The Impact of Entrepreneurial Orientation on Reducing Turnover Intentions Among Millennial Employees

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Abstract. This study investigates Millennials' job expectations concerning company attributes and how these expectations relate to job satisfaction and organizational commitment. PLS-SEM analysis indicates that management support, rewards/reinforcement, work discretion, and resources are aspects of Entrepreneurial Orientation (EO) that correspond to the job expectations of Millennials within organizations. Our finding corroborates the idea that job satisfaction plays a focal role in crafting employee retention strategies by indicating that job satisfaction partially mediates the connection between Millennials' expectations and organizational commitment. This finding suggests that Millennials more likely to evaluate their job satisfaction before decide to stay with or leave the organization.

Keywords: Entrepreneurial Orientation, Millennials, Job Satisfaction, Organizational Commitment, PLS-SEM.

A. INTRODUCTION

As a generation recognized for its inherent familiarity with digital technology (Farrell and Hurt 2014), Millennials are often viewed as capable of catalyzing innovation and enhancing organizational performance (Pinchot 1987; Singh Ghura 2017). However, they are also characterized as lacking loyalty and are often regarded as the "job-hopping" generation (Acharya et al. 2021; Marston 2007). In this regard, Millennial employees are frequently observed transitioning from one company to another when they perceive that their expectations are not satisfied or they recognize better opportunities elsewhere (Crainer and Dearlove 1999). This situation is further complicated by intergenerational conflicts within the organization, stemming from variations in expectations on work methods and behavior (Becton et al. 2014; Farrell and Hurt 2014; Stewart et al. 2017), driven by disparities in values, beliefs, and norms (Glazer 2002).

The literature indicates that Millennials' organizational commitment can be enhanced by factors such as job satisfaction, the meaningfulness of their work, autonomy, work-life balance, and job flexibility (Jena et al. 2019; Ng et al. 2010). Additionally, ensuring transparency, offering guidance, feedback, and rewarding good performance helps managers boost Millennials' job satisfaction to retain them effectively (Farrell and Hurt 2014; Stewart et al. 2017). Nevertheless, the "job-hopping" trend persists among millennial employees. According to a CNBC report, 66% of Millennial workers in the United States are contemplating changing careers within the next 12 months (Smith 2023). The same phenomena exist in Indonesia, where 65.8% of Millennial employees opt to resign from their positions within the first year of employment (Lie & Andreani 2017). These instances highlight the ongoing need for further research into the job expectations of Millennials that foster their commitment to organizations.

On the one hand, available literature indicates that Millennials exhibit greater entrepreneurial behavior, demonstrate a keen ability to recognize opportunities, and achieve higher product performance compared to previous generations (Urbano et al. 2013). Consequently, they are classified as the intrapreneurial generation (Ghura 2017). On the other hand, companies that foster Entrepreneurial Orientation (EO) are seen as offering an appealing work environment for Millennials (Camelo-Ordaz et al. 2011). According to (Neessen et al. 2019), organizations that endorse the Entrepreneurial Orientation (EO) approach can be identified through five dimensions: management support, organizational structure, rewards/reinforcements, work discretion, and resources. Given the importance of comprehending Millennial workers' expectations to retain them within the organization (Stewart et al., 2017), this study purports to investigate whether the five dimensions of EO can meet Millennials' job expectations and bolster their job satisfaction and commitment to the organizations.

This paper contributes to the literature in two ways. First, the literature indicates that job attributes, such as competency development, work-life balance, job meaningfulness, job autonomy, and job flexibility, play a significant role in enhancing job satisfaction and organizational commitment among Millennials (Jena et al. 2019; Ng et al. 2010). Nevertheless, research exploring the organizational traits that cultivate job satisfaction and organizational commitment among Millennials is limited. This paper attempts to fill this gap by investigating Millennials' job satisfaction and their commitment to organizations, focusing on the organizational characteristics they expect. Employing the Structural Equation Modelling, we discovered that four out of the five EO dimensions within firms contribute to enhancing both job satisfaction among Millennials and their commitment to the organization. With respect to the data, the findings indicate that Millennials expect certain organizational characteristics in the companies they work for, i.e., management support, reward systems (reflecting rewards/reinforcement), leadership style (reflecting work discretion), and working climate (reflecting resources).

Second, previous research has thoroughly explored the preferred working environments of Millennials, such as remote work settings (Camp et al. 2022), and other external factors influencing job satisfaction and commitment, such as family influence (Gomes and Deuling 2019). However, only a few authors emphasize the importance of job satisfaction as a central element in formulating employee retention strategies (Hadiyat et al. 2021). Accordingly, we examine whether job satisfaction is the primary precursor to Millennial workers' organizational commitment. Our analysis of indirect effects indicates that job satisfaction partially mediates the link between Millennials' expectations and organizational commitment, implying that Millennials' job satisfaction tends to increase when they can verify the actual working environment conditions and ultimately influences their commitment to the organization. Hence, Millennials are more likely to stay in companies that exhibit EO characteristics.

The structure of this paper is outlined as follows. The literature review and hypotheses development are elaborated in section two of the paper. Section three describes the research methodology. Section four will delve into the discussion of the findings, while section five provides the conclusion of the paper.

