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THE ROLE OF JOB SATISFACTION IN MEDIATING THE EFFECT OF PERSONALITY TRAITS ON MILLENNIAL EMPLOYEES' INTENTION TO QUIT:EVIDENCE FROM INDONESIA

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ABSTRACT:

Purpose – This article is a test regarding the role of job satisfaction as a mediating variabel on the effect of "the big five" personality traits on the Millennial Employee's Quit Intention.

Design/methodology/approach - This study is a quantitative research based on positivism using research instruments as well as by conducting a series of hypotheses testing by using a multivariate analysis model and PLS-SEM approach using the WarpPLS tool. The study was conducted on Millennial generation at Napan Group, a national company in Indonesia with various types of industries located in Jakarta, Bogor, Bekasi, Semarang and Palembang. The determination of the number of samples used the Isaac and Michael method, while the sampling technique used the disproportionate stratified random sampling method.

Findings - Based on an analysis with the Structural Equation Model (SEM), the results of the study showed job satisfaction only partially mediates the effect of neuoricism personality trait on the intention to quit, while in other four traits, namely extraversion, agreeableness, conscientiousness and openness to experience, job satisfaction do not provide a mediating role. The implications of research on systems and human resource management practices are needed

to be done by creating retention strategies for millennial employees by mapping their personality traits and paying more attention to employees with neuroticism personality trait. Job satisfaction also has an important role as its positive effect can significantly reduce employees' intention to quit.

Originality/Value - This study provides empirical evidence on the research model of the effects of "The Big Five" personality traits on the intention to quit with job satisfaction as mediator variabel in the Millennials Generation. Previous studies on the direct relationship between "The Big Five" personality traits and the intention to quit reported different results. The results of this study in a direct relationship will provide a new insight studies on the effect of the "The Big Five" personality traits on the Intention to Quit on millennial generation.

INTRODUCTION

Employee turnover continues to be a concern of business people and practitioners of human resources (HR) in the company. The employee turnover has a negative impact on the company, directly or indirectly. Among the impacts, it also incurs the costs for recruiting and selecting new employees and the costs for temporary employee placement and training costs (Holtom *et al.*, 2008), as well as negative impacts on organizational performance (Shaw *et al.*, 2005). For these reasons, it is important for companies to acknowledge what factors cause the employees to leave the company, and it is necessary to do an early investigation regarding the causes of the intention to quit. A study by Porter & Steers (1972) on individual behaviors in the workplace stated that if employees are substantively getting job satisfaction and there is no reason for them to be dissatisfied in the future, they are likely to remain active and work in the company. However, they will leave the company if the opposite situation happens.

Now the attention of many employee's turnovers is focused on Generation Y (Gen-Y) employees, or popularly referred to as Millennial generation—those who were born between 1982 and 1999 (Twenge, 2010). This generation began to dominate the world of work, and many have held important positions in the company. They have different work attitudes with the previous generations, especially compared to Generation X (Gen X), as reported by Park & Gursay (2012). They reported that generations have variations in characteristics in work-related behaviors and values. Several studies on Millennials' work attitudes have been carried out in Indonesia, including a survey conducted by Jobplanet.com on 88,900 job seekers in 35 provinces in Indonesia in the period of August 2015 to January 2017. The survey reported low loyalty to employment in Millennials, totaling 76, 7% of them only last one to two years at work before deciding to change jobs, and only 9.5% of those who survive work in one place for five years or more. As an addition, the Dale Carnegie's survey in 2016 in six major cities in Indonesia stated that only 25% of Millennial workers has an attachment to the company where they worked.

In connection with the work attitudes of Millennials, it is mentioned that there are stereotypes which are attached to Millennials. The Millennials are considered as a generation that is selfish, unmotivated, disrespectful and disloyal (Myers dan Sadaghiani, 2010); there are differences in work values and preferences (Parry and Urwin, 2011); there are differences in job satisfaction, employee turnover,

absenteeism and organizational commitment (Chi *et al.*, 2013), (Kowske *et al.*, 2010), (Brown *et al.*, 2015), (Queiri dan Dwaikat, 2016); lack of loyalty or loyalty (Koppel *et al.*, 2017); motivated by recognition and their needs of a flexible work schedule (Pınzaru *et al.*, 2016). According to Diskienė *et al.* (2017), besides showing expectations about salary levels, Millennials also expect non-monetary expectations, such as career and progress. However, there are several different views of the research results, including Deal *et al.* (2010) who stated that generation problems are not considered as crucial issues in organizations, and often excessive handling can actually be counter-productive to companies, such as work morale and employee retention costs. In terms of the intention to quit, some studies also show different results on the Millennial Generation (Twenge, 2010). Furthermore, the research of meta-analysis which was conducted by Costanza *et al.* (2012) also reported that the relationship between cohorts and employment-related outcomes is very small, even zero in many cases.

Given the differences in views from the results of the studies, further investigation of the antecedents of work attitudes in Millennials needs to be carried out, both from individual factors as well as from organizational factors originating from the company. This is because both of these factors independently or collectively affect the formation of work attitudes (Truxillo *et al.*, 2016). Job satisfaction as one of the main components of work attitudes needs to be investigated for its role in this relationship, especially in the relationship between personality traits and employees' intention to quit. Job satisfaction can show whether it has a significant effect on each of the different the big five personality traits, namely extraversion, agreeableness, conscientiousness, openness to experience, and neuroticism. By understanding the interrelation and the role of job satisfaction as a mediator of variables on the personality traits of employees, the company can develop appropriate retention strategies to reduce the employee's intention to quit from the company and can retain the best employees to continue to contribute. This study was conducted at Napan Group, a national company group in Indonesia located in several regions namely Jakarta, Bekasi, Bogor, Semarang and Palembang. It is hoped that the results of this study can provide empirical evidence about the effects of "The Big Five" personality traits on the intention to quit, as well as the mediating role of job satisfaction.

