

MILLENNIALS' INTENTION TO STAY: THE ROLE OF PERSON-ORGANIZATION FIT AND JOB SATISFACTION

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ABSTRACT

The tendency of low Intention to stay among millennial generation employees is an essential concern for an organization. The difference in characteristics from the previous generation is a factor that can be considered. The suitability of individual values and values applied in the organization (P-O Fit) can be a way for organizations to retain and attract millennial generation employees. The primary purpose of this research is to analyze Person-Organization Fit (P-O Fit) and its influence on the intention to stay of millennial employees. Moreover, this study investigates the role of job satisfaction in mediating the relationship between P-O Fit and Intention to stay. Data were collected from 151 millennial employees working in Regional Government Bank located within Bandung. The hypothesized relationships were tested and analyzed using hierarchical regression analysis. The results showed that P-O Fit has a positive and significant effect on intention to stay. Moreover, job satisfaction mediates the relationship between P-O Fit and intention to stay.

Keywords: Person-Organization Fit, Job Satisfaction, Intention to stay, Millennials.

INTENTION TO STAY PADA MILENIAL: PERAN PERSON-ORGANIZATION FIT DAN KEPUASAN KERJA

ABSTRAK

Kecenderungan rendahnya Intention to stay di kalangan karyawan generasi milenial menjadi perhatian penting bagi sebuah organisasi. Perbedaan karakteristik dari generasi sebelumnya menjadi faktor yang bisa dipertimbangkan. Kesesuaian nilai individu dan nilai yang diterapkan dalam organisasi (P-O Fit) dapat menjadi salah satu cara bagi organisasi untuk mempertahankan dan menarik karyawan generasi milenial. Tujuan utama dari penelitian ini adalah untuk menganalisis Person-Organization Fit (P-O Fit) dan pengaruhnya terhadap Intention to stay karyawan milenial. Penelitian ini juga bertujuan untuk mengetahui bagaimana peran dari kepuasan kerja dalam memediasi pengaruh P-O Fit terhadap Intention to stay. Data dikumpulkan dari 151 karyawan milenial yang bekerja di Bank Pemerintah Daerah yang berlokasi di Bandung. Hipotesis diuji dan dianalisis menggunakan analisis regresi hierarkis. Hasil penelitian menunjukkan bahwa P-O Fit berpengaruh positif dan signifikan terhadap Intention to stay. Selain itu, kepuasan kerja memediasi pengaruh P-O Fit terhadap Intention to stay.

Kata-kata Kunci: *Person-Organization Fit, Kepuasan Kerja, Intention to stay, Milenial.*

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INTRODUCTION

Millennials are currently dominating the Indonesian labor market. Based on Badan Pusat Statistik (BPS-Statistics Indonesia) data in 2016, of the total workforce in Indonesia, almost 40% are classified as millennials. The millennial generation has different characteristics from the previous generation (Generation X and Baby Boomers). Millennials are creative, have a willingness to learn and accept challenges (Qian et al., 2015). The millennial generation is a generation that is very close to technology. Thus, the suitability of the workplace integrated with technology is needed. According to research conducted by Stewart et al. (2016), the use of technology in millennials is at 24%, which is higher than the previous generation who only used technology at 12%.

However, millennials tend to have lower levels of Intention to stay compared to previous generations. According to Laird et al. (2015), millennial employees in the Asia Pacific have an average of 18 months of job tenure, which is shorter than the previous generation. Millennials understand they will change jobs at least once in five years and they are a difficult workforce for the organization to retain (Roebuck et al., 2013). To deal with this problem, organizations can adopt to retain, manage, and attract the present and future millennial employees by paying attention to ensure compatibility between the values applied to the organization and the values adopted by employees, commonly known as Person-Organization Fit (P-O Fit). P-O Fit is to

be identified by comparing the internal aspects of a person such as values, personality, goals, and abilities with conceptually relevant elements of the external environment such as values of organization or supervisor, personality, goals, and job demands (Astakhova, 2016).