B.   LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT
1. Millennials as Intrapreneur Generation and Their Role in The Firms

Millennials are considered reliable entrepreneurial prospects as they were raised in a swiftly evolving environment driven by rapid advancements in information technology (Farrell and Hurt 2014; Prensky 2009). Such exposure has directed them to think creatively or recognize emerging opportunities, shaping them to become optimistic (Grafton 2011),

confident, and have a high sense of achievement (Calk and Patrick 2017; Jauhar et al. 2017). Their traits align with the intrapreneurs, particularly self-efficacy, which denotes the individuals' confidence level in their ability to perform well (Wang et al. 2013). Studies on entrepreneurs show that Individuals with higher self-efficacy leading to higher entrepreneurial behavior, opportunity recognition, and product performance (Urbano et al., 2013), hence, tend to act like entrepreneurs (Hanson, 2017)

According to (Martiarena 2013), intrapreneurs are employees who aim to or are actively engaged in developing new business activities for their employers. Meanwhile, intrapreneurship refers to "*a process whereby employee(s) recognize and exploit opportunities by being innovative, proactive and by taking risks, in order for the organization to create new products, processes, and services, initiate self-renewal or venture new businesses to enhance the competitiveness and performance of the organization*" (Neessen et al. 2019). This explanation implies that intrapreneurship is focused on objectives such as introducing new products/innovations, launching new business ventures, or fostering self-renewal, while characteristics such as opportunity recognition and exploitation, proactiveness, and willingness to take risks are considered integral aspects of intrapreneurship. Accordingly, Millennials can be categorized as the intrapreneur generation (Singh Ghura 2017) since they possess intrapreneur traits, such as innovation (Zahra 1993), risk-taking (Knight 1997), and new business ventures (Zahra 1991).

While Millennials' presence fosters initiatives that can escalate team performance (Fellnhofer et al. 2017; Kollmann et al. 2017) and organizational dynamics (Maritz 2010), conflicts between senior leaders and Millennials frequently pose challenges within organizations. (Kornelsen 2019) highlights that conflict arises since traditional leadership approaches applied by senior leaders are deemed ineffective in dealing with the dynamic and complex challenges of the current circumstances. Conversely, senior leaders perceive certain behaviors exhibited by the Millennial generation – such as a preference for instant processes, lower tolerance for obstacles, and a desire for rapid input and promotions – as inappropriate (Rodriguez and Rodriguez 2015). In such settings, Millennials are prone to leaving their current jobs as they perceive a lack of developmental opportunities and delaying a move to another company renders them vulnerable, leading to them being labeled as "grasshoppers" (Jauhar et al. 2017; Rodriguez and Rodriguez 2015).

2. Job Expectation of Millennials

The Job Demands-Resources Theory posits that employee well-being, encompassing aspects such as job burnout, work engagement, connectedness, work enjoyment, organizational commitment, and job performance, could be anticipated by considering both job resources and demands (Bakker et al. 2008; Bakker and Bal 2010; Bakker and Demerouti 2007; Demerouti et al. 2001; Hakanen et al. 2008; Lewig et al. 2007). Job demands refer to energy-consuming aspects of work that act as primary stressors, including work pressure, technical issues, emotional demands, and changes in tasks, contribute to job burnout and reduced motivation (Bakker et al. 2014; Bakker et al. 2003; Bakker and Bal 2010; Hakanen et al. 2008). On the other hand, job resources encompass various elements within the job environment, such as physical, psychological, social, or organizational factors, including social support, supervisor guidance, performance feedback, and time control. These factors aid employees in accomplishing work objectives mitigating job demands, and fostering personal growth, learning, and advancement (Bakker et al. 2014). Accordingly, Millennials' commitment to the organization is primarily influenced by their expectations concerning job resources and anticipated demands.

Given that job characteristics vary across different companies, (Wan et al. 2018) propose that company characteristics serve as a job representation. A prior study indicates that enhancing structural job resources like job autonomy explains 54.72% of the variation in job satisfaction, whereas reducing job demands such as workload accounts for 69.57% of the variance in turnover intentions (Rudolph et al. 2017), suggesting that job characteristics determine both job satisfaction and turnover intentions. Therefore, Millennials are more likely to anticipate job resources and demands based on firm-specific characteristics. Millennials are a generation characterized by high levels of self-efficacy and inherent digital native traits (Farrell and Hurt 2014; Wang et al. 2013). Given their characteristics and traits, Millennials have specific expectations when entering the job market, with self-efficacy being a key predictor of their career decision-making style (Bullock-Yowell et al. 2011; Choi et al. 2011; Kim and Choi 2019). In addition, Millennials possess higher education levels and a diverse set of skills and information, expanding their array of job opportunities (Chopra and Bhilare 2020; Levenson 2010), thus shaping their expectations regarding jobs and work environments.

Prior studies have extensively investigated the preferences of Millennials regarding organizations or companies. (Pricewaterhouse Coopers 2011) found that self-development opportunities (65%), organizational reputation (36%), and job roles (24%) are the primary characteristics that Millennials prioritize when selecting jobs. Other studies have yielded similar results, indicating that Millennials are driven to enhance their professional skills and favor collaborative work settings, as they emphasize flexibility and employability skills development (Ardi and Anggraini 2023). Furthermore, Millennials foster their skill set through diverse work experiences, making them inclined towards seeking opportunities that offer better work experiences and development prospects within firms and job roles (Ferri-Reed 2011; O'Keefe 2016). In addition, (Pyöriä et al. 2017) discovered a propensity among them to switch jobs across various fields when provided the opportunity to transition to professions offering similar salaries. Therefore, Millennials are commonly perceived as experience seekers (O'Keefe 2016).

