

Understanding and Managing Millennial Employees in the Private Sector: Exploring the Mediating Effects of Organizational Commitments and Job Satisfaction

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Abstract

This research aims to understand and manage millennial employees in the private sector in Bandung, Indonesia, with a focus on variables such as job satisfaction, turnover intention, job mismatch, and organizational commitment. The study adopts a quantitative approach with causal analysis. Data were collected from millennial employees working in private companies in Bandung through the distribution of questionnaires, which were then processed and analyzed. The results indicate significant relationships among these variables, with important implications for job satisfaction, job mismatch, turnover intention, and organizational commitment. This research provides valuable insights for private companies in Bandung to understand and manage millennial employees, contributing to broader goals of creating a sustainable and inclusive work environment.

Keywords: *Job Satisfaction, Turnover Intention, Job Mismatch, Organizational Commitment.*

Introduction

The millennial generation, born between 1981 and 1996, brings unique characteristics and experiences to the workplace, significantly influencing the dynamics of the modern workplace. This generation is known for their orientation towards technology, desire for work-life balance, and pursuit of meaningful work. In the context of Bandung, Indonesia, a city with a thriving private sector and a reputation in education and creativity, the presence of millennial employees is highly significant. This research aims to explore the profile, attitudes, motivations, and challenges faced by millennial employees in the private sector in Bandung, encompassing various industries such as technology, banking, e-commerce, and manufacturing.

This research aims to provide valuable insights for organizations in Bandung to effectively understand and manage millennial employees, with the goal of creating a productive work environment that meets the needs of these employees and drives overall company growth. The study is also aligned with the Sustainable Development Goals (SDGs) by addressing the importance of creating a supportive and promoting a healthy work environment, as well as inclusive and sustainable economic growth (Mansoor and Wijaksana, 2023). Understanding and responding to the unique needs and challenges of millennial employees in the private sector of Bandung is crucial for shaping a productive and inclusive work culture.

The significance of this research lies in its potential to contribute to broader goals of creating a sustainable and inclusive work environment, reducing unemployment rates, and addressing the increasing turnover intention among millennial employees. By understanding the characteristics and aspirations of millennial employees, organizations can adapt their policies and work culture to create a supportive and inclusive environment that promotes employee satisfaction, productivity, and organizational success.

Literature Review

Job Mismatch

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Job mismatch is a new, complex, and dynamic concept that occurs at various levels of the labour market and is related to the overall economic conditions of a country. High competition drives the importance of utilizing the workforce more effectively and creating alignment between qualifications, knowledge, skills, and attitudes of workers with the requirements, fairness, and performance of the workplace (Velciu, 2017). Job mismatch, also known as labor market mismatch, refers to the imbalance between the skills and qualifications of workers and the requirements of their jobs (Kohnová, 2020; Velciu, 2018; Bocharova, 2020). This phenomenon can be caused by various factors, including poor managerial competencies (Kohnová, 2020) and changes in the labour market (Sinclair, 2020). This mismatch can result in suboptimal utilization of human capital (Kohnová, 2020) and hinder economic growth and development (Bocharova, 2020).

Job Satisfaction

Job satisfaction, as defined by Hilabi (2020), Prihadini (2021), Alrefaei (2020), and Rao (2019), is a measure of the level of satisfaction that workers have with their jobs. It is influenced by various factors such as job tasks, work outcomes, supervision, and personal values. Job satisfaction is a key factor in improving employee performance (Hilabi, 2020; Prihadini, 2021) and is influenced by various factors including salary, training opportunities, and psychological aspects of work (Alrefaei, 2020). Job satisfaction is also related to the pleasant or positive emotional state that arises from one's evaluation of their job or work experience (Rao, 2019). Therefore, it can be concluded that job satisfaction is a measure of the level of satisfaction perceived by workers in their job. Job satisfaction also plays an important role in enhancing employee performance. Additionally, job satisfaction is also related to the pleasant or positive emotional state that stems from the evaluation of the job or work experience.