Previous research conducted by Wheeler et al. (2007) found that P-O misfit and job dissatisfaction do not necessarily lead to intent to turnover. Using adult workers in the USA as a unit of analysis, this study found that job satisfaction mediates the relationship between P-O fit and turnover intention. Moreover, job mobility was found to be mediating variable between employee intentions to turnover. On the other hand, research conducted by Dechawatanapaisal (2019) found a direct relationship between P-O fit and intention to stay. Using millennials worker in Thailand, the research suggests that word-of-mouth referrals were important aspect that determines employee retention.

Since previous studies were conducted in various generational cohorts in different countries, the results cannot be generalized to millennials cohort in Indonesia. In addition, they derived the sample from a large pool of participants in a wide array of organization instead of single organization. Therefore, previous scholars have suggested to extend the study to other generational cohort in different cultural settings from single organization. Hence, the culture of the organization and historical

confounds inherent in that organization would not limit the results.

This study, therefore, aims to analyze the intention to stay of Indonesian millennial employees by considering the compatibility of the value of the employee and organization (P-O Fit) in a single organization. According to Dechawatanapaisal (2019), the compatibility of value between the organization and employees affects intention to stay. In addition, this study analyzes how job satisfaction mediates between P-O Fit and intention to stay because P-O Fit can increase employee's intention to stay as long as job satisfaction remains sufficiently high (Wheeler et al., 2007).

This study also contributes to the literature by examining the links between P-O Fit and job satisfaction as well as their impacts on intention to stay. Furthermore, the present study extends the organizational theory in managing a diverse workforce by investigating behavior of another generational cohort, namely millennials.

LITERATURE REVIEW

The Millennial Workforce

Generations are people of comparable ages, living in similar places and going through similar social, historical, and life events (Becton et al., 2014). Millennials born between 1981 and 1999 have a great reputation for their enthusiasm, drive, and demands on their work environments. Still, they are frequently chastised for their short attention spans and lack of commitment to their employers (Gursoy et al., 2013). Hershatter &

Epstein (2010) studied how Millennials approach work and argued that they incorporate technology into their life and expect organizations to accommodate their wants and desires depending on their experiences, needs, and desires. According to Borges et al. (2006), Millennials have higher social demands, better peer bonds, and a stronger team orientation than the previous generation. The emphasis on the social element of work, on the other hand, does not result in Millennials putting in less effort at work. Millennials have been identified as hardworking, responsible, team-oriented, and altruistic (Chou, 2012).

Millennials' distinct attitudes and behaviors, make it difficult for companies to drive them beyond basic task standards. In today's extremely competitive labor market, maintaining and hiring exceptional millennial workers has become increasingly important for long-term corporate success and competitive advantage.

Person-Organization Fit

According to Kristof (1996), Person-Organization Fit (P-O Fit) is defined as a match between people and organizations. This compatibility occurs when the person or organization provides each other's needs, has the same fundamental characteristics, or both (Carless, 2005). The role of P-O Fit is not only as a reference to the needs and desires of employees who already have positions in an organization but can also be used as a reference at the beginning

of the recruitment and selection process of new employees. According to Carless (2005), the recruitment and selection of an organization can occur because of the perceived similarities between prospective employees and the future work environment, especially individuals who feel a match between personality, attitudes, and values of these individuals with the company's value, goals, structure, the process, up to organizational culture.

This is reinforced by research conducted by Astakhova (2016), who identifies P-O Fit by comparing the internal aspects of individuals that are relevant to the conceptual elements of the external environment. The possibility of a discrepancy between the employee and the work they are charged with and the discrepancy between the employee and the company that houses it are also taken into consideration. Thus, the role of P-O Fit will make it easier for organizations to handle this.

According to Vaiman (2008), employees who have greater P-O Fit will be easier to adjust and easier to get job satisfaction compared to those who do not have P-O Fit. When the initial steps are going well, the human resources in the organization will be easier to develop. Thus, it can be concluded that the definition of P-O Fit is a condition where employees and organizations have basic values that are compatible with each other. This conformity is urgently needed to create a comfortable work environment to produce symbiotic mutualism between employees and the organization.