Theoretical Background ***Personality Traits***

Personality Traits are the general tendency of individuals to behave in certain ways. The model of "The big five" personality traits is the most prominent personality trait classification consisting of extraversion, agreeableness, conscientiousness, openness to experience, and neuroticism (Goldberg, 1992). According to (John dan Srivastava, 1999), the personality structure of The Big

Five represents the broadest personality abstraction where each dimension of personality traits summarizes a large number of different and more specific personality characteristics. The big five personality traits are rooted in the lexical hypothesis of (Galton, 1884) and Thurstone (1934) in (Goldberg, 1990) which provide an initial basis for factor analysis research into personality traits based on vocabulary traits to describe personality dimensions and the underlying temperament. Then (Cattell, Raymond B, 1943b) identified 16 personality factors to present new hypotheses about traits and new empirical methods to identify personality traits by taking a list of questions from Allport & Odbert (1936) and reducing them into samples that could be the target of factor analysis. These personality traits, still refer to the traits reflecting the influence of social and cultural pressures, such as honesty, charm, religiosity, and courage.

After Cattell, Tupes & Christal (1992) assessed people based on 35 trait variables, some of which were taken from Cattell's items and found that factor analysis only revealed five fundamental factors that could be replicated which, although not considered as the only possible dimensions of personality, were considered as fundamental to personality. Then Norman (1963) also found clear and consistent evidence for five orthogonal personality factors. Norman strives to direct the formation of effective and observational personality languages and the need to return to natural language to look for additional personality indicators beyond those that fit the five established traits.

Before developing the concept of the five-factor model, Costa Jr & McCrae (1976) began their contribution by conducting a cluster analysis of the 16 personality factor questionnaires made by Cattell. The five-factor model (FFM) as a new way of looking at personality, was formulated and studied by McCrae & Costa (1987) and Peabody & Goldberg (1989) almost at the same time. In 1990, Goldberg introduced the phrase "The Big Five Personality" as a model of personality traits namely extraversion, agreeableness, conscientiousness, openness to experience, and neuroticism. Digman (1990) mentioned that the model of The Big Five personality is the basic model in describing personalities. The most basic individual differences are encoded into certain categories. According to Goldberg (1993), the five main dimensions of personality can serve as the framework of many existing personality theories, including the views of Cattell (1943a), Norman (1963), and Eysenck (1967).

Meanwhile, Terracciano (2003) describes each of these personality factors as being bipolar, namely: 1) extraversion-intraversion, which describes a person who is gregarious and sociable compared to a person who is quiet and timid; 2) agreeableness-antagonism, namely describing a person who can adjust easily, cooperative, warm, understanding, and sympathetic versus a person who is rude, hard, insincere, and unsympathetic; 3) conscientiousness-undisciplined which describes a person who is hardworking, organized, decisive and reliable versus a person who is undisciplined, lazy, disorganized, hesitant and unreliable; 4) openness to experience-closeness to Experience, which describes a person who is open to experience, reflective, creative, and theoretical versus a person who is private, conservative, organized in a way and practical; and 5) emotional stability-

neuroticism, which describes a person whose emotionality is stable, calm, confident, and patient versus a tense, insecure, and easily offended person

Intention to Quit

Related to the employee turnover, there are two choices of employee attitudes in the workplace, whether to stay and work in the company (intention to stay) or to quit from the company or organization where they work (intention to quit). According to Porter & Steers (1973), intention to quit is said to be an affective process and represents "the next logical step after experiencing dissatisfaction in the withdrawal process" or referred to as "intention to quit", after a person experiences dissatisfaction and wishes to leave the organization or company. It is said that further investigation is needed to understand the psychological aspects of a person in making a decision to quit or leave the company.

Mobley (1977) described the intermediate process which occurs before employees actually leave the company. When they feel dissatisfaction, they think of quitting. Schematically, the sequence of processes is 1) evaluating the current work; 2) feeling or sensing dissatisfaction; 3) thinking of Quitting; 4) evaluate to find alternative jobs and calculate the cost of quitting the current job; 5) intention to find alternative employment; 6) looking for other work; 7) evaluating new work; 8) comparing alternative work with current work; 9) emerging Intention to Quit or continue working at the company; and 10) deciding whether to quit or continue working at the company.

Then, Price & Mueller (1981) in their model called "causal model of turnover" also explained how someone who intends to meet expectations and values, interacts with other variables and environmental factors, then translates to choices and considers whether he/she will remain in the company or leave the company. Based on the views and theories about intention to quit, Cammann *et al.* (1979) used four items to measure someone's intention to quit the company, namely: 1) I intend to leave this company; 2) I intend to make a sincere effort to find another job for the next few months; 3) I am seriously thinking about quitting my job; and 4) As soon as I can find a better job, I will leave this company.

Job Satisfaction

Leading theorists such as Maslow and Herzberg have emphasized the importance of the fulfillment of employees' various needs which can determine their behaviors at work. Maslow (1943) introduced a theory of the hierarchy of needs, ranging from lower--i.e. physical needs to survive and a sense of security (such as compensation and working conditions) --to higher needs (e.g. recognition and achievement). The lower hierarchy needs, as Herzberg (1968) explained in his article titled "*One more time: How do you motivate employees?*", are referred to as extrinsic needs or referred to as hygiene factors, and for higher needs referred to as intrinsic needs or called motivational factors.

Locke *et al.* (1976) defines job satisfaction as "A pleasant or positive emotional state resulting from the assessment of one's work or work experience", or can be

said to be someone's satisfaction with their work. Locke *et al.* (1976) stated that job satisfaction is related to specific sources, in contrast to other affective reactions, such as mood. Then Weiss (2002) defined job satisfaction as an attitude or evaluative evaluation of a person—whether positive or negative about a job or a job situation. Unlike work attachment which connotes activation, job satisfaction is more similar to fullness. Therefore, job satisfaction is called an evaluative description of the conditions or characteristics of the job. Thus, Job satisfaction is a person's affective reaction to their work, both directly related to work or outside of work.