Organizational Commitment

Organizational commitment, as defined by Putra (2018), Saputra (2018), Dugalić (2022), and Manullang (2022), is the psychological bond between an individual and their organization, characterized by a readiness to maintain membership and a loyal attitude. This commitment is influenced by various factors, including job satisfaction, organizational justice, and organizational support. Both Putra (2018) and Saputra (2018) found that these factors have a positive and significant impact on organizational commitment. Factors such as job satisfaction and job involvement can positively influence organizational commitment (Shamaa, 2016). Based on the definitions by experts, it can be concluded that organizational commitment is how individuals identify themselves with the values and goals of the organization they work for, which can be influenced by various factors, including job involvement, educational qualifications, and fulfillment of expectations.

Turnover Intention

Turnover intention refers to the voluntary intention of an employee to leave their current organization (Schyns, 2007). It is a gradual process triggered by negative psychological responses of an employee towards the work context (Takase, 2010). Factors such as human resource management practices including compensation, career development, and performance management can influence an employee's intention to switch jobs (Long, 2024). Management behaviors, such as providing feedback and addressing employees' psychological needs, can also play a crucial role in retaining talented employees (Lyons, 2021). In conclusion, turnover intention is the voluntary intention of an employee to leave the organization, influenced by negative psychological responses to the work context. Factors such as human resource management practices including compensation, career development, and performance management, as well as management behaviours that address employees' psychological needs, can influence turnover intention and play a significant role in retaining talented employees.



Methods

Participant and Procedures

The data for this study was obtained from employees working in private companies located in Bandung, Indonesia. Data collection was conducted through the distribution of questionnaires, which were filled out by employees who expressed a desire to switch jobs. The questionnaires were electronically sent to employees working in private companies in Bandung with a minimum of 50 employees. The respondents were asked if they were willing to participate in an electronic survey consisting of 31 questions related to the variables of interest. The respondents provided information regarding job dissatisfaction, job satisfaction, organizational commitment, and their intention to switch jobs within their current company.

A total of 160 respondents participated in the study and provided responses related to the variables of job satisfaction, turnover intention, job dissatisfaction, and organizational commitment. The collected data will be analyzed based on the interpretation of the conducted questionnaires. The obtained data will be used to analyze the influence of job satisfaction on turnover intention, as well as the impact of job satisfaction on turnover intention through the factors of job dissatisfaction and organizational commitment.

The respondents in this study were divided based on gender, age, highest education level, and length of employment. Out of the 160 respondents, 62 were male, accounting for 38.8%, while 98 were female, accounting for 61.3%. Among the respondents, 48 had less than 2 years of employment (30.0%), 53 had 2-4 years of employment (33.1%), and 59 had more than 4 years of employment (36.9%). In terms of education, 26 respondents had completed high school or equivalent (14.4%), 109 had completed undergraduate degrees (60.6%), and 25 had completed postgraduate degrees (13.9%).

Measures

A set of 16 positively-worded statements, adopted from Lee et al.'s (2017), was used to measure job satisfaction. Each statement was rated on a Likert scale ranging from 1 to 5. The Average Variance Extracted (AVE) for the job satisfaction variable was found to be 0.787, indicating acceptable convergent validity. The composite reliability was calculated to be 0.732, and Cronbach's alpha was 0.987, both of which are considered acceptable and indicate high internal consistency.

For the job mismatch variable, 4 items from Chong & Ramayah (2021) were utilized. Similar to the job satisfaction measurement, respondents rated each item on a Likert scale ranging from 1 to 5. The AVE for the job mismatch variable was 0.762, indicating acceptable convergent validity. The composite reliability

was 0.897, and Cronbach's alpha was 0.895, both of which are considered acceptable and suggest good internal consistency.

To assess organizational commitment, the same calculation method as the previous variables was employed using 6 items from Allen & Meyer (1990). The AVE for the organizational commitment variable was 0.735, indicating acceptable convergent validity. The composite reliability was 0.939, and Cronbach's alpha was 0.928, both of which are considered acceptable and suggest high internal consistency.