According to Kristof (1996), P-O Fit has four dimensions. First, value congruence. This refers to appropriate intrinsic values between individuals and organizations. The suitability of these values is critical because individuals who value the same values as the organization will be more quickly integrated with the organization and proven to want to settle into the organization. Second, goal congruence. The suitability of objectives is based on the attraction-selection-attrition (ASA) framework because it can exclusively produce homogeneity problems. Many individuals are interested in organizations with the same goals, while many organizational leaders assess the suitability of these goals as a positive thing. Third, employee needs fulfillment. Conformity between the needs of employees can contain the strength in the work environment with the system and organizational structure. Suitability between individual needs preferences is the comparison of the reality of the needs received from organizations that will play the role of P-O Fit so that job satisfaction will arise from individuals. Fourth, culture-personality congruence, which is suitability between personalities (non-values) of each individual and organizational climate.

Appropriate culture - personality characteristics are obtained when the personality or attitude of the individual makes the individual able to appreciate the organizational system, such as compensation, reward, and equipment. The four dimensions are used as dimensions to be measured in this research.

Relationship between Person-Organization Fit and Job Satisfaction

Previous studies show that P-O Fit affects job satisfaction. According to Wheeler et al. (2007), there is a positive relationship between P-O compatibility and job satisfaction. Hence, when the level of P-O compatibility increases, the level of satisfaction also increases. The same thing was expressed by Farooqui & Nagendra (2014), who suggest that P-O Fit is the strongest factor in employee job satisfaction despite workplace changes and a shift in the generation of work attitudes. Based on this description, we, therefore, propose the first hypothesis:

Hypothesis 1: P-O Fit has a positive effect on the job satisfaction of millennial employees.

Job Satisfaction

According to Robbins et al. (2013), job satisfaction is a form of positive feelings toward a job produced by someone as seen from the evaluation of the characteristics of the job. In line with that, job satisfaction is an attitude and feeling described by someone about their work (Sarwar & Abugre, 2013). Job satisfaction is also defined as an attitude that reflects a person's feelings toward his job or work arrangement at a certain time (Schermerhorn, J. R. et al, 2012).

Meanwhile, according to Kreitner (2008), five job satisfaction models are classified based on their causes and can be used to measure employee job satisfaction. First, meeting needs. Explaining job satisfaction can be determined by the characteristics of a job that allows an

individual to meet the needs of his job. Second, incompatibility. Job satisfaction is the result of fulfilled expectations. Fulfilled expectations represent the difference between what is expected by employees from work. When expectations are higher than those received, employees feel they will not be satisfied. Third, achievement of values. It is explained that satisfaction comes from the perception that a job is possible to fulfill the values that exist in the work of the employee. Fourth, equality. Equality, in this case, is when an employee feels treated fairly at work, fair in this case, i.e., wages or salaries received, and justice received by fellow employees. Fifth, character/genetic component. Specifically, in this case, job satisfaction is a function of personal property so that the satisfaction of each individual is different in level.

Robbins et al. (2013) suggested four dimensions that affect job satisfaction. First, mentally challenging work. This refers to employees being allowed to utilize the skills they have and their will, as well as offering diverse tasks, the freedom they get, and the feedback they provide for the extent of the work they do. Second, equitable reward. Appropriate awards, in this case, include payroll and policies from the provision of fair play, no security differences between employees and companies, and in line with employee expectations. Third, supportive working conditions. The conditions, in this case, include a comfortable and harmless physical work environment (including temperature, lighting, noise that is not too extreme so that it

interferes with employees in carrying out their duties, workplace location close to home, clean workspace, and supporting modern facilities). Lastly, supportive colleagues. A supportive and pleasant colleague is the most important thing, such as having an employer who is attentive, friendly, appreciates the results of his work, listens to the opinions of his employees, and the boss that his employees like is a caring, supportive and warm employer. The four dimensions are used as dimensions to be measured in this research.