The job satisfaction mechanism influencing work behavior can be explained by using “The Theory of Planned Behaviors” (Ajzen, Icek dan Fishbein, 1972) which emphasizes the difference between a person's orientation and the behavior that they will perform in relation to this object or planned behavior. Ajzen (1991) stated that the process of individual's decision making in behavior is carried out on an intention, that is, a feeling to do something that is formed through the process of evaluating information and experience received by someone at work, as well as norms that they have adopted and self-control (control) and other people's views and social support.

In the book "Organizational Behavior", Uhl-Bien *et al.* (2014) mentioned that Job Satisfaction is measured through five dimensions based on the Job Descriptive Index developed by Smith *et al.* (1974), namely 1) The work itself - satisfaction with the work itself, responsibilities, interests and growth; 2) Quality of supervision - satisfaction with technical and social support from superiors; 3) Relationships with co-workers - satisfaction with social harmony and respect from colleagues; 4) Promotion opportunities - satisfaction with opportunities for promotion or further progress; and 5) Pay - satisfaction with the adequacy of payments and perceptions of equity compared to others.

Previous Studies

Mannheim (1928) states that the birth of a generation is sociologically influenced by the background of different socio-economic, cultural and developmental conditions of science and technology. Twenge (2010) divides generations by age or year of birth, namely: 1) Silent born 1925-1945; 2) Boomers 1946-1964; 3) Gen X 1965-1981; and 4) Gen Y / Millennials born between 1982-1999. Regarding work attitudes, when compared to the Twenge's Gen X study (2010), Millennials have a high value on extrinsic satisfaction (such as salary), specifically and tend to plan to quit their jobs. There are stereotypes which are attached to them such as selfishness, unmotivated, disrespectful and disloyal (Myers dan Sadaghiani, 2010); there are differences in work values and preferences (Parry dan Urwin, 2011); there are differences in job satisfaction, employee turnover, absenteeism and organizational commitment (Chi *et al.*, 2013), (Kowske *et al.*, 2010), (Brown *et al.*, 2015), (Queiri dan Dwaikat, 2016). In addition to showing high expectations on salaries, Millennials also have non-monetary expectations (Diskienė *et al.*, 2017), lack of loyalty or loyalty (Koppel

et al., 2017); motivated by recognition and they need a flexible work schedule (Pînzaru *et al.*, 2016).

However, there are several different views of the previous research, including (Deal *et al.*, 2010) who stated that generation problems are not crucial issues in organizations, and often excessive handling can actually be counter-productive to companies, such as work morale and employee retention. The results of the Twenge (2010) identified the existence of different research results on Millennial Generation's intention to quit and the previous generation's intention to quit. Likewise, a study of meta-analysis which was conducted by Costanza *et al.* (2012) also reported that the relationship between cohorts and employment-related outcomes was very small, even zero in many cases. According to Truxillo *et al.* (2016), the formation of work attitudes is influenced by individual factors of the employees themselves (personality, personal-environmental suitability, stress) and factors originating from the organization (job characteristics, leadership, justice, organizational support, etc.). Both factors independently and jointly influence the formation of employee attitudes in the workplace.

As an individual factor, personality has been widely recognized as a useful concept for predicting individual's work behaviors (Barrick dan Mount, 1991) (Tett *et al.*, 1991). Mischel & Shoda (1995) and Tett & Burnett (2003) explain how a person's personality factors process and respond to various situational factors and environmental features in the workplace. This perspective also explains how personality factors become predictors in the turnover process, as reported Zimmerman (2008), namely the significant effect of personality factors on actual turnover. Judge *et al.* (2002) also reported the existence of personality evidence has been proven to be related to job satisfaction and job search behavior and intention to quit (Kanfer *et al.*, 2001) and (Jenkins, 1993).

There will be a time in an individual's life where he/she will determine the attitude—whether to remain in the company (intention to stay) or to quit from the company (intention to quit). According to Truxillo *et al.*, (2016), the formation of attitudes in the workplace is influenced by factors originating from individual employees themselves and factors originating from organizations. Thus, this research investigates The Big Five personality traits on Millennials and how these traits affect the intention to quit, as previous studies reported a relationship between the big five personality and the employee's intention to quit from a company (Ilies & Judge, 2002; Judge *et al.*, 2002; Salgado, 2002; Zimmerman, 2008; Ilies *et al.*, 2009; Furnham *et al.*, 2009; Jeswani & Dave, 2012; Sarwar *et al.*, 2013; Mayende & Musenze, 2014; Ariyabuddhiphongs & Marican, 2015, Yildirim *et al.*, 2016; Bui, 2017).

RESEARCH METHODS

The time method of cross-sectional research was chosen in this study, where data were collected in the span of January to July 2019. The data used in this study is primary data. The sample size uses the method of Isaac and Michael (Sugiyono, 2016) and the sampling technique used the disproportionate stratified random sampling method taken from 194 millennial employees who work at Napan Group. In this study, the variables which are investigated are the intention to quit,

the big five personality, and job satisfaction. The measurement of research variables (constructs) is carried out by breaking the constructs into operational variables

The technique of data analysis of data in this study used the Partial Least Square (PLS) approach using WarpPLS software version 6.0. As a part of the SEM analysis model, the PLS approach can process all types of measurement scales (intervals, nominal, ordinal, ratios), and it can be used on small samples which do not require data to be normally distributed. PLS can simultaneously analyze constructs formed with reflexive and formative indicators (Solimun, 2017). Thus, this cannot be done by SEM which is based on covariance because it will become an unidentified model. In reporting the results of PLS analysis, we can use the two-step approach or called the two-step approach (Kock, 2011). The model analysis is conducted by a two-step approach, it will start by reporting all the results from the outer model then proceed with the inner model (Ghozali, 2017).

The measurement of the intention to quit adapted the measurement developed by (Cammann *et al.*, 1979). Meanwhile, the measurement of job satisfaction adapted the measurement from *Job Descriptive Index* (Smith *et al.*, 1974) and its was adapted by Mas'Ud (2004) in five dimensions (satisfaction with work, satisfaction with salary, satisfaction with promotion, satisfaction with superiors, and satisfaction with colleagues). The measurements developed by Donnellan *et al.* (2006) and was adapted by Akhtar & Azwar (2018) for personality traits (extraversion, agreeableness, conscientiousness, openness, and neuroticism) was used.

