

## EXAMINING THE INTENTION OF THE MILLENNIAL GENERATION TO DEPART: STRESS, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENT AT CV YUDHA MANDIRI YOGYAKARTA

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### ABSTRACT

*The millennial generation is known to like changing jobs. The aim of this research is to find out whether stress, job satisfaction, and organizational commitment of millennial employees influence their intention to leave. Data was collected via a Likert questionnaire, a scale of 5 from 100 millennial employees who work at CV Yudha Mandiri Yogyakarta. The data analysis method used is Multiple Linear Regression. The research results show that work stress and organizational commitment have a positive and significant effect on intention to leave, while job satisfaction has a negative effect on intention to leave among Millennial employees.*

*Keywords: millennials, stress, job satisfaction, intention to leave, organizational commitment*

### ABSTRAK

Generasi milenial dikenal suka berpindah pekerjaan. Tujuan dari penelitian ini untuk mengetahui apakah stress, kepuasan kerja dan komitmen organisasional karyawan milenial berpengaruh terhadap *intention to leave* mereka. Data dikumpulkan melalui kuesioner Likert, skala 5 dari para karyawan milenial yang bekerja di CV Yudha Mandiri Yogyakarta, sebanyak 100 orang. Metode analisis data yang digunakan Regresi Linear Berganda. Temuan dari penelitian adalah bahwa tingkat stres kerja dan komitmen organisasi memiliki pengaruh yang positif dan signifikan terhadap keinginan untuk meninggalkan pekerjaan pada karyawan milenial. Di sisi lain, kepuasan kerja memiliki pengaruh negatif terhadap keinginan untuk meninggalkan pekerjaan pada kelompok karyawan yang sama.

Kata kunci: milenial, stress, kepuasan kerja, *intention to leave*, komitmen



## INTRODUCTION

Employees encounter many obstacles in today's fast-paced workplace, such as the requirement for increased skills and the unavoidable effects of digitalization. As a result, to maintain their competitiveness in the job market, they must constantly upgrade their soft skills. According to (Liu & Onwuegbuzie, 2012), the stresses of the modern workplace frequently cause high stress levels and job discontent, which can ultimately result in employees quitting their jobs. The majority of workers in the workforce today are millennials and Generation Z. The term "millennial generation" generally refers to those who were born between 1981 and 2000 (US Census Bureau, 2015) or between 1980 and 2020 (Stafford Darlene E. • Griffis Henry S, 2008) The Indonesian millennials is defined for this study.

Data from the Indonesian Central Statistics Agency in 2020 indicates that millennials and Generation Z constitute approximately 50% of Indonesia's population, totaling around 270.02 million people.

The millennials are different from other generations in that the digital age heavily impacts them. As stated by the Ministry of Women's Empowerment and Child Protection in 2018, (Kementrian Pemberdayaan Perempuan dan Perlindungan Anak, 2018) they are recognized for their eagerness for sudden career changes, their open and dynamic communication style, and their heavy usage of social media. It's interesting to note that surveys show millennials value things like skill development, future career opportunities, and a disdain for dictatorial leadership over high income when making judgments about their jobs. As the demographic bonus period begins in 2020, the Central Jakarta Central Statistics Agency (2020) (Badan Pusat Statistik Jakarta Pusat, 2020) reports that the millennials, which is comprised of individuals aged 20 to 40, lives in cities to a considerable extent (around 55% of them). This urbanization influences their way of thinking. Urban millennials are known for the self-assurance, they exhibit.

