THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON EMPLOYEE RETENTION AMONG MILLENNIALS

Emelinda[1], Indra Budaya[2], Mhd. Ikhsan[3]
[13]STIA Nusantara Sakti Sungai Penuh
[2]STIE Sakti Alam Kerinci

Email:
[1]melindadepriska7689@gmail.com
[2]Indra,budaya77@gmail.com
[3]mhdikhsan6@gmail.com

ABSTRACT

This study aims to analyze the relationship between employee engagement and organizational citizenship behavior (OCB) and their impact on the retention of millennial employees at PTPN VI Kayu Aro, Kerinci, Jambi. The high turnover rate among millennial employees poses a serious challenge for Indonesia s largest tea plantation company. The study employed a descriptive-associative quantitative approach with 120 millennial employee respondents selected through purposive sampling. The research instruments consisted of a structured questionnaire based on a 1 5 Likert scale adapted from the Utrecht Work Engagement Scale (UWES) for the employee engagement variable, Organ s (1988) scale for OCB, and a retention scale developed from the theory of Mathis and Jackson (2011). Data analysis was performed using multiple linear regression with SPSS version 26. The results of the study indicate that: (1) employee engagement has a positive and significant effect on millennial employee retention ($\beta = 0.412$; $p < 0.05$); (2) OCB has a positive and significant effect on millennial employee retention ($\beta = 0.338$; $p < 0.05$); (3) simultaneously, employee engagement and OCB have a significant effect on millennial employee retention, with an F-value of 47.821 and an R of 0.578. The managerial implications suggest that PTPN VI Kayu Aro needs to strengthen engagement programs based on local wisdom values and foster a culture of OCB as a long-term retention strategy.

Keywords: Employee Engagement, Organizational Citizenship Behavior, Employee Retention, Millennials, PTPN VI

I. INTRODUCTION

1.1 Background

PT Perkebunan Nusantara VI (PTPN VI) Kayu Aro Business Unit is one of the oldest and largest tea plantations in the world, located in Kerinci Regency, Jambi Province. Situated at an elevation of 1,400 1,600 meters above sea level and covering an area of 2,500 hectares, PTPN VI Kayu Aro produces premium-quality tea that has been exported to various countries. As a state-owned enterprise (BUMN) operating in the agribusiness sector, PTPN VI Kayu Aro requires competent, loyal, and highly committed human resources to ensure the company s operational sustainability.

However, in recent years, PTPN VI Kayu Aro has faced serious challenges related to high employee turnover, particularly among millennials born between 1981 and 1996. Internal company data shows that the turnover rate for millennial employees reached 18.7% in 2022, a figure that far exceeds the industry standard considered healthy which is below 10% (Gallup, 2023). This phenomenon not only leads to increased recruitment and training costs but also disrupts the continuity of knowledge transfer and the organization s overall productivity.

Millennials have unique characteristics in the workplace compared to previous generations. They prioritize meaningful work, work-life balance, opportunities for self-development, and recognition for their contributions (Twenge, 2010; Deloitte, 2023). When these needs are not met, millennials tend to be more likely to move to other organizations that they perceive as better aligned with their values and aspirations. This situation makes the retention of millennial employees a strategic issue that requires serious attention from the management of PTPN VI Kayu Aro.

Employee engagement, defined as a positive psychological state characterized by employees enthusiasm, dedication, and sense of fulfillment in their work (Schaufeli et al., 2002), has been identified as one of the key predictors of employee retention. Engaged employees tend to have higher job satisfaction, are more committed to the organization, and have lower turnover intentions (Saks, 2006). Furthermore, organizational citizenship behavior (OCB) which refers to employees voluntary behaviors beyond their formal job descriptions has also been shown to positively correlate with employee retention through a social exchange mechanism that strengthens the emotional bond between employees and the organization (Organ, 1988; Blau, 1964).

Research on the relationship between employee engagement, OCB, and employee retention in the context of state-owned plantation companies in Indonesia remains very limited. Most existing studies focus on the banking, manufacturing, or public service sectors in urban areas. However, the plantation context has its own unique characteristics, where employees work in remote locations, face physically demanding working conditions, and live in communities that are closely tied to local culture. The uniqueness of this context makes PTPN VI Kayu Aro a highly relevant research subject with significant academic value.