RESULTS

Before analyzing structural models, measurement models must first be carried out. These models are initially intended to test the reliability and validity of the indicators which form the latent construct variables, namely by conducting confirmatory factor analysis (CFA). Conceptually, a latent construct can be formed unidimensionally and multidimensionally. This study used constructs that are formed in multidimensional constructs to analyze job satisfaction, while unidimensional latent constructs were used to analyze intention to quit and personality trait. In order to test the reliability and validity of a multidimensional construct, a second-order confirmatory factor analysis can be performed.

Measuring Model (Outer Model)

The second-order of the construct testing was done by testing two levels. First, the data analysis was carried out from the latent construct of the dimension with its indicators. Second, the analysis was carried out from the latent construct with its dimensional construct. The analysis of CFA for second-order constructs using the WarpPLS program, as suggested by Kock (2011), is to utilize the two-step approach.

Tabel 1. Factor Loadings and Reliability

Constructs	Items	Loadings	CR	AVE	Full collin VIF
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Extraversion	P1	0.793	0.808	0.552	1.386
	P2	0.462			
	P3	0.796			
	P4	0.783			
Agreeableness	P5	0.769	0.743	0.592	1.141
	P8	0.769			
Conscientiousness	P10	0.707	0.772	0.530	1.260
	P11	0.698			
	P12	0.777			
Openness	P14	0.806	0.808	0.588	1.195
	P15	0.843			
	P16	0.635			
Neuroticism	P17	0.839	0.827	0.705	1.282
	P19	0.839			
Satisfaction with work itself	JS1	0.867	0.859	0.752	1.521
	JS2	0.867			
Satisfaction with pay	JS5	0.796	0.845	0.581	1.458
	JS6	0.878			
	JS7	0.661			
	JS8	0.693			
	JS9	0.757	0.810	0.588	1.829
	JS10	0.835			
	JS12	0.702			
Satisfaction with superior	JS13	0.867	0.886	0.661	2.304
	JS14	0.856			
	JS15	0.765			
	JS16	0.759			
Satisfaction with co-workers	JS17	0.717	0.825	0.612	1.776
	JS19	0.811			
	JS20	0.816			
Intention to quit	ITQ1	0.926	0.936	0.786	1.786
	ITQ2	0.854			
	ITQ3	0.906			
	ITQ4	0.858			

Only constructing items whose loading factor values > 0.6 are considered to meet the rule of thumb for confirmatory research. While other items with a loading factor value of < 0.6 must be dropped. This is intended to increase the AVE value and meet the rule of thumb measurement criteria. The items that have the lowest loading factor in the construct are P6, P7, P9, P13, P18, P20, JS3, JS4, JS11, and JS 18.

In Table 1, it shows that all items of the formation of dimension's constructs are valid with the result of loading factor value of > 0.6 . There is only one indicator that has a loading factor value of 0.4-0.5, namely P2 which is still acceptable for the construct development stage (Hulland, 1999; Hair *et al.*, 2013). Furthermore, by seeing the magnitude of the AVE value generated in each construct--which

value is > 0.5 , means that all constructs have met the criteria of convergent validity.

Likewise, the value of composite reliability produced by each dimension construct is also very good, that is of > 0.7 , meaning that it meets internal consistency reliability. Then, the value of Full collinearity VIF on each construct also meets the rule of thumb measurement criteria namely < 3.3 , which means that there is no multicollinearity problem between indicators. The next step, the indicators forming the second order construct was analyzed. This means that the analysis was carried out from latent constructs and their dimensional constructs for multidimensional constructs. This method was carried out because there is only one construct, namely job satisfaction which is formed multidimensionally, and is formed with formative indicators.

Tabel 2. Second Order Confirmatory Factor Analysis

Second-order Constructs	First-order constructs	Loadings Factor	AVE	CR	Outer Weight	P-value
	Extraversion (R)	1	1	1	-	<0.001
	Agreeableness (R)	1	1	1	-	<0.001
	Conscientiousness (R)	1	1	1	-	<0.001
	Openness to experience (R)	1	1	1	-	<0.001
	Neuroticism (R)	1	1	1	-	<0.001
	Job Satisfaction (F)	-	-	-	0.523	<0.001
	Satisfaction with pay (F)	-	-	-	0.008	0.458
Job satisfaction	Satisfaction with promotion (F)	-	-	-	0.341	<0.001
	Satisfaction with superior (F)	-	-	-	0.135	0.028
	Satisfaction with co-workers (F)	-	-	-	0.329	<0.001
	Intention to quit (R)	1	1	1	-	<0.001

Notes: (R): Reflective, (F): Formative

According to the results of the confirmatory factor analysis of the second order above, it shows that the dimensions of the latent construct constructors (variables) are valid. Reflective constructs with one indicator have a loading value of 1. While for formative constructs, the evaluation of the measurement model is done by looking at the significance of the weight obtained from the resampling procedure. Each dimension of a construct which is formative in significance value of its weight must meet the reliability indicator criteria ($P < 0.05$). There is one dimension with a significance value of more than 0.05, namely satisfaction with salary ($P = 0.458$), and it means that it is not significant. According to Solimun (2017), formative indicators require all indicators that form latent variables. Thus, omitting one indicator will eliminate the unique part of the latent variable and change the meaning of the latent variable. Therefore, researchers maintain these dimensions in the research model. Furthermore, the testing for discriminant validity of the latent construct variables was conducted by comparing the

correlation between variables with the square root of variance extracted. Table 3 below describes the discriminant validity of this study.