According to Robbins, Stephen P. dan Coulter (2018) work stress arises as a negative response when individuals face excessive pressures, demands, obstacles, or opportunities, affecting their emotions, thoughts, and overall well-being. Job satisfaction, as defined by Wexley and Yukl (Wexley K.N and Yukl G.A, 2005), reflects a person's feelings about their work and the conditions related to it, and it plays a pivotal role in influencing their behavior. High job satisfaction reduces work stress, as indicated by Tnay (Tnay et al., 2013), and fosters a strong commitment to the organization. Organizational commitment, represents the degree to which an employee identifies with the organization and its objectives and is willing to maintain their membership in the organization. (Robbins, Stephen P. dan Coulter, 2018). High commitment is associated with responsible and loyal employee attitudes, which, as observed by Gunlu et al. (Khuong & Yen, 2016), leads to lower intention to leave. The intention to leave signifies an employee's desire to leave the organization, resulting in their separation from it, as defined by Kaswan (2017)



According to research findings ((Deloitte, (2019), Negoro & Wibowo, (2021), millennials are known for liking challenges and finding routine work boring, which makes them more likely to quit their jobs. There are twice as many millennials as there are generation because they are pursuing occupations in line with their goals and for greater self-development, the millennials have a high intention of turnover and the intention of millennial workers to leave is strongly influenced by their perception of alternative employment opportunities and their employee development program (Friani & Mulyani, 2018)

CV. Yudha Mandiri Yogyakarta is a private company, founded in 2000, engaged in selling and purchasing goods. the total number of employees is 137 people.

This study adds something new to the literature by demonstrating empirically how millennial employees' commitment affects their intention to leave in a positive way. This result defies theoretical predictions, according to which organizational commitment can promote long-term employee loyalty and commitment. Nevertheless, the results also support the validity of the characteristics linked to millennials who frequently change jobs.

## LITERATURE REVIEW

### Intention to leave

Plan to depart or change jobs According to Meyer (Meyer & Tett, 1993) intention is the deliberate desire or intention of workers to look for a job elsewhere, departing from their existing place of employment. As described by Mobley (Mobley, 1986), this phenomenon is distinguished by some crucial indications. One's, inclinations to consider leaving their current organization, two, the possibility that the person will actively look for work elsewhere, and three, the likelihood that the person will eventually leave their current organization. (Park & Min, 2020).

### Job stress and intention to leave

Intention to leave is a bad thing for a business, and stress among employees is one of the things that makes it happen. An imbalance between a person's abilities and the demands of their work usually results in employee stress, which raises the intention to leave the company. Schabracq Marc (2003) work stress is frequently a response to a feeling of losing control over one's performance or the pressure that develops when an employee is assigned tasks they may not particularly enjoy. According to Andre (Andre, 2008), stress is a physically and psychologically dangerous reaction that happens when a worker's abilities, resources, or personal needs are not met by the demands of their job. It's important to remember that everyone reacts differently to stress at work. It's important to remember that various people react differently to stress at work, which affects how likely each person is to plan to leave.

Robbins (Robbins, 2015) stated that several indicators are thought to be the cause of work stress, including 1) workload, and high work targets 2) leadership attitudes that are viewed negatively by employees will cause stress. 3) limited or inadequate work equipment. 4) working environment conditions that are less conducive or inadequate will cause stress. 5) career. An unclear future career path will cause stress. The new job stress scale: time stress, anxiety stress, role expectation conflict, coworker support, and work-life balance were stated in his research (Shukla and Srivastava, 2016)

Measurable employee stress will motivate employees to perform well, however, if employee stress is not managed well by Human Resources Management in a company it will have an impact on employees' desire to leave/turnover intention.

The employee stress influences intention to leave is supported by research Biyan Wen, that there is a statistically significant correlation between role stress as a four-dimensional construct (i.e., conflict, ambiguity, qualitative overload, and quantitative overload) and burnout, which breeds turnover intention (Wen et al., 2020) and is further supported by many studies ((Gazali et al., (2021), Gantina & Ayuningtias (2021), Chen et al. (2011), Yunita (2021). These indicate that job stress has a positive impact on intention to quit. Based on the knowledge gained from theoretical and empirical study, the researcher proposes the following hypothesis:

H1: Job stress increases the propensity of intention to leave among millennial employees.