Baby Boomer leaders often struggle to establish an appealing work atmosphere that caters to the needs of Intrapreneurs, which exacerbates their intentions to leave their jobs (Buekens 2014; Jauhar et al. 2017; Rodriguez and Rodriguez 2015). Studies on intrapreneurship have explored the most suitable environment for intrapreneurial employees across three levels of analysis: the corporate level (Camelo-Ordaz et al. 2011), team level (Gapp and Fisher 2007), and individual level (Martiarena 2013). At the corporate level, the Entrepreneurial Orientation (EO) approach is considered an attractive work climate for intrapreneurs as it aligns with their expectations of the organization (Camelo-Ordaz et al. 2011). The literature proposes five fundamental strategies that form the basis of the Entrepreneurial Orientation (EO) approach, i.e., innovativeness, risk-taking, proactiveness, autonomy, and competitive aggressiveness (Bouchard and Basso 2011; Lumpkin and Dess 1996; Wales 2015).

These strategies manifest in different dimensions and behaviors of the organization, including management support, organizational structure, rewards and reinforcement mechanisms, work discretion, and resource allocation (Neessen et al. 2019). Neessen and colleagues (2019) suggest that management support extends beyond just policies aimed at involving employees in decision-making; it also encompasses providing time and financial support. We argue that management support is a crucial aspect that Millennials expect in their work environment, as they require both financial support to enhance their skill set (O'Keefe 2016) and the time to foster their growth (Puech and Durand 2017).

H1: Management support is positively correlated with Millennials' job expectation.

Work discretion is a component of the EO approach involving granting employees autonomy to shape their work and decentralizing decision-making processes (Neessen et al.

2019). This approach stimulates intrapreneurial activities (Meynhardt and Diefenbach 2012) and enhances employees' self-efficacy (Globocnik and Salomo 2015). Studies on leadership style suggest that responsible leadership is a leadership style that is considered attractive by Millennials (Doh and Quigley 2014). On the one hand, responsible leadership has an element of "responsibility" compared to other leadership styles (Waldman and Galvin 2008), enabling job autonomy and decentralized decision-making to be conducted. On the other hand, responsible leadership style is also considered capable of increasing organizational flexibility and innovation in dealing with today's VUCA (i.e., volatility, uncertainty, complexity, and ambiguity) conditions (Kornelsen 2019). In addition, the responsible leadership style also focuses on the interests of employees by prioritizing their responsibilities to subordinates (Pless and Maak 2012). Since Millennials exhibit traits such as a desire for continuous learning, personal development, and engaging in meaningful work (Becton et al. 2014), a responsible leader is likely to serve as a valuable mentor for Millennials. Furthermore, a responsible leader is more likely to promote job autonomy to cultivate a more attractive work environment for Millennials (Stan and Vîrgă 2021). Accordingly, we suspect that a responsible leadership style is one of the aspects that Millennials expect from their working environment.

H₂: Responsible leadership style is positively correlated with Millennials' job expectation

Reward system is the third dimension of the EO approach (Neessen et al. 2019). The reward system is defined as a company-employee relationship that determines the expected contribution of employees, including value standards, norms, and behavior, as well as the rewards employees expect from their performance (Kerr and Slocum 2005). According to (Snell and Morris 2022), rewards can be divided into two types, i.e., intrinsic rewards and extrinsic rewards. Intrinsic rewards refer to psychological aspects that provide individual satisfaction to employees, e.g., positive recognition and being treated appropriately (Ajila and Abiola 2004). Meanwhile, extrinsic rewards refer to the tangible rewards employees can receive for their performance, including bonuses, salary increases, promotions, and stock options are several rewards (Kerr and Slocum 2005). Rewards have a central role in work relations and reward systems play an important role in attracting and retaining employees in the organization (Cohen 2007; Taba 2018). Accordingly, firms need to ensure their reward system procedures can distribute incentives fairly (Bryant and Allen 2013). Literature suggests that the reward system applied by firms is also an important consideration for millennials. Millennials want greater prospects for promotions and salary increases (Erickson et al. 2009); thus, they want to work in firms that have fast-track management programs and rewards based on employee contributions (Glass 2007). In line with these findings, other studies have found that performance-based reward systems foster Millennials' motivation (Marvel et al. 2007). Accordingly, we suspect that performance-based system reward is one of the aspects that Millennials expect from their working environment.

H₃: Performance-based reward system is positively correlated with Millennials' job expectation