Tabel 3. Discriminant Validity

	JS	ITQ	Extr	Agrb	Consc	Open	Neu
JS	-0.688						
ITQ	-0.575	-1					
Extr	0.332	-0.071	-1				
Agrb	0.183	-0.144	0.241	-1			
Consc	0.286	-0.254	0.272	0.132	-1		
Open	0.042	-0.105	0.248	0.196	0.214	-1	
Neu	-0.306	0.303	-0.184	-0.056	-0.216	-0.232	-1

Note: *Extraversion* (Ext), *Agreeableness* (Agrb), *Conscientiousness* (Consc), *Openness to experience* (Open), *Neuroticism* (Neu), *Job Satisfaction* (JS), *Intention to Quit* (ITQ)

It can be seen from Table 3 that all values of the correlation between variables (latent constructs) are below the value of square root AVE (see diagonal line, in parentheses). Thus, it can be appointed that all variables meet the criteria of discriminant validity and can be concluded to be a very good model. The high value of discriminant validity provides evidence that a certain construct is unique and is able to capture the phenomenon which is being measured.

Structural Model (Inner Model)

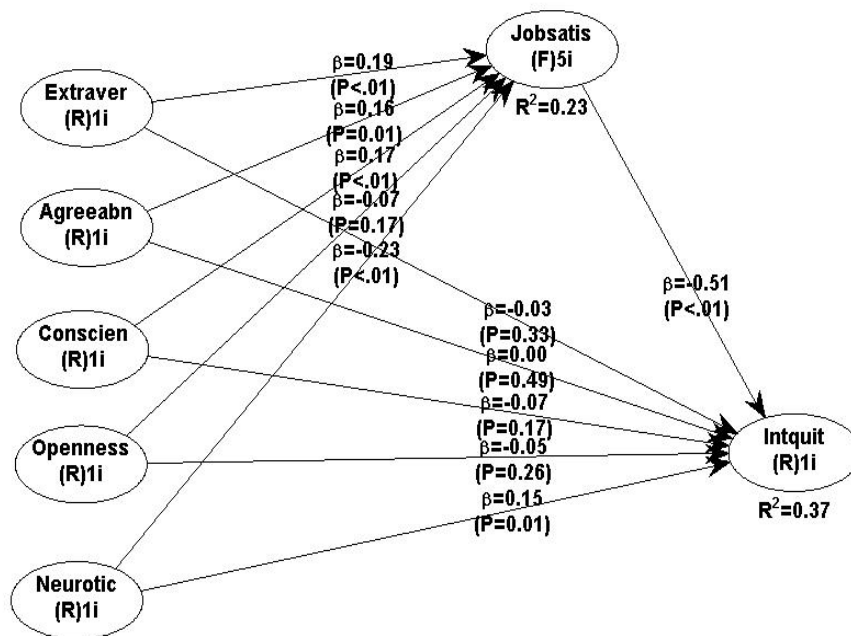


Figure 1. Analysis of Structural Model

Based on Figure 1 above, only neuroticism has a significant effect on intention to quit ($\beta = 0.15$, $P < 0.01$), while other personality traits have no effect on intention to quit. Four personality traits have a significant effect on job satisfaction, neuroticism has a significant negative effect on job satisfaction, while extraversion, agreeableness, and conscientiousness have a significant positive effect on job satisfaction. Only openness has no effect on job satisfaction. On the other hand, job satisfaction has a significant negative effect on intention with a regression coefficient of -0.509 and significant < 0.001 .

The adjusted R-squared coefficient for job satisfaction is 0.21, which means that variations in job satisfaction can be explained by extraversion, agreeableness, conscientiousness, openness, and neuroticism by 21% and the remaining is explained by 79% of other variables outside the model. The adjusted R-squared coefficient for intention to quit is 0.352, which means six variables--extraversion, agreeableness, conscientiousness, openness, neuroticism, and job satisfaction can explain the variation of intention to quit by 35.2% and the remaining 64.8% is explained by other variables outside the model.

To find out how diverse the data is in explaining the research model, Stone-Geisser Q-square test value was used with the formula:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_p^2) \text{ yaitu } Q^2 = 1 - (1 - 0,23^2) (1 - 0,37^2) = 1 - 0,183 = 0,817$$

With a predictive relevance value of 0.817, this shows that the model can explain the diversity of data by 81.7% and the remaining 18.3% of the model is explained by other variables that are not included in this research and or an

error. Thus the structural model that has been obtained is very good.

Decision criteria (conclusion) is done by looking at the significance value of P-value to determine the effect of variables based on hypotheses built through resampling procedures. The significance value used is two-tailed with a P-value of 0.05 (significance level = 5%). The t-value in the WarpPLS program is the T ratio value presented in the Explore T ratios and confidence intervals menu. On the menu, there is also information related to the value of the probability (confidence intervals) that are used. T ratio value (t-value) can be calculated manually using the following formula (Kock, 2016): $T \text{ ratio} = \text{path coefficient} / \text{standard error}$.

Table 4 below explains the result of the structural model analysis which then can be used as a basis for drawing conclusions on the hypotheses proposed in this study.

Table 4. Result of Structural Model Analysis

Hipotesis	Path	Path coefficient	P-value	t-value	Conclusion
H1a	Ext→ITQ	-0.032	0.327	-0.448	Rejected
H1b	Agrb→ITQ	0.003	0.486	0.036	Rejected
H1c	Consc→ITQ	-0.068	0.169	-0.961	Rejected
H1d	Open→ITQ	-0.046	0.260	-0.645	Rejected
H1e	Neu→ITQ	0.154	0.014	2.207	Accepted
H2a	Ext→JS	0.186	0.004	2.684	Accepted
H2b	Agrb→JS	0.159	0.012	2.282	Accepted
H2c	Consc→JS	0.174	0.006	2.512	Accepted
H2d	Open→JS	-0.068	0.170	-0.958	Rejected
H2e	Neu→JS	-0,231	<0.001	-3.364	Accepted
H3	JS→ITQ	-0.509	<0.001	--7.837	Accepted

Notes: *Extraversion* (Ext), *Agreeableness* (Agrb), *Conscientiousness* (Consc), *Openness to experience* (Open), *Neuroticism* (Neu), *Job Satisfaction* (JS), *Intention to Quit* (ITQ)

From Table 4 above, it can be seen that the hypotheses accepted are H1e, H2a, H2b, H2c, H2e, and H3. This is because the P-value produced by the significance is at $P < 0.05$ and the calculated t is valued at > 1.96 . While the rejected hypotheses are H1a, H1b, H1c, H1d, and H2d. The investigation of indirect effects in this study can be found based on the results of the analysis of the inner model that is known through the WarpPLS indirect effect report shown in Table 5 as follows.