### **Job Satisfaction and Intention to leave**

According to Theory (Sinambela, 2016), people who are dissatisfied with their jobs are more likely to be highly motivated to quit the company, especially if they have a lot of other options and have a large amount of human resources. This study uses multiple dimensions to measure job satisfaction: 1) the work itself, as evidenced by engaging tasks and adequate authority; 2) supervision, as evidenced by careful guidance and constructive relationships with subordinates; 3) the business and its management, which is reinforced by effective management strategies.

There are six reasons why job satisfaction is related to working conditions: 4) opportunities for career advancement and gaining extensive experience; 5) harmonious relationships with coworkers that foster a collaborative and cohesive working environment; and 6) job satisfaction linked to working conditions wherein adequate facilities and infrastructure contribute. This suggests that a high level of job satisfaction among employees lowers the probability of employee intention to leave. Studies on hotel employees in Ubud, Bali provide empirical evidence in support of this theory. One study found that job satisfaction moderated the intention of employee turnover (Made & Jumani, 2017). Similarly, studies on millennial workers have shown that there is a negative correlation between job mismatch and job satisfaction. The results showed that the relationships between job mismatch and turnover intentions were partially mediated by job satisfaction (Chavadi et al., 2022). The job satisfaction—especially concerning the company's provision of opportunities for personal development—is a critical component

in lowering the likelihood that millennial employees will have negative turnover intentions. Turnover intention occurred in IT employees (Lee et al., 2022). The hypothesis that job satisfaction is associated with a decreased intention to leave an organization is further supported. There is a negative correlation between job mismatch and job satisfaction. The results showed that the relationships between job mismatch and turnover intentions were partially mediated by job satisfaction which focused on millennial workers in non-profit organizations (Jennifer Maceo Hernandez, 2023). Job satisfaction contributes greatly to employee intention to leave. A foreign exchange bank employee's degree of job satisfaction has a big impact on their decision to quit. (De Sousa Sabbagha et al., 2018), Suwarsono et al. (2022). Based on the knowledge gained from theoretical and empirical study, the researcher proposes the following hypothesis:

H2: High levels of job satisfaction reduce millennial generation employees' intention to leave.

### **Organizational Commitment and the Intention to leave**

Organizational commitment is the degree to which an employee identifies himself with a particular organization and its goals and desires to maintain his membership in that organization (Robbins, Stephen P. dan Coulter, 2018). Organizational commitment was originally defined as a person's involvement and identification with the organization and its goals (Michaelson et al., 2005). Organizational Commitment as an employee's psychological state concerning the organization, is categorized into affective, continuity, and normative commitment (Wasti, 2003), where affective commitment refers to a person's emotional attachment to the organization and the extent to which the employee identifies, is involved and enjoys membership in the organization. Normative commitment refers to feelings of obligation to stay with an organization (i.e., I feel I should stay). Lastly, continuity, namely commitment is based on the perceived costs associated with leaving an organization (i.e., I have to stay here)". Workers who have high organizational commitment will usually have a good attendance record, show a desire for loyalty to company policies, and have a lower turnover rate. There are 3 indicators of employee commitment to the organization, namely 1) employee willingness to work for the institution, 2) employee loyalty to the organization, and 3) employee pride in the organization (Lincoln, 1989). Research on Guest Services Assistant employees at PT Indonesia AirAsia Denpasar found that commitment was able to reduce employee turnover intention levels (Kharismawati & Dewi, 2016). Other research on millennial employees in Jakarta finds that through affective and normative commitment, Quality of Work Life has a considerable indirect impact on turnover intention. (Ms & Panggabean, 2023). Researchers (Latif Rana, 2021) found that a mentoring program, it was able to increase millennial commitment to the organization, thereby reducing turnover intention. Based on the theoretical and empirical studies above, the researcher proposed a hypothesis:

H3: Strong organizational commitment mitigates intention to leave among millennial employees.