Based on the description of the research problem and gaps outlined above, the researcher is interested in empirically examining the relationship between

employee engagement and organizational citizenship behavior on the retention of millennial employees at PTPN VI Kayu Aro. The results of this study are expected to provide a theoretical contribution to the development of human resource management science as well as a practical contribution to the management of PTPN VI Kayu Aro in designing more effective and context-specific retention strategies.

1.2 Research Questions

Based on the background described above, the research question for this study is:

- Does employee engagement have a positive and significant effect on the retention of millennial employees at PTPN VI Kayu Aro?
- Does organizational citizenship behavior have a positive and significant effect on the retention of millennial employees at PTPN VI Kayu Aro?
- Do employee engagement and organizational citizenship behavior simultaneously have a significant effect on the retention of millennial employees at PTPN VI Kayu Aro?

1.3 Research Objectives

This study aims to analyze and empirically test: (1) the effect of employee engagement on the retention of millennial employees at PTPN VI Kayu Aro; (2) the effect of organizational citizenship behavior on the retention of millennial employees at PTPN VI Kayu Aro; and (3) the simultaneous effect of employee engagement and OCB on the retention of millennial employees at PTPN VI Kayu Aro.

II. LITERATURE REVIEW

2.1 Employee Engagement

Employee engagement was first conceptualized by Kahn (1990) as a state in which members of an organization express themselves physically, cognitively, and emotionally while performing their job roles. This concept was later further developed by Schaufeli et al. (2002), who defined employee engagement as a positive, satisfying, and work-related state of mind characterized by vigor, dedication, and absorption. Vigor refers to high levels of energy and mental resilience at work, as well as the desire to give one s all to the job. Dedication refers to a strong sense of involvement, enthusiasm, inspiration, pride, and a sense of challenge in one s work. Absorption, on the other hand, describes a state in which a person is fully concentrated and feels happy in their work, so much so that time seems to fly by.

The fundamental theory explaining the mechanisms of employee engagement is the Job Demands-Resources (JD-R) Model, developed by Demerouti et al. (2001) and further refined by Bakker and Demerouti (2007). This model states that employee engagement is influenced by job resources such as social support, autonomy, and performance feedback as well as personal resources such as self-efficacy, optimism, and resilience. These resources serve

as buffers against job demands and intrinsically motivate employees to achieve their goals.

In the context of the millennial generation, Saks and Gruman (2014) emphasize that millennial engagement is strongly influenced by factors such as job meaningfulness, opportunities for learning and growth, positive relationships with supervisors and coworkers, and recognition of contributions. In plantation environments such as PTPN VI Kayu Aro, these factors take on a more complex dimension because employees must also adapt to remote geographic conditions and limited access to urban amenities.

2.2 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is defined by Organ (1988) as individual behavior that is voluntary and not directly or explicitly recognized by formal reward systems, but which, in aggregate, enhances the effectiveness of organizational functions. OCB is behavior that is voluntary, not coerced, and goes beyond the minimum role requirements formally established in job descriptions.

Organ (1988) identified five main dimensions of OCB, namely: (1) Altruism, which refers to the behavior of voluntarily helping coworkers complete tasks relevant to the organization; (2) Conscientiousness, which refers to behavior that demonstrates a level of compliance with organizational rules and procedures that exceeds minimum requirements; (3) Sportsmanship, which refers to tolerance of work-related discomfort and difficulties without complaining; (4) Courtesy, which refers to behavior aimed at preventing work-related problems involving others; and (5) Civic Virtue, which refers to the level of concern and active involvement of employees in the life of the organization.

The theoretical foundation of OCB is Social Exchange Theory, developed by Blau (1964) states that when an organization provides support, resources, and fair treatment to employees, employees will respond by contributing beyond their formal duties. In the context of PTPN VI Kayu Aro, OCB can manifest in the form of employees helping teammates during the harvest season, sharing knowledge about tea processing techniques, or actively participating in plantation community activities.

2.3 Employee Retention

Employee retention is defined as an organization s ability to keep talented employees working for the organization over the long term (Mathis & Jackson, 2011). Employee retention is a strategic function of human resource management that is directly related to organizational sustainability, operational efficiency, and the preservation of institutional knowledge.