Table 5. The Result of Indirect Effect

Path	Path coefficient	P-value	t-value	Kesimpulan
<i>Extraversion</i> → <i>Job Satisfaction</i> → <i>Intention to quit</i>	-0.095	0.029	-1.9	No Mediating
<i>Agreeableness</i> → <i>Job Satisfaction</i> → <i>Intention to quit</i>	-0.081	0.054	-1,62	No Mediating
<i>Conscientiousness</i> → <i>Job Satisfaction</i> → <i>Intention to quit</i>	-0.089	0.038	-1.78	No Mediating
<i>Openness to experience</i> → <i>Job Satisfaction</i> → <i>Intention to quit</i>	0.035	0.247	0.7	No Mediating
<i>Neuroticism</i> → <i>Job Satisfaction</i> → <i>Intention to quit</i>	0.118	0.009	2.36	Partial Mediating

Based on Table 5 above, it can be concluded that only neuroticism has an indirect effect on intention to quit through job satisfaction, where the effect of neuroticism on intention to quit will decrease through job satisfaction ($\beta = 0.118$, $P = 0.009$).

DISCUSSION

5.1 *The Big Five Personality and Intention to Quit*

The hypotheses testing as presented in Table 4 shows that the effects of The Big Five personality traits is not significant on the intention to quit, except for neuroticism personality trait. The results of the study rejected hypothesis 1a (H1a)-- extraversion personality trait does not have a significant effect on the intention to quit. The results do not support the big five personality theory, in which extraversion trait tends to experience positive emotions (Costa & McCrea, 1992), to be socially oriented (outgoing and gregarious), and that the social orientation can be an advantage for individuals in the environment (Judge *et al.*, 1999). These should be associated with the formation of satisfaction and ultimately make intention to quit to be less likely to occur (Mobley, 1977). This study is also not in line with previous research, where extraversion personality trait has a significant effect on the intention to quit (Salgado, 2002; Zimmerman, 2008; Jeswani and Dave, 2012; Mayende and Musenze, 2014; Sarwar *et al.*, 2013; and Ariyabuddhiphongs & Marican 2015; Meyer *et al.*, 2004).

However, the results of this study can be used as a reference for further investigation of the effect of personality traits on the intention to quit among millennial employees who generally have a more open character and like challenges, especially with extraversion personality trait which is positively related to an unlimited mindset and prefer organizational mobility (Amalia & Gatari, 2018). The phenomenon of turnover among millennial employees might cause by the way they perceive the world--that is without borders.

Agreeableness does not have a significant effect on the intention to quit. The path coefficient of analysis shows a negative and insignificant relationship. This is inconsistent with the big five personality theory that agreeableness should be associated with the intention to quit. Agreeableness is positively associated with life satisfaction and happiness because the individuals are likable, have greater motivation to achieve interpersonal intimacy (Costa and McCrea, 1992). Agreeableness individuals show cheerfulness, gentleness and kindness (Judge et al., 1999), involve in a pleasant and satisfying relationship with others, and also show cooperation and trust in others and care for others (Organ & Lingl, 1995). The result of the study is also not in line with previous study (Ilies et al., 2009) where in terms of job satisfaction, agreeableness has a positive and significant relationship. However, the result of this study is associated with other studies whose results show an insignificant relationship (Furnham *et al.*, 2009; Ilies & Judge, 2002; Judge *et al.*, 2002). This result can be used as a reference in studying the effect of personality traits on the intention to quit among millennial employees.

Conscientiousness does not have a significant effect on the intention to quit. The result does not support the big five personality theory (McCrae and Costa, 1991) in which conscientiousness is a personality trait that is reliable, organized, punctual, and strong-willed. Individuals with this personality make plans and they direct their impulses towards achievement. The result of this study is also not in line with previous studies where conscientiousness personality traits have a significant effect on the intention to quit (Salgado, 2002; Zimmerman 2008; Jeswani & Dave, 2012; Mayende & Musenze, 2014; Sarwar *et al.*, 2013; Ariyabuddhiphongs & Marican, 2015).

Openness to experience does not have a significant effect on the intention to quit. This is not accordance with the the big five personality theory in which openness to experience should be associated with intention to quit. They have imaginative, artistic and insightful tendencies (McCrae & Costa, 1991), and are open to new and unconventional things (Feist, 1998). However, this reinforces the notion that openness to experience is like a "double-edged sword" in which a person might have a tendency to feel good and bad more deeply so that the affective reactions are unclear, to such as subjective reactions to welfare or job satisfaction (DeNeve and Cooper, 1998; Judge *et al.*, 2002). This result is in line with several previous studies that reported openness to experience does not significantly predict the intention to quit (Salgado, 2002; Zimmerman, 2008; Jeswani & Dave, 2012; Mayende & Musenze, 2014; Sarwar *et al.*, 2013; Ariyabuddhiphongs & Marican, 2015).

Meanwhile, neuroticism has a significant effect on the intention to quit. The path coefficient shows a positive and significant relationship. This supports the big five personality theory's relationship with the intention to quit in which neuroticism is the personality trait that affect job satisfaction and the intention to quit the most (Judge *et al.*, 2002). Neuroticism has poor adjustment on emotional and negative effects of experience such as anxiety, tension, insecurity and hostility. The affective process of what is received, experienced, and felt at work can encourage negative feelings and affect attitudes and behavior in the

workplace. The result is also in line with previous studies that the neuroticism has a positive and significant effect on the intention to quit (Hough *et al.* 1990; Salgado, 2002; Zimmerman, 2008; Jeswani & Dave, 2012; Mayende & Musenze, 2014; Sarwar *et al.*, 2013; and Ariyabuddhiphongs & Marican, 2015).