## RESEARCH METHODS

### Research Design

The study design used here is descriptive-quantitative. Whereas quantitative analysis makes use of multiple linear regression, descriptive analysis is based on primary data collected from study subjects through questionnaires. A total of 137 Millennial workers at CV Yudha Mandiri Yogyakarta served as the research subjects; these individuals are also referred to as the population. The sample size is the total population. However, only 100 individuals responded to the survey when it was sent out.

### How Data Is Gathered

A questionnaire, given to respondents by online. An inventory of inquiries is utilized for a survey. A Likert scale ranging from strongly disagree to strongly agree, with a maximum of 7, is used in the questionnaire. The survey has six questions about organizational commitment, six questions about intention to leave, ten questions about stress, and twelve questions about job satisfaction.

## RESEARCH RESULTS AND DISCUSSION

### RESEARCH RESULT

#### Respondent Identification

The number of respondents who returned the questionnaire was 100 people.

**Table 1. Respondent Identification**

| No. | criteria       | Respondent results                                                                                   |
|-----|----------------|------------------------------------------------------------------------------------------------------|
| 1.  | Gender         | 55% Male<br>45% Women                                                                                |
| 2.  | Age            | 58%: >20-30 years<br>39 %: >31-40 years<br>3%: >41-50 years                                          |
| 3   | Last Education | 34% : Bachelor degree<br>31% : D1-D4/ Vocation<br>27% : High School<br>7% : Magister<br>1 % : Doktor |
| 4   | Length of Work | 35% : 3-4 years<br>30% : 1-3 years<br>19% : 5-7 years<br>12%: 7-10 years<br>4% : > 10 years          |

## Descriptive Statistics

The results of this research's descriptive statistical tests are as follows:

**Table 2. Descriptive Statistics Result**

|                       |         | Statistics     |                  |                           |                    |
|-----------------------|---------|----------------|------------------|---------------------------|--------------------|
|                       |         | Stress of work | Job satisfaction | Organizational commitment | Intention to leave |
| <b>N</b>              | Valid   | 100            | 100              | 100                       | 100                |
|                       | Missing | 0              | 0                | 0                         | 0                  |
| <b>Mean</b>           |         | 4,0760         | 3.9000           | 3.6100                    | 3.6500             |
| <b>Median</b>         |         | 4,1000         | 4.0000           | 4.0000                    | 4.0000             |
| <b>Mode</b>           |         | 4,10           | 4.00             | 4.00                      | 4.00               |
| <b>Std. Deviation</b> |         | ,48930         | .50252           | .58422                    | .50000             |
| <b>Minimum</b>        |         | 2,90           | 3.00             | 3.00                      | 3.00               |
| <b>Maximum</b>        |         | 4,90           | 5.00             | 5.00                      | 5.00               |
| <b>Sum</b>            |         | 407,60         | 390.00           | 361.00                    | 365.00             |

Table 2. Compile the responses from the respondents to the research variable indicator. The maximum value of 4.90 and the minimum value of 2.90 are included in the Job Stress variable statement, along with Std. The average value is 4.0760, and the deviation, or the value of the data to the average, is 0.48930. It is possible to conclude that the Job Stress variable tends to be high because the empirical average value ( $4.0760 > 3$ ) is bigger than the theoretical average value.

The Job Satisfaction variable statement has a minimum value of 3.00, a maximum value of 5.00, and a standard deviation of respondents' responses. The average value is 3.9000, and the deviation, or the value of the data to the average, is 0.50252. The Job Satisfaction variable has a value that tends to be high since the empirical average value is bigger than the theoretical average value ( $3.9000 > 3$ ).

The lowest and maximum values of the respondents' answers to the Organizational Commitment variable statement are 3.00 and 5.00, respectively. The average value is 3.6100, and the deviation, or the value of the data to the average, is 0.58422. The Organizational Commitment variable tends to have rather good values, as seen by the fact that the empirical average value ( $3.6100 > 3$ ) is greater than the theoretical average value.