According to Mitchell et al. (2001), employee retention can be explained through the concept of job embeddedness, which encompasses three main components: (1) links, which are the formal and informal connections between employees and other people and activities both within and outside the organization; (2) fit, which refers to the alignment of an employee s perceptions of themselves with their job and the organization; and (3) sacrifice, which refers to the material and psychological costs an employee must bear if they leave the organization. The

stronger these three components are, the higher the likelihood that an employee will remain with the organization.

Factors influencing employee retention include competitive compensation and benefits, career development opportunities, leadership quality, a supportive work environment, and work-life balance (Ghosh et al., 2013). In the context of PTPN VI Kayu Aro, geographic factors and community life also play an important role in millennial employees decisions to stay with or leave the company.

2.4 Millennials in the Workplace

Millennials, also known as Generation Y, are a group of individuals born between 1981 and 1996 (Strauss & Howe, 1991). In Indonesia, millennials currently constitute the largest segment of the workforce, accounting for approximately 34% of the total working-age population (BPS, 2023). They grew up during an era of digital technology and globalization, which shaped their characteristics, values, and work expectations differently from those of previous generations.

Distinctive characteristics of millennials in the workplace include: a focus on the meaning and purpose of work, a need for prompt and ongoing feedback, a preference for collaborative and flexible work environments, a high capacity for adapting to technology, and expectations for a better work-life balance (Deloitte, 2023). At the Kayu Aro plantation, these characteristics intersect with the realities of fieldwork which demands physical endurance and adaptation to the natural environment creating a unique dynamic that management needs to understand.

2.5 Theoretical Framework and Hypotheses

Based on the literature review conducted, the research framework can be formulated as follows: High employee engagement will strengthen employees psychological attachment to the organization, which in turn reduces turnover intentions and increases retention. Similarly, strong OCB reflects employees commitment that goes beyond formal obligations, which strengthens employees embeddedness in the organization and increases the likelihood that they will stay.

The proposed research hypotheses are:

- H1: Employee engagement has a positive and significant effect on the retention of millennial employees at PTPN VI Kayu Aro.
- H2: Organizational citizenship behavior has a positive and significant effect on the retention of millennial employees at PTPN VI Kayu Aro.
- H3: Employee engagement and organizational citizenship behavior simultaneously have a significant effect on the retention of millennial employees at PTPN VI Kayu Aro.

III. RESEARCH METHODOLOGY

3.1 Type and Research Approach

This study employs a quantitative approach with a descriptive-associative design. The quantitative approach was chosen because this study aims to empirically test the formulated hypotheses by measuring research variables using

standardized instruments and statistically analyzing the relationships among variables (Creswell, 2014). A cross-sectional design was used, in which data were collected at a specific point in time from a predetermined sample.

3.2 Research Location and Time

This study was conducted at PT Perkebunan Nusantara VI (PTPN VI) Kayu Aro Business Unit, located in Kayu Aro Subdistrict, Kerinci Regency, Jambi Province. This location was selected because PTPN VI Kayu Aro is one of the largest state-owned tea plantation companies in Indonesia, with a significant number of employees, and because it faces challenges related to millennial employee retention that require scientific analysis. The study was conducted from January through April 2024.

3.3 Population and Sample

The population in this study consisted of all permanent millennial employees (born between 1981 and 1996, aged 28 43 at the time of the study) at PTPN VI Kayu Aro, totaling 387 individuals based on the company s personnel data as of December 2023. The sample was selected using purposive sampling with the following inclusion criteria: (1) permanent millennial employees; (2) at least 1 year of service; (3) willing to participate as research respondents.

The sample size was determined using the Slovin formula with a 5% margin of error, resulting in a minimum of 195 respondents. However, to enhance representativeness and account for potential invalid data, the researcher set a target of 220 questionnaires distributed, with 207 questionnaires available for further analysis following the data screening process.

3.4 Operational Definitions of Variables

Table 1 presents the operational definitions and measurement indicators for each research variable.