Lastly, the turnover intention variable consisted of 5 items. The AVE for this variable was 0.871, indicating acceptable convergent validity. The composite reliability was 0.881, and Cronbach's alpha was 0.871, both of which are considered acceptable and suggest good internal consistency. In conclusion, the measurement model has demonstrated validity and reliability, meeting the requirements for further analysis such as the inner model and hypothesis testing.

Table 1. Reliability Test

	Cronbach's Alpha	Composite Reliability	AVE
Job Mismatch	0.895	0.897	0.762
Job Satisfaction	0.987	0.732	0.787
Organizational Commitment	0.928	0.939	0.735
Turnover Intention	0.871	0.881	0.658

Source(s): Created by authors

Analysis

The research method employed in this study is a quantitative approach. The aim of quantitative research is to gather data that describes the characteristics of the object, event, or situation under investigation (Sekaran & Bougie, 2016:43). This approach seeks to predict, formulate, and explain theories. Quantitative data consists of numerical information, such as measurement results, observations, or experiments (Sugiyono, 2020:16).

The type of research used in this study is descriptive research. Descriptive research aims to portray a phenomenon or situation factually (Sekaran & Bougie, 2016). Based on the objectives, this study employs causal research. According to Nurdin and Hartati (2019), causal research is conducted to examine the cause-and-effect relationship between two or more variables. Causal research is utilized to investigate the influence of job satisfaction, turnover intention, job mismatch, and organizational commitment on employees in Bandung City.

Regarding the research strategy, this study utilizes a survey method with a cross-sectional design. Cross-sectional research, as defined by Sugiyono (2020), involves studying a sample population at the same time or during a specific period. This approach offers several advantages, such as quick completion, lower costs, and reduced susceptibility to temporal changes (Schindler, 2019).

The initial stage of this research involves identifying the existing problem and describing the current situation. The identified problem represents a deviation between desired expectations and the existing reality. To provide a comprehensive understanding of the problem under investigation, the researcher needs to present valid data in the background of the study. Subsequently, the researcher formulates research questions related to the identified problem and establishes the objectives and benefits of the research.

In the next step, the researcher provides a summary of relevant theoretical foundations related to the research variables. These theories encompass human resource management, organizational behaviour, job satisfaction, turnover intention, job mismatch, organizational commitment, and the relationships between

these variables. Additionally, the researcher summarizes relevant previous studies. In this stage, the researcher also presents the modified research framework, including the supporting hypotheses.

The following step involves identifying the research variables by determining the research method and operationalizing the variables. In this study, the researcher selects quantitative methods with causal analysis, examining the cause-and-effect relationships among variables, where multiple variables mutually influence each other. Operationalization of variables is conducted based on the dimensions of the independent variable (Job mismatch), mediating variable (job satisfaction and organizational commitment), and dependent variable (turnover intention).

In the subsequent stage, the researcher processes the data obtained from questionnaires completed by respondents. The processed data is then interpreted and analyzed by the researcher in relation to relevant theories. Finally, in the last stage, the researcher draws conclusions from the data analysis. These conclusions provide concise answers to each research question based on the collected and analyzed data. Additionally, the researcher offers suggestions or recommendations based on the obtained research findings.

Result

The Average Variance Extracted (AVE) obtained from each latent variable is higher than the highest correlation value between variables, indicating that the model has good discriminant validity. Cross-loading values are obtained by comparing the level of association between each indicator and its corresponding variable, as reflected in the factor loading values, with the level of association between each indicator and other variables. To ensure the validity of the results, the relationship between each indicator and its corresponding variable should be stronger than the relationship between each indicator and other variables.

Table 2. Fornell-Lacker Criterion

	Job Mismatch	Job Satisfaction	Organizational Commitment	Turnover Intention
Job Mismatch	0.873			
Job Satisfaction	-0.144	0.887		
Organizational Commitment	0.547	0.093	0.857	
Turnover Intention	0.819	-0.117	0.513	0.811

Source(s): Created by Authors

In testing the direct, indirect, and moderating effects of gender and age variables using multigroup analysis, the results were obtained through Bootstrapping calculations conducted using the SmartPLS software. The R-Square values obtained for the Job Satisfaction variable were 0.021, indicating that 2.1% of the variation in job mismatch can be explained by the Job Satisfaction variable, while the remaining variation may be explained by other variables not included in the model. Furthermore, for the Organizational Commitment variable, an R-Square value of 0.299 was found, indicating that 29.9% of the variation in organizational commitment can be explained by the Job Satisfaction variable, with the remaining variation possibly being explained by other variables not examined in the model. Finally, for the Intention to Switch variable, an R-Square value of 0.677 was obtained, meaning that 67.7% of the variation in intention to switch can be explained by the Job Satisfaction variable, while the rest is explained by other variables not investigated in the model.