The Intention to Leave variable statement has a minimum value of 3.00 and a maximum value of 5.00, as reported by the respondents. The data value's deviation, or value to the average, is 0.50000, while the average is 3.6500. It can be inferred that the Intention to leave variable tends to have a medium to high value because the empirical average value is greater than the theoretical average value ( $3.6500 > 3$ ).

## Quantitative Analysis

### Instrument Test Results: Validity conditions Test and Reliability Test

Based on the results of the SPSS calculation, the two-sided  $r$  table value is 0.195. The  $r$  table is calculated using the  $r$  product moment table, based on  $(df) = n - 2$  with  $\alpha = 0.05$  where  $n = 100$ . When  $r$  count  $>$   $r$  table and the significance level is less than 0.05, the validity of the questionnaire items is determined.

Relying on Job Stress Validity Test Instrument findings The researcher eliminated the  $X_{1.6}$  instrument from further research computations because it was invalid. The same thing occurs on Job Satisfaction, where the researcher removed the  $X_{2.10}$  instrument after the Job Satisfaction validity test results showed that it was invalid, restoring all of the items to valid conditionss.

Based on the results of the reliability test, they are as follows. The instrument's Cronbach Alpha for the Job Stress variable ( $X_1$ ) is  $0.657 > 0.60$ , indicating its reliability. Similarly, the Cronbach Alpha variables for Job Satisfaction ( $X_2$ ) and Organizational Commitment ( $X_3$ ), each with a value of 0.827 and 0.669 are greater than 0.60, indicating their reliability. Similarly, the Cronbach Alpha Intention to leave ( $Y$ ), the dependent variable, is  $0.671 > 0.60$ , indicating its reliability.

**Table 3. Multivariate regression result**

|                                  | <b>B</b> | <b>t</b> | <b>Sig</b> | <b>Tolerance</b> | <b>VIF</b> |
|----------------------------------|----------|----------|------------|------------------|------------|
| <b>Constant</b>                  | 4,636    | 3,251    | ,002       |                  |            |
| <b>Job Stress</b>                | ,621     | 12,794   | ,000       | ,519             | 1,926      |
| <b>Job satisfaction</b>          | -,223    | -5,070   | ,000       | ,370             | 2,706      |
| <b>Organizational Commitment</b> | ,357     | 4,702    | ,000       | ,359             | 2,785      |
| <b>F Value</b>                   |          |          | 112,503    |                  |            |
| <b>F sig</b>                     |          |          | ,000       |                  |            |
| <b>Adjusted R<sup>2</sup></b>    |          |          | ,772       |                  |            |
| <b>Kolmogorov Smirnov Sig</b>    |          |          | ,186       |                  |            |
| <b>Glejser:</b>                  |          |          |            |                  |            |
| <b>Constanta</b>                 | 1,964    | 2,210    | 0,29       |                  |            |
| <b>Job Stress</b>                | -,003    | -,084    | ,933       |                  |            |
| <b>Job Satisfaction</b>          | ,017     | ,624     | ,534       |                  |            |
| <b>Organizational Commitment</b> | -,064    | -1,355   | ,178       |                  |            |

Variance Inflation Factor (VIF) and Tolerance are for assessing multicollinearity; Kolmogorov Smirnov sig is to evaluate the normality data error, F sig, and Adjusted R square is to evaluate the regression model is fit. Gljeser test assessing heteroscedasticity.

### Multicollinearity Test

The multicollinearity test is used to ascertain whether the regression model finds a link between independent variables. If there is no multicollinearity, that is, if the tolerance value is greater than 0.10 and the VIF value is less than 10.00, the data is good. The result

is that the data lacks multicollinearity, as the variables Job Stress ( $X_1$ ), Job Satisfaction ( $X_2$ ), Organizational Commitment ( $X_3$ ), and Intention to leave ( $Y$ ) have Tolerance values greater than 0.10 and  $VIF < 10$ .