Relationship between Job Satisfaction and Intention to stay

Research shows that job satisfaction has a positive effect on employee intention to stay, as explained by (Radford & Meissner, 2017). In their study, the results indicate that employees with high job satisfaction have a high intention to stay at the company too. The same thing was confirmed by Muchlis et al. (2018) stating that the reasons for employees to stay where they work were because of respect, job satisfaction, work environment, job opportunities, and a sense of security for the jobs they currently have (job security). This description can be used as a basis for the second hypothesis:

Hypothesis 2: Job satisfaction has positive effect on the intention to stay of millennials employees

Job Satisfaction as Mediation Variable between P-O Fit and Intention To Stay

According to Wheeler et al. (2007), the relationship between P-O Fit and turnover

intention occurs indirectly. Thus, we include the job satisfaction variable as a mediator in the relationship between P-O Fit and turnover intention. The regression results between P-O Fit and turnover intention mediated by job satisfaction show that P-O Fit reduces turnover of employees, provided that employee satisfaction level is high enough (Wheeler et al., 2007). That is, the relationship between P-O Fit and turnover intention is not straightforward. P-O Fit must first increase the level of job satisfaction first and then reduce the level of turnover intention (Wheeler et al., 2007). Based on this description, we propose another hypothesis:

Hypothesis 3: P-O Fit has a positive influence on intention to stay through job satisfaction as a mediator.

Intention to stay

Intention to stay is simply the converse of turnover intention Kim et al., (1996). Intention to stay is defined as the intention of employees to remain in the current working relationship with their current company in the long run (Johanim Johari et al., 2012). Intention to stay is a psychological process (Hunjra et al., 2010) that reflects the individual's desire to stay and refers to the level of possible planning for staying in an organization (Markowitz, 2012). According to McCloskey, J. C., & McCain (1987), intention to stay is one's desire to persevere in the job that is being occupied. This means the intention of workers to remain part of the organization. Meanwhile, according to Gamage & Herath

(2013), intention to stay is the willingness of employees to stay with the organization. Besides, according to Zeytinoglu et al. (2012), intention to stay is an attitude that shows the attachment of employees to the organizations that employ them. According to Noraani et al. (2010), one of the underlying reasons for individuals to stay can be understood through the approach of Social Exchange Theory (SET). This concept explains the mutual relationship between individuals based on the exchange of profits from others to achieve the same equality. Therefore, individuals feel the obligation to provide mutual benefits between them which will ultimately arise a strong desire to remain in their current workplaces. This happens because the company is not aware of the basic needs of employees. A large gap between the company and its employees in considering what is more important for cloud work shows a mismatch between individuals and organizations (Person-Organization (miss)Fit), which can lead to negative attitudes that employees show to the organization. That attitude is in the form of dissatisfaction and the intention to leave the company. In other words, the intention of employees to survive in an organization can be influenced by P-O Fit (Mobley et al., 1978).

There are three indicators of intention to stay, namely unlimited intention to stay in an organization, intention to quit in the present organization, and intention to get a new job (Ruiz-Palomino et al., 2013). According to Noraani et al. (2010), intention to stay can be measured using items from the intention to leave

dimension. In line with that, Gerber et al. (2009) argue that intention to quit can be measured through three dimensions, namely psychological factors consisting of job satisfaction and job insecurity, economic factors consisting of wages, external opportunities, and company size, and demographic factors consisting of age and term of office.

Also, Lin et al. (2016) suggest that there are three groups of factors that influence intention to stay, including, firstly, internal factors: job satisfaction, job characteristics, role conflict, benefits, organizational climate, promotion, and development. Secondly, external factors: unemployment rate, employment opportunity, and company financial condition. Lastly, personal factors: age, seniority, gender, marital status, values, and family responsibilities.

Muchlis et al. (2018) reveal that intention to stay is directly influenced by organizational commitment, and the best path coefficient from other factors, obtained from the research is also directly affected by job security. Intention to stay is also indirectly affected by Perceived External Prestige (PEP). It was also found as a factor that directly or indirectly affects the intention to stay of employees, including the identity of the organization, perceived internal respect (PIR), and job satisfaction.