The fourth dimension of the EO approach is organizational structure, which refers to flexibility, information flow, and decentralization of managerial decision-making (Neessen et al. 2019). Open communication channels and the availability of mechanisms to evaluate, select, and implement ideas are factors that are positively related to intrapreneurship, job satisfaction, and self-efficacy (Castrogiovanni et al. 2011; Duygulu and Kurgun 2009; Globocnik and Salomo 2015; Marvel et al. 2007). In this sense, applying appropriate communication methods for employees can eliminate miscommunication and conflict, thereby increasing employee motivation, ethics, and morale (Dimitriou and Blum 2015). In addition, well-developed communication style increase employee and company success (Hartman and McCambridge 2011). A string of literature indicates that an open communication style is the right

communication style for Millennial workers. As digital natives, Millennials are more likely to utilize communication channels with more advanced information technology; thus, it is easier for them to access information (Nambiyar 2014). Meanwhile, Millennials expect they can communicate their values and expectations of the organization (Myers and Sadaghiani 2010); thus, they prefer an open communication style to ensure their arguments and ideas can be heard (Cahill and Sedrak 2012). In addition, several empirical studies have found that Millennials want to have close relationships with their superiors as they need detailed instructions from their leaders (Jokisaari and Nurmi 2009; Martin 2005). Such circumstances render Millennials' expectation to have more frequent, more positive, more encouraging, and more information-sharing communications (Gursoy et al. 2008; Hill 2002; Martin 2005). Therefore, we argue that open communication style is one of the aspects that Millennials expect from their working environment.

H4: Open communication style is positively correlated with Millennials' job expectation

The last dimension of the EO approach is resources (Neessen et al. 2019). Resources refer to working conditions that support worker development, including providing sufficient time to develop, financial support (such as training funds), and a good corporate climate (Puech and Durand 2017). Working conditions are the physical and cultural conditions surrounding employees that shape the psycho-social environment of the organization (Hills and Joyce 2013) and affect work involvement and individual performance (Permarupan et al. 2013). In addition, employees also care about working conditions for their convenience in order to make it easier for them to complete work well (Robbins et al. 1999). Employing a person-organization fit perspective, a study shows that Millennials seek interesting jobs, good co-workers, and opportunities to achieve more and help more people (Turban et al. 2001). Another study expressed similar opinion that Millennials pay more attention to the social aspects of work, particularly related to cooperation and good relations with fellow employees and superiors, since they are growing up in an intensive school environment with group assignments and presentations (Lowe et al. 2008). Therefore, we suspect Millennials expect conducive working climate, including constructive employee relations, good manager-employee relations, comfortable offices, etc.

H5: Good working climate is positively correlated with Millennial' job expectation

Literature has documented that job expectation fulfillment fosters job satisfaction and organizational commitment. A study reveals that fulfilling job expectations, including working hours, planning security, and a good working atmosphere, increase worker job satisfaction (Molwitz et al. 2023). Meanwhile, unfulfilled job expectations, including unpaid extra hours and reduced opportunities to shape the work environment were positively correlated with physical and emotional exhaustion (Molwitz et al. 2023). According to (Aazami et al. 2015), job satisfaction is as an emotional response to the fulfillment of job expectations from individuals, where individuals will experience job satisfaction if their expectations of work are fulfilled, and vice versa. In addition, other studies report empirical evidence that job satisfaction increases organizational commitment (Blaauw et al. 2013). Accordingly, we suspect that the organizational commitment of Millennials will increase by increasing job satisfaction when they confirm that their job expectations are fulfilled.

H6: Job expectation is positively correlated with job satisfaction of Millennials

H7: Job expectation is positively correlated with organizational commitment of Millennials

H8: Job satisfaction is positively correlated with organizational commitment of Millennials

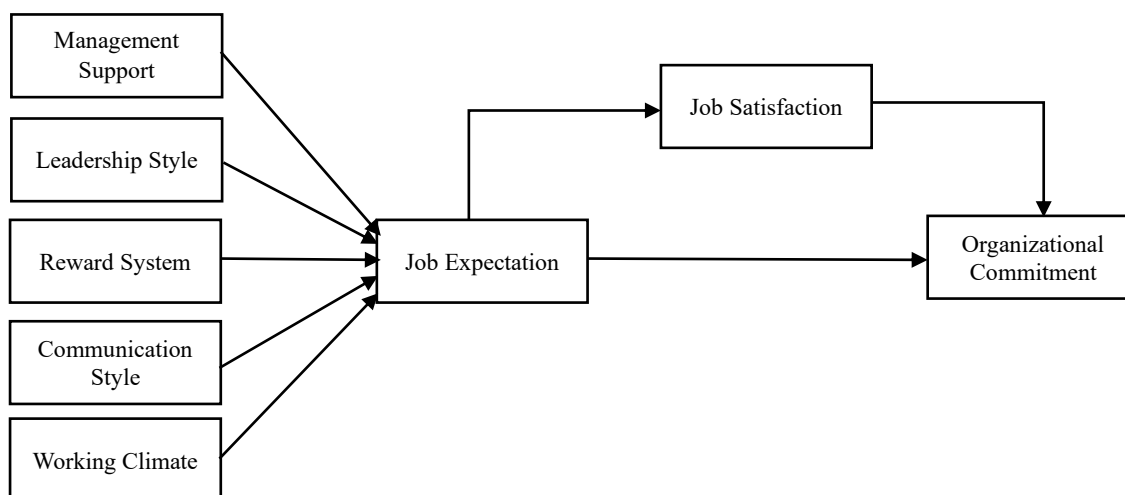Accordingly, Figure 1 describes the conceptual model in this paper.