The Big Five Personality and Job Satisfaction

Based on the result, extraversion has a significant effect on the job satisfaction. The coefficient of path analysis shows a positive and significant relationship— any increase in the score on extraversion personality will significantly increase job satisfaction. The higher the score for extraversion personality traits, the higher the job satisfaction score will get. This supports the big five personality theory (Costa & McCrea, 1992; Goldberg, 1992) in which extraversion describes a personality that is assertive, active, enthusiastic, energetic, dominant, and more satisfied. The result also supports the theoretical explanation that extraversion trait tends to be socially oriented (outgoing and gregarious) and that social orientation can be an advantage for individuals in their work environment (Judge *et al.*, 1999). Several studies have also reported a strong and significant positive relationship between extraversion and job satisfaction (Furnham and Zacherl, 1986; Judge *et al.*, 2002; Ilies & Judge, 2002). Agreeableness has a significant effect on the job satisfaction. The path coefficient of analysis shows a positive and significant relationship. The result supports The Big Five personality theory in which personal agreeableness is associated with happiness—in other words, agreeableness is associated with pleasant individuals who have greater motivation to achieve interpersonal intimacy that will lead to a greater level of well-being (Costa & McCrea, 1992). Likewise, the explanation of the theory that agreeableness indicates cheerfulness, softness, kindness, and fun (Judge, *et al.*, (1999). They also please others and show cooperation and trust in others (Organ & Lingl, 1995). The result of the study is in line with previous studies that agreeableness personality was found to be positively and significantly related to job satisfaction (Ilies *et al.*, 2009).

Conscientiousness has a significant effect on job satisfaction. The path coefficient of analysis shows a positive and significant relationship which means the increased score on personality conscientiousness tends to have higher satisfaction. This result is in line with the big five personality theory which stated that individuals who have conscientiousness trait are diligent, trustworthy, have high self-discipline, and are oriented towards work achievement (Costa & McCrea, 1992). Regarding job satisfaction, it is said that conscientiousness represents a general tendency of job involvement that leads to the possibility of obtaining satisfying work rewards (Organ and Lingl, 1995), appears motivated and works hard in pursuit of goals (Zhao and Seibert, 2006), and as the most consistent predictor of personality for success in all occupations (Barrick and Mount, 1991). The result is also in line with previous studies which reported a positive effect of conscientiousness personality trait on job satisfaction (Furnham *et al.*, 2009; Ilies and Judge, 2002; Ilies *et al.*, 2009; Judge *et al.*, 2002)

Meanwhile, openness to experience does not have a significant effect on job satisfaction. This is not in line with Desimoni and Leone's (2014) findings that in many contexts, personality traits of openness to experience can be seen as a positive quality, and as stated by Gregory et al., (2010), openness to experience is seen as an important factor of life satisfaction in active adults. However, this result seems to provide reinforcement to the existing research notes that there has not been any research reported the psychological state of openness to experience trait is closely related to job satisfaction. This trait is also said to be a 'double-edged sword' which means that individuals with this trait tend to feel good and bad more deeply, yang reaksi subyektifnya tidak jelas pada kepuasan kerja (DeNeve and Cooper, 1998; Judge *et al.*, 2002). On the other hand, this result is in line with several previous studies that openness to experience trait does not have a significant effect on job satisfaction (Furnham *et al.* 2009; Ilies & Judge, 2002; Judge *et al.* 2000).

Neuroticism trait has a significant effect on job satisfaction. The path coefficient of analysis shows a negative and significant relationship which means there is an inverse relationship between neuroticism personality trait and job satisfaction. This result supports the big five personality theory that neuroticism is a personality trait that is unstable, withstands pressure or stress, is anxious, lacks self-confidence, and does not have a firm stand (Costa and McCrea, 1992). Individuals with this trait also tend to place themselves in situations that create negative implications (Diener et al., 1985). This result is also in line with previous studies that reported neuroticism has a significant negative relationship with job satisfaction (Furnham and Zacherl, 1986; Ilies and Judge, 2002; Judge *et al.*, 2002). In addition, the result of meta-analysis study also reported that neuroticism has a strong correlation with job satisfaction (Judge *et al.*, 2002).

According to the relationship between job satisfaction and the intention to quit, the result shows a significant effect of job satisfaction on the intention to quit. The path coefficient of analysis shows a negative and significant relationship which means that any increase in job satisfaction has an effect on decreasing the intention to quit. This result supports the theory of job satisfaction in the "intermediate linkage model" by Mobley (1977) which stated that dissatisfied employees will arrive at their decision to leave the organization after experiencing an affective process that creates a sense of satisfaction or dissatisfaction from what they get at work. In addition, this result also supports the causal model of turnover (Price and Mueller, 1981) which explains the effect of job satisfaction on one's intention to stay in the company or leave the company. The result is also in line with previous studies that reported a significant effect of job satisfaction on the intention to quit (Fabi *et al.*, 2015; Heijden *et al.*, 2009a; Balabanova *et al.*, 2016; Blaauw *et al.*, 2013; Han *et al.*, 2015; Hussein *et al.*, 2014; Ilyas & Lacaze, 2013; Masum *et al.*, 2016; McKillop & Minnes, 2011; Ofili *et al.*, 2009; Purani & Sahadev, 2008; Raddaha *et al.*, 2012; Worsfold *et al.*, 2016; Zhang *et al.*, 2014; Anafarta, 2015; Hasin & Omar, 2007; Calisir *et al.*, 2011; Valle *et al.*, 2015).

The Role of Job Satisfaction Mediation on The Effect of The Big Five Personality on The Intention to Quit.