Meanwhile, according to Weiss et al., (1967), the intention to stay can be measured from two dimensions: intention to leave and intention to remain with the organization. The

two dimensions are used as dimensions to be measured in this research.

Relationship between Person-Organization Fit and Intention to stay

Research related to the direct influence of P-O Fit on intention to stay has not been conducted, but the relationship between P-O Fit and intention to stay can be seen from the results of the study of the influence of P-O Fit on turnover intention. This is in line with Islam & Alam (2016) who state that intention to stay is negatively correlated with turnover, because intention to stay is referred to as the desire of employees to stay with an organization, while Wheeler et al. (2007) in their research obtain results that P-O Fit is negatively correlated with turnover intention. This description can be used as a basis for hypothesis 4:

Hypothesis 4: P-O Fit has positive effect on employee intention to stay of millennial employees.

METHODS

Sample and Procedure

The hypotheses were tested from data collected from 151 millennial employees aged 18-30 years old from the local government banks located in Bandung City. This study uses saturated sampling that includes all members of the population as a sample. The survey was conducted to collect the data. The questionnaire was made in a close-ended statement consisting

of 5 (five) points Likert scale (1= Strongly Disagree, 5= Strongly agree).

Measures

P-O Fit was measured by using the instrument developed by Kristof (1996). The instrument measures respondents' P-O Fit from four dimensions using 12 items: value congruence (e.g., I work with friendly, sincere and kinship), goal congruence (e.g., organization goals support me in achieving my career goals), the employee need fulfillment (e.g., the organization provides salary based on the needs of employees), and culture-personality congruence (e.g., I easily adjust to the norms and rules applied in the organization). The Cronbach alpha value in the current sample is 0.947.

Job satisfaction was measured by using the instrument developed by (Robbins et al., 2013). The instrument measures respondents' job satisfaction from four dimensions using 19 items: mentally challenging work (e.g., I was always given freedom in doing my work), equitable reward (e.g., the organization provides incentives fairly), supportive working conditions (e.g., I was satisfied with the facilities provided by the organization), and supportive colleagues (e.g., the relationship with colleagues are well-established). The Cronbach alpha value in the current sample is 0.929. Intention to stay was measured by using the instrument developed by Weiss et al. (1967). The instrument measures respondents' intention to stay from two dimensions 8 items: intention to leave (e.g., I

always think about quitting my current job) and intention to remain with the organization (e.g., I plan to stay in this organization as long as possible). Intention to leave was measured by reverse-coding items of intention to stay where respondents indicated their degree of agreement on a 5-point scale ranging from (5) “strongly disagree” to (1) “strongly agree” (reverse-coded). The Cronbach alpha value in the current sample is 0.775.

Analysis Design

The design of the statistical analysis of this study uses a hierarchical regression analysis model, considering that this study uses intervening variables. According to Baron & Kenny (1986), hierarchical regression analysis emphasizes the effect of mediating a variable and the influence between variables. It can also show whether a variable has a mediating effect in full (fully mediated), partial (partially mediated), or does not have any effect of mediation at all. Another reason is this study uses hierarchical regression analysis to test whether job satisfaction can act as a mediator between P-O Fit and intention to stay. This technique can test mediators by including interactions between the dependent, independent, and mediator variables in the tiered regression calculations (Kim et al., 2001).

RESULTS AND DISCUSSION

In the questionnaire given, respondents filled in some information about themselves as personal data. The personal data in this questionnaire

include gender, most recent education, and length of work. Based on Table 1, it can be seen that as many as 84 people or 55.6 % were male and the remaining 67 people or 44.4 % were female. The majority of employees who were respondents in this study were male. In addition, most employees earned Bachelor's degree compared to the rest, which is 116 people or around 76.8% of the total respondents. This shows that the majority of employees are highly educated. Moreover, most employees had 1-5 years of tenure compared to the others, which were 64 people or around 42.4% of the total respondents. This shows that the majority of employees are new employees who are in line with the new generation of millennials entering the workforce.