Figure 1. Conceptual Model of Organizational Commitment of Millennials

C.   METHOD
1.   Measurement Instrument

As the fourth most populous country in the world, Indonesia had more than 60% of its population between 15 and 64 years old in 2019. Of this group, 45% are Millennials (Indonesian Central Bureau of Statistics, 2020). However, a survey conducted in 2019 showed that 66.9% of Millennial workers had an intention to quit their job (Yuniasanti et al. 2019). Such circumstances show that Indonesia is relevant to examining Millennials' commitment to the organization. In assessing the organizational commitment of Millennials, we utilize the existing literature on job satisfaction and organizational commitment to develop research instruments. To measure the five dimensions of the EO approach, i.e., management support, leadership style, reward system, communication style, and working climate and job expectation of Millennials, we adopted the measurement items of (Alpkan et al. 2010), (Doh et al. 2011), (Van Herpen et al. 2005), and (Schneider et al. 2015). Item measurement of job satisfaction is adapted from (Tevichapong 2012) and (Roberts 2005). Meanwhile, we adapted measurement items from (Mowday et al. 1978) and (Meyer et al. 1990) to measure organizational commitment.

Table 1. Operationalized Construct and Measurement Items

Main Construct	Reflective	Instruments
Management Support	MS1	Firms that consider employees' opinions in strategic decisions making are more attractive to me.
	MS2	Firms that open to suggestions and feedback are more attractive to me.
	MS3	Firms that provide training financing programs are more attractive to me.
	MS4	Firms that provide graduate degree financing programs are more attractive to me.
	MS5	Firms that provide various financial support options to realize innovative project ideas are more attractive to me.
Leadership Style	LS1	Firms with leaders who treat employees as talents are more attractive to me.

	LS2	Firms with leaders who give freedom to how work gets done to employees are more attractive to me.
	LS3	Firms with leaders who entrust responsibility to employees are more attractive to me.
	LS4	Firms with leaders who take ethics seriously are more attractive to me.
Reward System	RS1	Firms that reward employees who perform very well are more attractive to me.
	RS2	Firms that give rewards to employees who can perform innovative projects successfully are more attractive to me.
	RS3	Firms with a solid compensation system are more attractive to me.
	RS4	Firms with compensation programs to retain top talent are more attractive to me.
	RS5	Firms that provide promotion systems for top performers are more attractive to me.
Communication Style	CS1	Firms with leaders who actively communicate strategies for achieving the firm's goals are more attractive to me.
	CS2	Firms with supervisors who can talk openly with their subordinates are more attractive to me.
	CS3	Firms with superiors who pay attention to the performance of their subordinates are more attractive to me.
	CS4	Firms with superiors who can communicate personally when problems occur are more attractive to me.
	CS5	Firms with leaders who pay attention to the needs of employees to do well are more attractive to me.
Working Climate	WC1	Firms with a sense of brotherhood among employees are more attractive to me.
	WC2	Firms that have employee-leaders closeness are more attractive to me.
	WC3	Firms with a senior-junior mentorship program are more attractive to me.
	WC4	Firms with employees who treat colleagues as a team rather than competitors are more attractive to me.
	WC5	Firms that encourage their employees to take on new projects despite their success are more attractive to me.
Job Expectation	JE1	I prefer to join a firm that provides financial support and policies to develop employee potential.
	JE2	I prefer to join a firm that allows open criticism, suggestions, and input to leaders.
	JE3	I prefer to join a firm that entrusts employees to complete work responsibly.
	JE4	I prefer to join a firm with a performance-based remuneration system, both individually and as a team.
	JE5	I prefer to join a firm with a mutually supportive climate and a close relationship between superiors and subordinates and among employees.
Job Satisfaction	JS1	I am satisfied with the freedom given by the company to choose the method of work.
	JS2	I am satisfied with the responsibility entrusted to me.
	JS3	I am satisfied with appreciation and recognition given for employee performance.
	JS4	I am satisfied with the compensation system that I received.
	JS5	I am satisfied with the relationship between management and employees in my company.
	JS6	I am satisfied with my relationship with my colleagues.
	JS7	I am satisfied with the opportunity given to get a promotion.
	JS8	I am satisfied with my company as my input is well-considered by the leaders.
	JS9	I am satisfied with the variety of jobs given to me.
	JS10	I am satisfied with the opportunity given by the company to develop professional skills.

	OC1	I am proud to tell others that I am part of my company.
	OC2	I feel my company inspires me to do my best at work.
	OC3	I am grateful to have chosen my company to work over the others.
	OC4	I pay attention to the future of my company.
Organizational Commitment	OC5	My company is the best company to work for me.
	OC6	I feel personally insulted when others criticize my company.
	OC7	I exceptionally care what other people think of my company.
	OC8	I usually use "we" instead of "they" when talking concerning my company.
	OC9	The company's success is my success.
	OC10	I feel personally complimented when people compliment my company.

Table 1 exhibits the instrument items of the operationalized constructs in this study. We adhered to the recommendation of Fornell and Larcker (1981) by assessing the model's scale to ensure construct validity and scale reliability. This study employs a five-point Likert scale to quantify the operationalized constructs. We held discussions with various subject experts and performed pilot tests to validate the scale of the developed model. Pilot tests involving 50 respondents were executed to evaluate the research instrument's reliability and validity. The respondents are Millennial employees who minimum have worked full-time for five years. A brief overview of the research context is given to ensure respondents fully understand the subject. The questionnaire was revised based on the feedback to ensure the questions were clearly understood. PLS-SEM was utilized to analyze the pilot study data, while Cronbach's alpha was employed to evaluate internal consistency and reliability. The main data collection was conducted once satisfactory results were achieved from the pilot test.