### Heteroscedasticity Test

To determine if there is an uneven variance between the residuals of one observation and those of another, the heteroscedasticity test is utilized. Homoscedasticity or the absence of heteroscedasticity characterizes a good regression model. The Glejser test was utilized in this investigation. According to the criteria (Ghozali, 2018), if the Sig value is greater than 0.05, the heteroscedasticity assumption is not met. Conversely, if the Sig value is less than 0.05, the heteroscedasticity assumption is. The result indicates that heteroscedasticity does not appear based on the values of Asymp. Sig. (2-tailed) on the Job Stress variable ( $X_1$ ) of 0.933 greater than 0.05, Job Satisfaction ( $X_2$ ) of 0.534 greater than 0.05, and Organizational Commitment ( $X_3$ ) of 0.178 greater than 0.05.

### Normality test

Confounding or residual data in the regression model are tested for normality of distribution using this test. An analysis of the residuals' distribution can be done using a non-parametric statistical test called the One-Sample Kolmogorov-Smirnov test (1-Sample K-S). According to Ghozali (2018), residual variable data is normally distributed if the results display a significant probability value greater than 0.05. Given that the value of Asymp. Sig. (2-tailed) of 0.186 is greater than 0.05, indicates that the error data is normally distributed.

### Goodness of Fit Test

#### Determinant Coefficient Test ( $R^2$ )

Evaluates the model's ability to adapt to changes in the independent variable relative to the dependent variable. Table 3. Multivariate regression result displays an Adjusted R Square of 0.772, indicating a 77.2% ability of the job stress, job satisfaction, and organizational commitment variables to explain variations in the intention to leave variable among employees at CV Yudha Mandiri Yogyakarta. The remaining 22.8%, however, can be explained by several other variables not covered in this study.

### F test

to determine if the model satisfies the prerequisites for additional testing. The result suggests that significance value F test is  $0.000 < 0.05$ , meaning that the data is suitable for additional testing through multiple linear regression analysis.

### t Test (Partial Test)

determining the degree to which the independent variable (X) partially influences the dependent variable (Y) is the goal of the t-test. It can be inferred from Table 3. Multivariate regression result that Intention to leave (Y) is influenced by the three variables Job Stress ( $X_1$ ), Job Satisfaction ( $X_2$ ), and Organizational Commitment ( $X_3$ ), since their significance values are less than 0.05.

### Multiple Linear Regression Analysis

Using SPSS, researchers measured and tested data using multiple linear regression. The following output was produced using Table 3. Multivariate regression result:

It can be understood as follows based on the multiple linear regression equation: 4.636 is the model's constant value, to start. This indicates that when the variables for job stress, job satisfaction, and organizational commitment are zero, the intention to leave will be positive by 4,636 units. Secondly, work stress has a positive coefficient of 0.621 with a significance level of 0.000. This means that for every unit increase in work stress, the intention to leave will increase by 0.621 units, and for every unit decrease in work stress, the intention to leave will decrease by 0.621 units. Third, job satisfaction has a negative coefficient of 0.223 with a significance level of 0.000. This means that for every unit increase in job satisfaction, the intention to leave will decrease by 0.223 units, and vice versa. Fourth, at a significance level of 0.000, organizational commitment exhibits a positive coefficient of 0.357, which means that for every unit increase in organizational commitment, there will be a corresponding increase in leave intention of 0.357 units, and for every unit decrease in organizational commitment, there will be a corresponding decrease in the intention to leave of 0.357 units.