Table 1. Characteristics of Respondents

Sample	Range Age	Gender		Academic Qualification				Tenure (years)		
		M	F	High School	Diploma	Bachelor	Masters	<1	1 – 5	6 – 12
Millennials employees	21 - 30	84	67	1	14	116	20	34	64	53

Hypothesis Testing

Hypothesis 1 states that P-O Fit has a positive effect on job satisfaction of millennials employees. This hypothesis was statistically supported by the study's findings. In Table 2, it can be seen that the significance value obtained in the variable P-O Fit is 0.000. This value is smaller than 0.05, which means that there is a significant influence between P-O Fit on job satisfaction with the value of 0.654 units. The calculated T value in P-O Fit is 10.566, which is greater than T-table (1.98) with a significance value of $0.000 < 0.05$. Therefore, the P-O Fit has a

positive effect on job satisfaction. It can be concluded that each increase in P-O Fit by 1 unit will affect the increase in job satisfaction by 0.654.

Once the regression coefficient has been obtained, the determination coefficient (R^2) was revealed. The value of R^2 in table 3 can be used to determine the influence of P-O Fit on job satisfaction by multiplying the R^2 by 100%. The result shows that 42.8% proportion of variance in job satisfaction was explained by P-O Fit while 57.2% variance was predicted by other factors. Next, the analysis conducted is Pearson product-moment correlation analysis which aims to find the relationship between variables by looking at the correlation coefficient (R) in the model summary table. The correlation coefficient of 0.654 indicates that the relationship between the variable P-O Fit and job satisfaction is strong (Guilford, 1950).

Hypothesis 2 states that job satisfaction has a positive effect on the intention to stay of millennial employees. This hypothesis was statistically supported. In Table 3, it can be seen that the significance value obtained on the variable job satisfaction has a value of 0.000. It means that the value is smaller than 0.05, which means that there is a significant influence between job satisfaction on intention to stay with a value of 0.696 units. The T-count value of job satisfaction of 11.831 is greater than T-table (1.98) with the significance value of $0.000 < 0.05$, therefore, job satisfaction has a positive effect on the intention to stay variable. This significant

effect shows the increasing value of job satisfaction felt by respondents and the intention to stay is increasing or formed. Based on this statement, it can be concluded that each increase in job satisfaction variable by 1 unit will affect the increase in intention to stay variable by 0.696.

The number of R square in table 3 can be used to determine the effect of job satisfaction on intention to stay by calculating the Coefficient of Determination by multiplying R square by 100%; the result obtained is 48.4%. It indicates that the proportion of variance in the intention to stay was explained by job satisfaction while the other 51.6% was predicted by other factors. Next, the analysis conducted is Pearson product-moment correlation analysis which aims to find the relationship between variables by looking at the correlation coefficient (R) in the model summary table. The correlation coefficient of 0.696 indicates a strong relationship between the variables of job satisfaction and intention to stay.

Hypothesis 3 states that P-O Fit has a positive influence on intention to stay through job satisfaction as a mediator. Determining the effect of P-O Fit on intention to stay through mediating variables job satisfaction can be seen as the main effect of P-O Fit on intention to stay in the model with the coefficient beta of 0.470. This means that an increase in the variable P-O Fit by 1 unit will increase the value of intention to stay by 0.470 units. This significant influence shows the increasing value of P-O Fit owned by respondents and the intention to stay is increasing. Based on this statement, it can be

concluded that each increase in the variable P-O Fit by 1 unit will affect the increase in the intention to stay variable of 0.470.

The magnitude of the R square number in table 3 can be used to determine the effect of P-O Fit on intention to stay through job satisfaction by calculating the Coefficient of Determination by multiplying R square by 100%; the result obtained is 61.1%. This figure means that the ability of the variable P-O Fit and job satisfaction can explain the intention to stay variable by 61.1%. The remaining influence of 38.9% is due to other variables outside this model. Next, the analysis conducted is Pearson product-moment correlation analysis which aims to find the relationship between variables by looking at the correlation coefficient (R) in the model summary table. The correlation coefficient of 0.781 indicates a strong relationship between the variable P-O Fit and intention to stay by involving job satisfaction as a mediator variable.