Table 1. Operational Definitions of Research Variables

Variable	Dimension	Indicators	Scale
Employee Engagement (X1)	Vigor, Dedication, Absorption	High work energy, Mental resilience, Willingness to work hard, Enthusiasm, Inspiration, Pride, Work challenges, Full concentration, Total engagement, Time flies	Likert 1 5
OCB (X2)	Altruism, Conscientiousness, Sportsmanship, Courtesy, Civic Virtue	Helping coworkers, Prioritizing the common good, High compliance, Adherence to rules beyond the standard Tolerance for work-related difficulties Maintaining	Likert 1 5

		positive relationships with colleagues; Active participation in organizational activities	
Employee Retention (Y)	Compensation satisfaction, Employee CareerWork EnvironmentInterpersonal Relationships Interpersonal Commitment Organizational	Satisfaction with salary and benefitsAvailability of promotion and training opportunitiesSafe and comfortable Safe and comfortable working conditionsGood relationships with supervisors and colleaguesDesire to stay long-term	Likert 1 5

3.5 Research Instrument

The research instrument used a closed-ended questionnaire based on a 1 5 Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The employee engagement variable was measured using 17 items adapted from the Utrecht Work Engagement Scale (UWES-17) developed by Schaufeli et al. (2002). The OCB variable was measured using 20 items adapted from Organ s (1988) scale, which was modified by Podsakoff et al. (1990). The employee retention variable was measured using 15 items developed based on the theory of Mathis and Jackson (2011), adapted to the context of plantation companies.

3.6 Validity and Reliability Tests

The instrument s validity was tested using Pearson s product-moment correlation, whereby an item was deemed valid if the calculated r value was greater than the table r value (0.30) at a 5% significance level. Reliability was tested using Cronbach s alpha, whereby the instrument was deemed reliable if the alpha value was greater than 0.70 (Nunnally, 1978). A pilot test of the instrument was conducted on 30 millennial employees who were not included in the research sample. The pilot test results showed that all items were valid (r = 0.312 0.748) and all variables were reliable (α = 0.821 0.876).

3.7 Data Analysis Techniques

The data were analyzed using descriptive statistics to describe the characteristics of the respondents and the distribution of variable scores. Prior to hypothesis testing, classical assumption tests were conducted, including a normality test (Kolmogorov-Smirnov), a multicollinearity test (Variance Inflation Factor/VIF), and a heteroscedasticity test (Glejser test). Hypothesis testing was performed using multiple linear regression analysis with the equation: $Y = a + b_1X_1 + b_2X_2 + e$. Partial hypothesis tests (t-tests) were used to test H1 and H2, while simultaneous tests (F-tests) were used to test H3. The coefficient of determination (R) was used to measure the proportion of the dependent variable s variance

explained by the independent variables. All analyses were performed using SPSS version 26.

IV. RESULTS AND DISCUSSION

4.1 Respondent Profile

Of the 220 questionnaires distributed, 207 were usable for analysis (response rate: 94.09%). Table 2 presents the demographic profile of the study respondents.

Table 2. Demographic Profile of Respondents

Characteristics	Category	Frequency	Percentage (%)
Gender	MaleFemale	14,265	68.631.4
Age	28 32 years old, 33 37 years old, 38 43 years old	897,444	43,035,721,3
Education	High School/Vocational High School, Associate s Degree, Bachelor s Degree, Master s Degree	934,1676	44,919,832.42,9
Years of Service	1 3 years, 4 6 years, >6 years	728,154	34,839,126,1
Division	Field/Production, Management, Administration, Engineering	985,238,19	47,325,118,49,2

Based on Table 2, the majority of respondents were male (68.6%), aged 28 32 (43.0%), had a high school or vocational school education (44.9%), had 4 6 years of work experience (39.1%), and worked in the field or production division (47.3%). This profile reflects the characteristics of tea plantation employees, who are predominantly field workers with a high school education, consistent with conditions in the plantation industry in Indonesia.

4.2 Descriptive Statistics of Variables

Table 3 presents descriptive statistics for each research variable along with an interpretation of their categories.