The testing of the indirect effect of The Big Five personality traits on the intention to quit through the mediator variable job satisfaction shows only in neuroticism that job satisfaction provides a mediating role in the effect of personality traits on the intention to quit. Job satisfaction does not have a mediating effect on extraversion, agreeableness, conscientiousness and openness to experience. The path coefficient shows a negative effect on the personality variable of neuroticism personality. The result is in accordance with the theory of The Big Five personality that individuals with neuroticism tend to have poor adjustment on emotional, and have negative effects of experience (such as anxiety, tension, insecurity and hostility), and are significantly related to the intention to quit (Costa & McCrea, 1992).

The effect of partial mediation on the indirect effect is due to the significant effect of neuroticism personality trait on job satisfaction and intention to quit. Job satisfaction as a mediator variable also has a significant effect on the intention to quit. It can be analyzed that the job satisfaction factor for millennial employees is very important and a predictor of the intention to leave the company. Neuroticism can predict the intention to quit from the company, that is, when the score or intensity of their neuroticism traits increases, millennial employees will tend to have the intention to quit. Therefore, by providing a conducive work environment and job satisfaction, it will indirectly suppress the emergence of intentions to quit among millennial employees.

In the test results that do not have a mediating effect, the result of the study is not in accordance with the theory of the big five personality. Individuals with extraversion trait tend to experience positive emotions and are socially oriented (outgoing and gregarious (Costa & McCrea, 1992). In addition, their social orientation can be an advantage for individuals in their work environment, so that it has potential to increase the intention to quit (Judge *et al.*, 1999). A study reported that extraversion is highly correlated with job satisfaction (Furnham & Zacherl, 1986). Two meta-analysis studies also reported a strong and significant relationship between extraversion and job satisfaction (Judge *et al.*, 2002; Ilies & Judge, 2002). Then, conscientiousness is a personality trait that is reliable, organized, punctual, and strong-willed. They make plans and they direct their impulses towards achievement (McCrae and Costa, 1991) which should be associated with the intention to quit. Conscientiousness is the most consistent predictor of personality for success in all occupations (Barrick & Mount, 1991; Judge, *et al.*, 1999) and is positively related to job satisfaction (Furnham *et al.*, 2009, Ilies & Judge, 2002); Ilies *et al.* 2009); Judge *et al.*, 2002).

Meanwhile, openness to experience which can sometimes be seen as a 'double-edged sword' in one's career, tends to be prone to leave the company, unhappy in a monotonous conventional job (Judge *et al.*, 2002) or is said to be an important factor for life satisfaction in active adults (Gregory *et al.*, 2010). The meta-analysis study and the primary analysis show that the results do not have significant effects of openness to experience on job satisfaction (Furnham *et al.*

2009; Ilies & Judge, 2002; Judge *et al.*, 2000). Meanwhile, agreeableness is a personality trait that indicates individuals are cheerful, gentle, and kind (Judge *et al.*, 1999). Agreeableness is also associated with happy individuals who have a greater motivation to achieve interpersonal intimacy - pleasing with others (Costa & McCrea, 1992), as well as showing cooperation and trust with others (Organ & Lingl, 1995). This should be related to satisfaction and ultimately to intention to quit. With regard to job satisfaction, the current literature shows an inconsistent relationship between agreeableness and job satisfaction. Agreeableness was found to be positively and significantly related to job satisfaction in the meta-analysis (Ilies *et al.*, 2009), but on the other hand, other studies showed an insignificant relationship (Furnham *et al.*, 2009; Ilies & Judge 2002; Judge *et al.*, 2002).

Overall Model Evaluation

The PLS structural model analysis used the adjusted R-squared value, because the R-squared value is often biased towards the number of predictors and the number of samples in the model. Based on the calculation of the structural model evaluation, the adjusted R-squared value in this research model is included in the strong model category. The greater the adjusted R-squared value indicates that the predictor model is better at explaining the variance of research data. The Adjusted R-squared coefficient for job satisfaction is 0.21 which means that the variation in satisfaction can be explained by the big five personality traits of 21% and the remaining 79% is explained by other variables outside the model. Meanwhile, the Adjusted R-squared coefficient for intention to quit is 0.352 which means 5 (five) variables of the big five personality traits (extraversion, agreeableness, conscientiousness, openness to experience, and neuroticism), job satisfaction, organizational commitment, and work engagement can explain the variation of intention to stop by 35.2% and the remaining 64.8% is explained by other variables outside the model. For a comprehensive model analysis using the Q-square Stone-Geisser test (Solimun, 2017), the predictive relevance (Q^2) value is 0.817. This indicates that the Q^2 value is a value higher than zero and approaching one for endogenous latent variables, so that it can be said that the structural model of the study is very good and shows the predictive relevance of the explanatory variables. The diversity of data that can be explained by the model is 0.817 or in other words, the information contained in the data is 81.7% can be explained by the model, while the remaining 18.3% is explained by other variables (which are not included in the model) and error, thus the structural model that has been obtained is excellent.

CONCLUSION

The research model is very good for investigating the effect of the big five personality traits on job satisfaction and intention to quit through mediating job satisfaction among millennial employees. Job satisfaction only partially mediates the effect of neuroticism personality trait on the intention to quit, while in other

four traits, namely extraversion, agreeableness, conscientiousness and openness to experience, job satisfaction do not provide a mediating role. This means that the job satisfaction factor becomes very important for employees who have neuroticism trait— those who tend to have poor emotional adjustment, experience negative effects (e.g. anxiety, tension, insecurity, and hostility), and are significantly related to the intention to quit. The partial mediation effect of the job satisfaction variable is caused by the effect of the big five personality traits, which is only neuroticism that has a significant effect on job satisfaction and a significant effect on job satisfaction on the intention to quit. Based on the findings, to develop a retention program for millennial employees, company has to give great attention to increase job satisfaction. Increased job satisfaction will reduce their intention to quit. Meanwhile, in terms of personality, company needs to give special attention to employees who have high score on neuroticism personality trait. They have difficulty making emotional adjustments and often experience negative effects on affective processes in the workplace. Job satisfaction has a significant effect on them to suppress their intention to quit so that they can stay in the company and give their best contribution.

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