Based on the R-Square values, the job mismatch variable indicates a weak model as the R-Square is less than 0.5. The organizational commitment variable suggests a moderate model as it has an R-Square value between 0.5 and 0.75. On the other hand, the intention to switch variable indicates a strong model as it has an R-Square value greater than 0.75.

Table 3. R-Square

Variable Laten	R-Square
Job Satisfaction	0.021
Organizational Commitment	0.299
Turnover Intention	0.677

Source(s): Created by Authors

The SRMR (Standardized Root Mean Square Residual) is obtained with a value of 0.074. The criteria indicate that an SRMR value smaller than 0.08 indicates a good fit between the model and the observed data. Furthermore, the NFI (Normed Fit Index) is obtained with a value of 0.830. The criteria state that an NFI value greater than 0.80 indicates a moderate fit between the model and the available data. Lastly, the Chi-Square (X^2) is obtained with a value of 1078.378. The criteria indicate that a Chi-Square value greater than 3 times the degrees of freedom (df) suggest a moderate fit of the model. Please note that these criteria are commonly used in assessing model fit, but it is important to consider additional fit indices and the context of the research when evaluating the overall goodness of fit.

Table 4. Uji Goodnes of Fit

	Saturated Model	Criteria	Description
SRMR	0.074	<0.08	<i>good fit</i>
NFI	0.830	>0.80	<i>Moderate fit</i>
Chi-Square (X^2)	1078.378	>3xdf	<i>moderate fit</i>

Source(s): Created by Author

In hypothesis testing, the determination of accepting or rejecting the null hypothesis (H_0), which states no relationship between two variables, and the alternative hypothesis (H_a), which states a relationship between two variables, is involved (Ringel et al., 2022).

Table 5. Hypothesis Test

Hypothesis	Path Coefficient	Tstatistic	Pvalue	Hypothesis
H1. Job Mismatch -> Turnover Intention	0.532	6.303	0.024	Accepted
H2. Job Mismatch-> Job Satisfaction	-0.240	4.076	0.000	Accepted
H3. Job Mismatch-> Organizational Commitment	0.491	6.446	0.000	Accepted
H4. Job Satisfaction-> Turnover Intention	-0.113	2.251	0.024	Accepted
H5. Organizational Commitment -> Turnover Intention	0.234	2.803	0.005	Accepted
H6. Job Satisfaction-> Organizational Commitment-> Turnover Intention	0.115	2.168	0.030	Accepted
H7. Job Satisfaction -> Job Mismatch -> Turnover Intention	0.027	2.018	0.044	Accepted

Source(s): Created by Author

Hypothesis 1 suggests that job mismatch has a significant positive influence on turnover intention among employees in private companies in Bandung. Several studies have found a significant positive relationship between job mismatch and turnover intention. Audina (2018) found that job insecurity and job stress, often associated with job mismatch, both significantly increase turnover intention. This finding is supported by Fuina (2012), who found that turnover intention, as an important component of job mismatch, has a significant negative impact on professional commitment. Nastiti (2016) and Setyaditama (2019) also found that job satisfaction and job engagement, which are negatively affected by job mismatch, are significant factors in turnover intention. Therefore, it can be concluded that job mismatch has a significant positive impact on turnover intention.

Hypothesis 2 states that there is sufficient evidence to indicate a significant negative influence between job mismatch and job satisfaction among employees in a company. Several studies have found a significant negative relationship between job mismatch and job satisfaction. Riania (2022) and Fredy (2020) both found that job insecurity and job satisfaction are negatively related, with job insecurity also having a negative impact on affective organizational commitment, job engagement, and happiness at work. This suggests that job mismatch, which can lead to job insecurity, can also have a negative impact on job satisfaction.