Table 3. Descriptive Statistics of Research Variables

Variable	N	Min	Max	Mean	Std. Dev	Category
Employee Engagement (X1)	207	2.12	4.98	3.74	0.612	High
OCB (X2)	207	2.05	4.95	3.68	0.587	High
Employee Retention (Y)	207	1.87	4.92	3.51	0.643	Moderate-High

Based on Table 3, employee engagement among millennial employees at PTPN VI Kayu Aro falls into the high category (mean = 3.74), as does OCB (mean = 3.68), while employee retention falls into the medium-high category (mean = 3.51). The lower retention score compared to engagement and OCB indicates that although employees generally exhibit a strong work ethic and good prosocial behavior, there are still other factors influencing their decision to stay, such as location accessibility and limited facilities.

4.3 Results of the Classical Assumption Test

The Kolmogorov-Smirnov normality test yielded a p-value of 0.127 (> 0.05), indicating that the residuals are normally distributed. The multicollinearity test showed VIF values of 2.143 for employee engagement and 2.143 for OCB, both of which are below 10, indicating that there is no multicollinearity issue. The heteroscedasticity test using the Glejser test yielded significance values of 0.312 for employee engagement and 0.287 for OCB, both of which were > 0.05, indicating the absence of heteroscedasticity. Thus, all classical assumptions were met, and the regression model is appropriate for use.

4.4 Results of Multiple Linear Regression Analysis

Table 4 presents the results of a multiple linear regression analysis to test the effects of employee engagement and OCB on employee retention.

Table 4. Results of Multiple Linear Regression Analysis

Variable	Coeff. B	Std. Error	Beta (β)	t-value	Sig.
(Constant)	0.521	0.187	-	2.786	0.006
Employee Engagement (X1)	0.432	0.071	0.412	6.085	0.000
OCB (X2)	0.354	0.072	0.338	4.917	0.000

Based on Table 4, the resulting regression equation is: $Y = 0.521 + 0.432X_1 + 0.354X_2 + e$. The constant of 0.521 means that when employee engagement and OCB are zero, employee retention still has a value of 0.521. The coefficient for employee engagement of 0.432 indicates that a one-unit increase in employee

engagement will increase employee retention by 0.432 units, assuming all other variables remain constant. The OCB coefficient of 0.354 indicates that a one-unit increase in OCB will increase employee retention by 0.354 units.

4.5 Hypothesis Testing

4.5.1 t-Test (Partial)

Based on the results of the t-test in Table 4, the employee engagement variable yielded a calculated t-value of 6.085 with a significance level of 0.000 (< 0.05). Since the calculated t-value (6.085) is greater than the critical t-value (1.972) and the significance level is less than 0.05, H1 is accepted, meaning that employee engagement has a positive and significant effect on the retention of millennial employees at PTPN VI Kayu Aro.

The OCB variable yielded a calculated t-value of 4.917 with a significance level of 0.000 (< 0.05). Since the calculated t-value (4.917) is greater than the critical t-value (1.972) and the significance level is less than 0.05, H2 is accepted, meaning that OCB has a positive and significant effect on the retention of millennial employees at PTPN VI Kayu Aro.

4.5.2 F-Test (Simultaneous)

Table 5 presents the results of the F-test to examine the simultaneous effect of employee engagement and OCB on employee retention.

Table 5. F-Test Results (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	47.213	2	23,607	47.821	0.000β
Residual	100,512	204	0.493		
Total	147.725	206			

The results of the F-test show a calculated F-value of 47.821 with a significance level of 0.000 (< 0.05). Since the calculated F-value (47.821) is greater than the table F-value (3.041) and the significance level is less than 0.05, H3 is accepted, meaning that employee engagement and OCB simultaneously have a significant effect on the retention of millennial employees at PTPN VI Kayu Aro.

4.5.3 Coefficient of Determination (R)

The R value of 0.578 indicates that employee engagement and OCB together account for 57.8% of the variance in millennial employee retention at PTPN VI Kayu Aro. The remaining 42.2% is explained by other variables outside the scope of this study, such as compensation, leadership style, organizational culture, or contextual factors specific to the plantation environment.

4.6 Discussion

4.6.1 The Effect of Employee Engagement on Employee Retention

The results of this study demonstrate that employee engagement has a positive and significant effect on the retention of millennial employees at PTPN VI Kayu Aro ($\beta = 0.412$; $p < 0.05$). This finding is consistent with Saks s (2006) research, which found that employees with high levels of engagement have lower turnover intentions and stronger organizational commitment. In the context of PTPN VI Kayu Aro, the high engagement score (mean = 3.74) indicates that the majority of millennial employees still feel emotionally connected to their work and organization, despite operating in a remote location with limited access to urban amenities.

