research

Although this research was conducted in several types of industry, the population is in one company group, which organizationally has the same organizational climate and culture. Based on the results of this study, it is advisable to carry out a broader study in organizations with different types of industry and organizational environment, as well as to use a larger sample.

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ZARZĄDZANIE POSTAWAMI PRACY I STRATEGIA UTRZYMANIA PRACOWNIKÓW “MILLENNIALS”

Streszczenie: Utrzymanie pracowników stało się globalnym wymogiem przetrwania na rynku i wymaga częstego badania, ale w poprzednich badaniach zwracano uwagę na brak uwagi. Dlatego w niniejszym badaniu zbadano wpływ postaw pracowniczych na retencję pracowników, która jest jedną z pierwszych prób. Aby przetestować siedem hipotez na modelach efektu bezpośredniego i pośredniego, zastosowano analizę wielowymiarową przy użyciu podejścia PLS-SEM i oprogramowania WarpPLS. Próba badawcza składała się z 288 respondentów, którzy zostali pobrani w nieproporcjonalnym, warstwowym losowym losowaniu od pracowników z pokolenia Y w kilku firmach Grupy Napan o różnych zakresach przemysłowych zlokalizowanych w Dżakarcie, Bogor, Bekasi, Semarang i Palembang. Niniejsze badanie dostarcza empirycznych dowodów na bezpośredni wpływ między zmiennymi postawy i zachowań w pracy, które są zgodne z poprzednimi badaniami. Stwierdzono jednak, że nie ma znaczącego wpływu zaangażowania organizacyjnego na zamiar rezygnacji, jak również wpływu zamiaru rezygnacji na wyniki. W przypadku millenialsów nadal będą dobrze wykonywać swoją pracę, nawet jeśli istnieje zamiar odejścia. Satysfakcja z pracy jest główną zmienną i pozostaje priorytetem w opracowywaniu milenijnej strategii retencji pracowników. Dzieje się tak, ponieważ ma to znaczący wpływ na zaangażowanie organizacji, zaangażowanie w pracę, zamiar rezygnacji i wydajność.

Słowa kluczowe: postawy w pracy, satysfakcja z pracy, zaangażowanie organizacji, zaangażowanie w pracę, chęć odejścia, wydajność pracy.

管理千禧一代员工的工作态度和保留策略

摘要: 员工保留已成为在市场中生存的全球性要求，需要经常检查，但过去的研究却缺乏关注。因此，本研究调查了员工工作态度对员工保留的影响，这是最初的尝试之一。为了测试直接和间接效应模型的七个假设，使用 PLS-SEM 方法和 WarpPLS 软件进行多变量分析。研究样本由288名受访者组成，他们是从位于雅加达、茂物、勿加泗、三宝壟和巨港的NapanGroup的几家公司的千禧一代工人中通过不成比例的分层随机抽样得出的。本研究提供了与以往研究一致的态度和工作行为变量之间直接影响的经验证据。然而，研究发现，组织承诺对离职意愿的影响不显著，离职意愿对绩效的影响也不显著。对于千禧一代来说，即使有辞职的打算，他们的工作表现仍然很好。工作满意度是一个核心变量，并且仍然是制定千禧一代员工保留战略的优先事项。这是因为它对组织承诺、工作投入、辞职意愿和绩效有显著影响。

关键词: 工作态度，工作满意度，组织承诺，工作投入，辞职意愿，工作绩效。