Hypothesis 3 suggests that there is an indication of a significant negative influence between job satisfaction and turnover intention among employees in a company. A series of studies consistently found a significant negative relationship between job satisfaction and turnover intention. Elfenso (2022) and Riania (2022) both found that job satisfaction has a negative and significant influence on turnover intention, with Riania also identifying job insecurity as a mediating factor. Anggraeny (2018) and Hastantri (2013) also reported a significant negative effect of job satisfaction on turnover intention, with Hastantri adding that satisfaction with salary can indirectly affect turnover intention through work-family conflict. These findings collectively indicate that higher job satisfaction is associated with lower turnover intention.

Hypothesis 4 suggests a significant negative influence between job satisfaction and turnover intention among employees in a company. Elfenso (2022) and Riania (2022) both found that job satisfaction has a negative and significant influence on job switching intention. This is further supported by the study of Salsabila (2019), which found that job satisfaction can significantly influence job switching intention.

The results of Hypothesis 5 indicate a significant positive influence between organizational commitment and turnover intention among employees in a company. Several studies have found a positive and significant impact of organizational commitment in reducing turnover intention. Bhatti (2016) and Noviyanti (2023) both found a negative relationship between organizational commitment and turnover intention, with Bhatti also identifying a positive relationship between organizational commitment and job satisfaction. Satrio (2018) further supports these findings, showing that job satisfaction and perceived organizational support have a positive and significant effect on organizational commitment, which in turn reduces turnover intention. Sartika (2014) also highlights the role of job engagement in enhancing organizational commitment and reducing turnover intention. These studies collectively indicate that strong organizational commitment can help reduce turnover intention.

Hypothesis 6 suggests that there is sufficient evidence to support a significant influence between job satisfaction, organizational commitment, and turnover intention among employees in a company. Several studies have found a significant impact of job satisfaction on turnover intention through organizational commitment. Mulyanto (2019) and Bhatti (2016) both found a negative relationship between job satisfaction and turnover intention, with Bhatti also identifying job satisfaction as a mediator in this relationship. Tnay (2013) also found a significant relationship between job satisfaction and turnover intention, with Tnay noting that organizational commitment is more strongly related to turnover intention than job satisfaction. However, Tnay's study did not find a significant relationship between organizational commitment and turnover intention. These findings suggest that although job satisfaction and organizational commitment are important factors in turnover intention, the strength of their relationship may vary in different contexts.

Finally, Hypothesis 7 suggests that there is sufficient evidence to indicate a significant influence between job satisfaction, job mismatch, and turnover intention among employees in a company. Several studies have found a significant relationship between job satisfaction and turnover intention, with job satisfaction playing a mediating role in this relationship. Chavadi (2021) and Lee (2017) both found that job satisfaction partially mediates the relationship between job mismatch and turnover intention, with personal growth being a key factor in job satisfaction. Zhou (2009) also supports these findings, showing that job satisfaction mediates the relationship between perceived organizational support and turnover intention. Lee (2014) also found that job satisfaction has a significant negative impact on turnover intention, with factors such as the job itself, promotion, and payment influencing this relationship. These findings highlight the importance of job satisfaction in reducing turnover intention, especially in the context of job.

Conclusion

The conclusion of this research journal is that job satisfaction plays a significant role in reducing employee turnover intentions, particularly in the context of job mismatches and perceived organizational support. Although this study has limitations in terms of population coverage and variables used, it provides valuable insights for organizations in Bandung to understand and manage millennial employees. The results of the analysis indicate that job satisfaction has a significant negative impact on turnover intentions, while job mismatches and organizational commitment also contribute to influencing employee turnover intentions. This study is in line with the goals of sustainable development (SDGs) by highlighting the importance of creating a supportive work environment that promotes health, well-being, and inclusive and sustainable economic growth. Therefore, understanding and responding to the unique needs and challenges of millennial employees in the private sector in Bandung are crucial for cultivating a productive and inclusive work culture.

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