Hypothesis 4 states that P-O Fit has a significant positive effect on the intention to stay of millennial employees. This hypothesis was statistically supported by the study's findings. In Table 2, it can be seen that the significance value obtained on the variable P-O Fit has the value of 0.000, meaning that the value is smaller than 0.05, which means that there is a significant influence between P-O Fit on intention to stay with a value of 0.724 units. T-counting value on P-O Fit is 12.814, which is greater than T-table (1.98) with the significance value of $0.000 < 0.05$, therefore, the P-O Fit has a positive and

significant effect on the intention to stay variable. The significant influence shows the increasing value of the person-organization of the respondent and intention to stay increased or formed. Based on the statement, it can be concluded that each increase in the variable P-O Fit by 1 unit will affect the increase in the intention to stay variable of 0.724.

After the coefficient has been obtained, the influence of (R-square) P-O Fit on intention to stay can be known. R square number in table 3 can be used to determine the effect of P-O Fit on intention to stay by calculating coefficient determination by multiplying R square by 100%. The result obtained is 52.4%. It indicates that the proportion of variance in intention to stay was explained by P-O Fit while another 47.6% was predicted by other factors. Next, the analysis conducted is Pearson product-moment correlation analysis which aims to find the relationship between variables by looking at the value of the correlation coefficient (R) on the table model summary. The correlation coefficient of 0.724 indicates a strong relationship between the variable P-O Fit with intention to stay.

Table 2. The Result of Regression Analysis

Model	Coefficients			t	Sig.	Result
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
P-O Fit -> JS	.767	.073	.654	10.566	.000	Supported
JS -> ITS	.798	.067	.696	11.831	.000	Supported
P-O Fit -> JS -> ITS	.632	.091	.470	6.924	.000	Supported
P-O Fit -> ITS	.974	.076	.724	12.814	.000	Supported

Source: Research Results 2019.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
P-O Fit -> JS	.654 ^a	.428	.425	.40483
JS -> ITS	.696 ^a	.484	.481	.44100
P-O Fit -> JS -> ITS	.781 ^b	.611	.605	.38456
P-O Fit -> ITS	.724 ^a	.524	.521	.42359

Source: Research Results 2019.

Next, the analysis was performed in the calculation to determine the function of the mediator using hierarchical regression calculations. Four regression equations are conducted, including simple regression equation was conducted by entering the independent variable P-O Fit (X) on the dependent variable intention to stay (Y). The results of the analysis show that the P-O Fit is significant to intention to stay with a significance value of $0.000 < \alpha = 0.05$ and regression coefficient = 0.724. Simple regression equation was conducted by entering the independent variable P-O Fit (X) in the mediator variable job satisfaction (M). The results of the analysis indicate that the P-O Fit is significant to job satisfaction with significance value of $0.000 < \alpha = 0.05$ and regression coefficient = 0.654. Simple regression equation was conducted by entering the mediator variable job satisfaction (M) on the dependent variable intention to stay (Y). The results of the analysis show that job satisfaction is significant to intention to stay with a significance value of $0.000 < \alpha = 0.05$ and regression coefficient = 0.388.

Regression equation was conducted by entering P-O Fit variable (X) and mediator variable job satisfaction (M) on the dependent

variable intention to stay (Y). The analysis results demonstrate that P-O Fit is significant to intention to stay. After entering the variable job satisfaction with a significance value of $0.000 < \alpha = 0.05$ and a regression coefficient = 0.470, regression equation, $1 = 0.724$ was obtained. The influence of the independent P-O Fit variable on the dependent intention to stay variable is reduced and a significant $0.000 < \alpha = 0.05$ is included as a mediator variable of job satisfaction.