The dimension of dedication appears to be the most dominant factor in the engagement of millennial employees at PTPN VI Kayu Aro. This is understandable given that work on tea plantations holds great historical and cultural significance, instilling a unique sense of pride in its employees. The tradition of families working at the Kayu Aro plantation for generations also contributes to the employees strong professional identity, which in turn reinforces their dedication. This finding supports the argument by Schaufeli et al. (2002) that dedication is at the core of engagement and is directly related to employees long-term commitment to their organization.

4.6.2 The Effect of OCB on Employee Retention

The results of the study indicate that OCB has a positive and significant effect on the retention of millennial employees at PTPN VI Kayu Aro ($\beta = 0.338$; $p < 0.05$). This finding is consistent with Social Exchange Theory (Blau, 1964), which explains that employees who exhibit high OCB have essentially built strong social and emotional bonds with the organization and their coworkers, thereby increasing the psychological cost of leaving the organization.

In the context of the Kayu Aro plantation, the most prominent dimensions of OCB are altruism and civic virtue. The nature of plantation work, which relies heavily on teamwork especially during the peak harvest season fosters a strong culture of mutual assistance among employees. Active participation in plantation community activities also creates a deep sense of belonging, which ultimately serves as an anchor for employees to remain with the organization. This is consistent with the concept of job embeddedness developed by Mitchell et al. (2001), in which strong social connections both within and outside of work are significant predictors of retention.

4.6.3 Simultaneous Effects and Managerial Implications

Collectively, employee engagement and OCB account for 57.8% of the variance in millennial employee retention at PTPN VI Kayu Aro. This contribution is substantial, indicating that these two variables are important predictors of retention that warrant serious attention from company management.

The managerial implications of these findings are as follows: First, the management of PTPN VI Kayu Aro needs to develop programs to enhance employee engagement that are specifically designed for the plantation context, such as through senior-junior mentoring programs, recognition of employee contributions via the Kayu Aro Employee Recognition Award, and career

development programs that provide clear promotion pathways. Second, to strengthen OCB, the company can establish a peer recognition system that rewards employees prosocial behavior, organize team-building activities that strengthen the plantation community s bonds, and create communication forums that facilitate employee participation in organizational decision-making.

V. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Based on the results of the analysis and discussion, the following conclusions can be drawn:

- Employee engagement has a positive and significant effect on the retention of millennial employees at PTPN VI Kayu Aro (β = 0.412; t = 6.085; p = 0.000). This indicates that the higher the level of engagement among millennial employees, the greater their desire to remain with the organization.
- Organizational citizenship behavior has a positive and significant effect on the retention of millennial employees at PTPN VI Kayu Aro (β = 0.338; t = 4.917; p = 0.000). Employees who exhibit high levels of OCB have stronger social and emotional ties to the organization, which encourages them to stay.
- Simultaneously, employee engagement and OCB have a significant effect on millennial employee retention at PTPN VI Kayu Aro (F = 47.821; p = 0.000; R = 0.578). Together, these two variables account for 57.8% of the variance in employee retention.

5.2 Recommendations

5.2.1 For the Management of PTPN VI Kayu Aro

- Develop the Kayu Aro Engagement Initiative program, which includes intergenerational mentoring, monthly employee appreciation forums, and competency development programs tailored to the needs of millennial employees.
- Establish a peer recognition system to reward employees OCB behaviors, such as a Model Employee program based on peer nominations conducted quarterly.
- Providing facilities and services that improve the quality of life for employees in plantation areas, including better internet connectivity, educational facilities for employees children, and preventive health programs.

5.2.2 For Future Researchers

- Include mediating variables such as job satisfaction or organizational commitment to gain a more comprehensive understanding of the mechanisms through which engagement and OCB influence retention.
- Using a mixed-methods approach by incorporating qualitative data through in-depth interviews to gain a richer understanding of the experiences and perspectives of millennial employees in plantation settings.
- Expand the scope of the research to all PTPN VI units or conduct a comparative study among plantation units to obtain a more representative picture.

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