2. Sample Selection and Data Gathering

The survey was conducted in late 2022. Following the five-times rule of thumbs (F. Hair Jr et al. 2014), the minimum sample requirement in this study was 245, i.e., five times the total number of indicators in the model structure. The online survey was conducted by distributing the structured questionnaire in Table 1 via email, social networks, and messaging platforms to respondents to collect primary data. The target respondents are Millennials who have worked full-time for at least five years. However, this study did not include respondents who work in academia and government agencies, including ministries, police department, and military as they are considered stable jobs among Indonesians.

We surveyed Millennial workers utilizing a purposive sampling method to ensure the respondents were appropriate to our respondent criteria. Purposive sampling is non-random sampling to locate all possible cases of a highly specific and difficult-to-reach population (Neuman and Robson 2014). We consider two conditions in using purposive sampling. First, finding Millennial workers with highly specific characteristics like our target respondents is not an easy to found since almost 60% of Millennials work in the informal sector in 2021 (Central Bureau of Statistics, 2022). Second, more than two million Millennial individuals work in the public sector by 2022 (Indonesian State Civil Service Agency, 2023), making it more difficult to find respondents with our respondent characteristics. To enhance the response rate, we applied purposive sampling method for data collection.

Out of 500 distributed questionnaires, we received 410 responses, resulting in an 82 percent response rate. We obtained 375 valid and usable responses after excluding several incomplete submissions from the sample. Table 2 provides details on the demographic characteristics of the respondents. Figure 3 illustrates that the respondents were Millennials with sufficient education and work experience. Thus, the respondents were deemed appropriate for this study.

Table 2. Demographic Characteristics of Respondents

Demographic	Characteristics	Frequency	Percentage
Gender	Male	210	56
	Female	165	44
Age	26 – 31	327	87
	32 – 36	33	9
	37 – 41	15	4
Level of Education	Associate Degree	25	7
	Bachelor's Degree	217	58
	Master's Degree	128	34
	Doctoral Degree	5	5
Working Experience	5 – 10 Years	254	68
	11 – 15 Years	98	26
	16 – 20 Years	23	6

3. Validity and Reliability of The Model

Figure 4 exhibits construct validity and reliability. Reflective latent constructs with multiple indicators were employed in this study. Each indicator in the model must meet the validity criteria; thus, the validity of all indicators within the latent constructs was assessed in the final model. According to F. Hair Jr et al (2014), a loading factor greater than 0.7 signifies a valid indicator. As shown in Table 3, the loading factor of indicators satisfies the validity criteria, suggesting that the measurement items employed in this study are valid. The literature provides several guidelines for evaluating measurement models. The Cronbach's Alpha for each construct in the model exceeds 0.7, demonstrating high internal consistency across all constructs (Nunnally 1994). The composite reliability of each construct has a value of 0.7-0.9, suggesting the reliability of the construct operationalized in this study. In addition, the average variance extracted (AVE) for each construct has a value above 0.5, which exhibits that all constructs satisfy convergent validity (Sekaran and Bougie 2016).

In this study, we employ the Heterotrait-Monotrait Ratio of Correlations (HTMT) to test the discriminant validity of the constructs. According to (Henseler et al. 2015), the construct meets discriminant validity criteria if the HTMT value is below 0.9. Figure 5 shows that the discriminant validity between the constructs in this study meets the HTMT criteria, as the values between constructs are below the recommended threshold (Henseler et al. 2015).

Table 3. Construct Validity and Reliability

Construct	Item	Outer Loading	Cronbach Alpha	Composite Reliability	AVE	R-Square	Adj. R-Square
Management Support	MS1	0.744	0.862	0.896	0.591	-	-
	MS2	0.748					
	MS3	0.760					
	MS4	0.727					
	MS5	0.759					
Leadership Style	LS1	0.713	0.794	0.866	0.618	-	-
	LS2	0.757					
	LS3	0.734					
	LS4	0.725					
Reward System	RS1	0.822	0.905	0.903	0.600	-	-
	RS2	0.809					
	RS3	0.778					
	RS4	0.800					
	RS5	0.775					

Communication Style	CS1	0.820	0.890	0.909	0.695	-	-
	CS2	0.818					
	CS3	0.813					
	CS4	0.844					
	CS5	0.822					
Working Climate	WC1	0.760	0.855	0.896	0.633	-	-
	WC2	0.829					
	WC3	0.793					
	WC4	0.755					
	WC5	0.791					
Job Expectation	JE1	0.801	0.819	0.870	0.572	0.748	0.744
	JE2	0.793					
	JE3	0.769					
	JE4	0.713					
	JE5	0.700					
Job Satisfaction	JS1	0.743	0.967	0.909	0.601	0.171	0.169
	JS2	0.727					
	JS3	0.760					
	JS4	0.781					
	JS5	0.822					
	JS6	0.791					
	JS7	0.802					
	JS8	0.814					
	JS9	0.803					
	JS10	0.847					
Organizational Commitment	OC1	0.789	0.933	0.902	0.597	0.689	0.687
	OC2	0.760					
	OC3	0.770					
	OC4	0.779					
	OC5	0.760					
	OC6	0.787					
	OC7	0.742					
	OC8	0.770					
	OC9	0.760					
	OC10	0.778					

Once the validity and reliability of our model were confirmed, we proceeded to assess the appropriateness of the model implemented in this study. We employed the Standardized Root Mean Square Residual (SRMR) and the Normed Fit Index (NFI) to evaluate model fit. As indicated in Table 5, the SRMR value for both the saturated and estimated models is below 0.1 (Hu and Bentler 1999). Additionally, the model yields an NFI value of 0.707, which is below the 0.9 threshold (Bentler and Bonett, 1980). Overall, both the SRMR and NFI indicate that the model implemented in this study is compatible.