## DISCUSSION

### Stress at Work and the Intention to Leave

Workplace stress significantly increases the likelihood of leaving, as indicated by the regression coefficient value of 0.621 at a significance level of  $0.000 \leq 0.05$ . In comparison to the other two variables, stress is the one that has the largest impact on the intention to leave. This study is consistent with earlier studies (Idham, 2022) on 100 workers at PT Satya Ardhia Angkasa (Outsourcing PT Angkasa Pura II Persero) at Soekarno-Hatta Airport Terminals 1, 2, and 3 and Sa & Prasety (2018) on 105 workers at PT Internusa Jaya Sejahtera Merauke (Gazali et al., 2021). Chen et al., (2011) found that Taiwanese bank employees likewise experienced the same outcomes. Role overload, ambiguity, and conflict are the main causes of their stress. Studies on 515 Chinese teachers (Liu & Onwuegbuzie, 2012), corroborate these findings.

## The Impact of Work Satisfaction on Intention to Leave

According to the regression coefficient value, there is a substantial negative association between work satisfaction and the desire to quit. The value is 0.223 for job satisfaction, which is negative and significant at the  $0.000 \leq 0.05$  level. That is to say, the intention to leave will decline in proportion to the millennial employees' higher job satisfaction dimensions on their CV at Yudha Mandiri Yogyakarta. Employees who are happy in their jobs are more likely to follow organizational policies as they stand and to keep improving their performance and quality. By advancing in their careers, employees can be recognized and rewarded for their achievements, which will increase their sense of satisfaction. This study backs up earlier research on 187 employees of PT Kharisma Duta Anggada done by Susilo & Satrya (2019). A different study (Chavadi et al., 2022) demonstrates that millennial job satisfaction acts as a successful mediator between the intention to leave a job and job mismatch. There is a relationship between job satisfaction and intention to leave among medicine workers in North Vietnam (Nguyen & Tran, 2021). According to a dissertation's findings (Jennifer Maceo Hernandez, 2023), millennials find job satisfaction in non-profit organizations because it makes them feel at home in those settings.

## Impact of Organizational Commitment on Leaving Intention

Higher organizational commitment dimensions on a millennial employee's CV correspond to a regression coefficient value of 0.357, which is positive and significant at  $0.000 \leq 0.05$ . Consequently, turnover intention is expected to rise in Yudha Mandiri Yogyakarta and vice versa. According to the theory and earlier research on employees in the tourism sector, organizational commitment reduces employee intention to leave (Carmeli & Weisberg, 2006), Guzeller & Celiker (2020). This research defies those findings. Tnay et al. (2013) found no connection between employees' intentions to leave their employer and their organizational commitment. Research in Turkey supports that Affective commitment was a significant indicator of intentions to leave (Wasti, 2003). On the intention to depart, organizational commitment has a favorable and considerable impact, according to the findings of two other studies, there are Setiawan & Harahap (2016) on 100 employees of PT. Sido Muncul Semarang and Adrias (2021) on 120 employees of PT Martindo Fine Foods in Batam City.

## CONCLUSION

### Conclusion

The study's findings, which are based on the data analysis, indicate that, among millennial employees, job satisfaction negatively affects the intention to leave, whereas job stress and organizational commitment have a positive and significant impact.



## Limitations

The results of this study may be impacted by several limitations, such as the fact that the intention to leave is a complex variable that is influenced by a wide range of factors in addition to job stress, job satisfaction, and organizational commitment; in addition, many other factors that are not included in this study may also have an impact on the intention to leave. Furthermore, since this study only included millennial workers at CV Yudha Mandiri Yogyakarta, variations in the findings and recommendations might occur if the study had been conducted with a different sample.

## Suggestion

The organization needs to focus more on issues about wages and living conditions for Millennial staff members since their contentment with their jobs and benefits is a major determinant of their decision to stay, enhance productive and efficient performance to meet company objectives and reduce the likelihood of employee turnover.

Further research can reveal that the variables job stress, job satisfaction, and organizational commitment influence turnover intention. Additional variables such as organizational culture and organizational citizenship behavior may also be added. To provide a more accurate representation of the millennials, the population and research subjects were increased. In-depth research can also be conducted using Structural Equation Modeling Analysis to learn more about the variables that significantly affect the intention to leave.

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