Baron & Kenny (1986) state that there are 4 conditions needed to establish mediation. First, the independent and dependent variables must be significantly related. Second, independent variables and mediators must be significantly related. Third, the mediator and the dependent variable must be significantly related, and finally, the relationship between the independent variable and the dependent variable must be weaker (partial mediation) or not significant when the mediator is included in the regression equation.

It can be concluded that this model occurs in mediation and belongs to the partial mediation, where the P-O Fit variable can directly or indirectly influence intention to stay variables by involving job satisfaction mediator variables. In other words, it can be said that job satisfaction mediates the relationship between P-O Fit and intention to stay.

Table 4. Hierarchical Regression Calculation

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.026	.328		-3.130	.002
1 Person Organization	.974	.076	.724	12.814	.000
Dependent Variable: Intention To Stay					
(Constant)	-1.026	.328		-3.130	.002
2 Person Organization	.767	.073	.654	10.566	.000
Mediator Variable: Job Satisfaction					
(Constant)	-1.272	.301		-4.231	.000
3 Job satisfaction	.446	.078	.388	5.726	.000
4 Person Organization	.632	.091	.470	6.924	.000

Dependent Variable: Intention To Stay

Source: Research Results 2019.

The main purpose of this study is to determine the relationship between P-O Fit, job satisfaction, and intention to stay of millennial employees. This study also explores the role of job satisfaction as a mediator of the relationship between P-O Fit and intention to stay. The findings of this study indicate that the suitability between the values, goals, and suitability culture-personalities of employees with the values applied in the organization and the fulfillment of needs that the organization meets can increase the job satisfaction felt by millennial employees. This is in line with Wheeler et al., (2007) and Farooqui & Nagendra (2014) who stated that P-O Fit is a strong factor to improve job satisfaction felt by employees despite the changing workplace and generation. Job satisfaction in this study is also proven to have a positive effect on employee's intention to stay. As stated by Radford &

Meissner (2017) and Muchlis et al., (2018), a factor for increasing the intention to stay of employees is by increasing employee job satisfaction. This finding is also the basis for job satisfaction as a mediator of the relationship between P-O Fit and intention to stay and as an addition to new knowledge that to increase the intention to stay of employees, job satisfaction must be increased first.

The results of the hierarchical regression of this study provide empirical support for the influence on the dependent variable (intention to stay) by P-O Fit which is partially transmitted by job satisfaction. Partial mediation that occurs shows that job satisfaction affects the relationship between P-O Fit and intention to stay. This indicates a direct relationship between P-O Fit and intention to stay. Therefore, the findings of this study also found that P-O Fit can increase the intention to stay of employees. Millennial employees who feel that they are compatible with the values applied in the organization will make them last longer in the organization. This finding is the opposite of the findings by Wheeler et al. (2007), which state that P-O misFit can increase employee turnover. Besides, this study contributes to the existing literature on intention to stay where most studies use P-O Fit to measure its effect on turnover intention and intention to leave/quit.

CONCLUSION

This study examines how the compatibility between employees and the company influence

the intention to stay of millennial generation employees. The findings obtained from this study indicate that P-O Fit positively affects the intention to stay of millennial generation employees. In an organization, when millennial employees feel that they are compatible with the existing values in the organization, they will feel satisfaction at work. Employees with high job satisfaction will still maintain themselves to stay in the organization. This also provides evidence that job satisfaction partially mediates the relationship between P-O Fit and intention to stay.

These findings can be used as a reference to increase the intention to stay of millennial employees. Organizations must screen job applicants from the start. Those who fit the culture and values of the organization should be considered as candidates. In addition, millennial job applicants must really consider the company to be applied to have the same values as themselves.

LIMITATION

This research has limitations that need attention. We also note that we obtained a sample of millennial employees from only one organization. This limits our ability to interpret our results and cannot be generalized to other organizations as there may be differences in organizational culture. For future researchers, they can consider discussing the wider influence between variables in this study using a broader scope of research objects. A further limitation is

that this study only uses a single mediator, the conceptual model in future research can be extended by examining more than one additional psychological factor (e.g. job burnout, job stress, job engagement, etc) as a mediator for the relationship between the independent and dependent variables.

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