Table 4. Discriminant Validity based on Heterotrait-Monotrait Ratio of Correlations Criteria

	CS	JE	JS	LS	OC	MS	RS	WC
Communication Style (CS)								
Job Expectation (JE)	0.789							
Job Satisfaction (JS)	0.357	0.457						
Leadership Style (LS)	0.840	0.895	0.440					
Organizational Commitment (OC)	0.413	0.486	0.863	0.475				
Managerial Support (MS)	0.863	0.836	0.327	0.839	0.349			
Reward System (RS)	0.874	0.857	0.339	0.846	0.374	0.852		
Working Climate (WC)	0.880	0.848	0.431	0.809	0.461	0.817	0.859	

D. RESULTSS AND DISCUSSION

After confirming the model fit, we conducted path analysis with a structural model to assess the relationships between constructs. Figure 6 presents the hypothesis testing results, while Figure 7 illustrates the relationship between constructs in the model. The results show that management support has a positive and significant relationship with the job expectations of Millennials ($\beta = 0.239$; p <0.01), suggesting that managerial support is one of the factors that Millennials expect from a job. This finding supports prior findings, which show that millennial workers are motivated to develop their professional competencies (Ardi and Anggraini 2023) and skillset (Ferri-Reed 2011), thereby being more likely to select firms that provide more work experience and opportunities to develop themselves (O'Keefe 2016).

Table 5. Hypothesis Testing Results

This table exhibits the hypothesis testing results using a structural model.
***, **, * indicate the significance level of 1%, 5% and 10%, respectively

	Path	Coefficient	Standard Error	*p-values*	Decision
Hypothesis 1	MS → JE	0.239	0.049	0.000***	Supported
Hypothesis 2	LS → JE	0.257	0.052	0.000***	Supported
Hypothesis 3	RS → JE	0.319	0.066	0.000***	Supported
Hypothesis 4	WC → JE	0.201	0.060	0.000***	Supported
Hypothesis 5	CS → JE	-0.051	0.051	0.158	Not Supported
Hypothesis 6	JE → JS	0.422	0.048	0.000***	Supported
Hypothesis 7	JE → OC	0.778	0.028	0.000***	Supported
Hypothesis 8	JS → OC	0.103	0.035	0.002***	

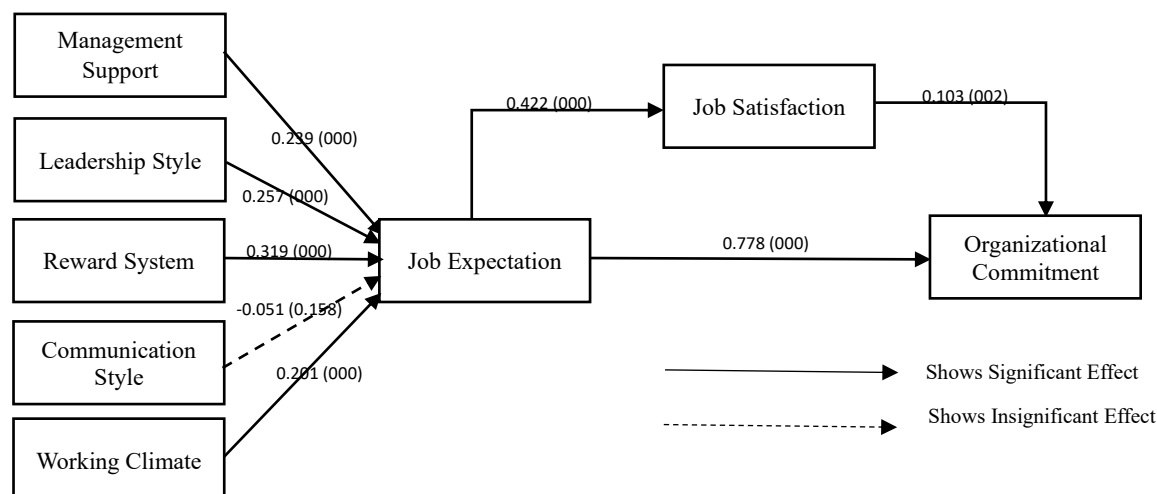| Model Fit	Saturated Model	Estimated Model
SRMR	0.070	0.073
d_ULS	8670	9382
d_G	2938	2952
Chi-Square	5345024	5362650
NFI	0.708	0.707

Figure 2. PLS-SEM Model Results

With respect to management support, firms could consider two strategies to fascinate Millennial workers. First, management might support employees in developing creative and innovative ideas, including not being too rigid about procedures and rules that apply in order to facilitate creative and innovative ideas to be executed (Alpkan et al. 2010). (Hassan et al. 2021) explain that the Millennials are a source of creativity in the creative economic development. In addition, they are also described as having an open mindset towards novelty and are confident about opportunities and challenges (Mackey and Sisodia 2014). Accordingly, firms that might prevent them from developing creative ideas are considered less attractive by Millennial workers. Second, management may need to inform prospective Millennial workers about financial support for self-development, e.g., trainings and post-graduate programs (Alpkan et al. 2010). On the one hand, publishing opportunities for financial support in training and post-graduate programs can increase the interest of prospective workers in joining the company, thereby selecting better-quality candidates. On the other hand, management may also determine certain conditions to obtain this financial support. Such conditions will encourage workers to achieve the targets in order to receive this support. Thereby, scholarship schemes or other financial support might also help the firm to induce their performance.

PLS results also suggest that leadership style is one of the factors that Millennials want from a job, as leadership style generates a positive and significant relationship with job expectations of Millennials (β = 0.257; p <0.01). As an intrapreneur generation (Singh Ghura 2017), Millennials may act to influence their environment (Kellison et al. 2013) due to their characteristics, e.g., self-esteem, assertiveness, proactive personality, and results orientation (Deal et al. 2010; Kaifi et al. 2012; Kowske et al. 2010). Such circumstances may lead to task conflicts with colleagues who may not always pleased with duty shifts (Yulianti and Arifien 2019). Within this context, (Yulianti and Arifien 2019) provide evidence that job autonomy can weaken the relationship between proactive personality and task conflicts, where a higher level of job autonomy allows Millennials to decide how to complete their tasks without affecting colleagues' work.

Leaders with a responsible leadership style actively give responsibility to their employees (Waldman and Galvin 2008) in order to increase intrapreneurial activity (Meynhardt and Diefenbach 2012) and self-efficacy of the employee (Globocnik and Salomo 2015). The literature notes that responsible style leaders not only provide job autonomy to Millennial workers but also schedule flexibility to obtain their work-life balance, feedback as recognition from management (Thompson and Gregory 2012) and involve them in collaborative action (Salahuddin 2010). In addition, responsible style leaders are also able to induce sustainable

growth and professionalism within the company (James and Priyadarshini 2021; Piwowar-Sulej and Iqbal 2023) as they not only focus on fulfilling current needs of the firms but also ensure progress and the evolution of future generations (Mukerji 2019). The literature also shows that responsible leaders can promote innovative strategic decisions to respond to unique situational needs (Hammond et al. 2016) and increase employee resilience (Mukerji 2019).

Subsequently, the results show that the reward system is positively correlated with the job expectations of Millennials ($\beta = 0.319$; $p < 0.01$), indicating Millennials are more attracted to firms that implement performance-based reward systems. (Milkovich et al. 2014) explained that a performance-based reward system allocates rewards to employees based on the principle of fairness, where reward allocations are made based on actual performance, both individuals and teams work (Milkovich et al. 2014). In this case, Millennial workers feel fancy with performance-based reward systems since they are confident in their capabilities and ability to achieve targets (Howe and Strauss 2007). On the one hand, implementing a performance-based reward system can attract millennial workers to join the company as well as retain and motivate the best employees to support the firm's ultimate goals efficiently and fairly, comply with regulations, and pay attention to ethics in the organization (Azman and Mohd Ridwan 2016; Milkovich et al. 2014). On the other hand, implementing a performance-based reward system can help companies achieve organizational and corporate sustainability goals by fulfilling human resource management objectives (Azman and Mohd Ridwan 2016).

Furthermore, the study results found a positive and significant relationship between working climate and job expectations of Millennials ($\beta = 0.201$; $p < 0.01$). This finding indicates that Millennials expect a good work climate in their work environment. According to (Robbins et al. 1999), employees will pay attention to their work environment not only for their comfort but also to make it easier for them to do a good job. Millennials are considered team-oriented and like to be involved in various activities, including decision-making activities within the company (Zur and Walega 2015), thereby, a good working climate and partners are required to achieve team goals (Howe and Strauss 2007). Therefore, prospective millennial workers need to be given a deeper understanding of everything they need to know about the jobs they are applying for, including their work environment and habits, the interactions between employees, and the general characteristics of their leaders. This helps prospective millennial workers to ensure they fit with the organizational culture (Turban et al. 2001).

Prior studies argue that the millennial generation tends to choose an open communication style with their superiors to communicate their values and expectations of the company (Myers and Sadaghiani 2010). However, the test results fail to find a significant relationship between open communication style and job expectations of Millennials. This finding indicates that the level of formality in communicating with superiors is not a factor in the job expectations of Millennials. Although previous research has shown that the millennial generation tends to prefer an open communication style by utilizing technological advances (Cahill and Sedrak 2012; Nambiyar 2014), it is more likely to create conflict since it tends to be more aggressive verbally (Henriques and Silva 2020). Since Millennials tend to avoid conflict (Salkowitz 2008), they prefer to communicate informally or formally, but not openly (Chatterjee and Kulakli 2015). In addition, even though the millennial generation is indicated to like an open communication style as they prefer communication methods that utilize technological advances, however, the communication style built through technology (social media) is an internal communication tool (Ten and Vanyushyn 2017). (Ten and Vanyushyn 2017) documents that communication styles built through social media are more likely to create pressure and conflicts of interest between management and workers. Such conditions might underlie why Millennial workers do not consider an open communication style one of the pivotal factors expected of a job.

The PLS test results show that millennial job expectations positively correlated with job satisfaction (β = 0.422; p < 0.01). This finding suggests that millennial workers are satisfied when the conditions of the company fulfill the criteria they expect (e.g., managerial support, leadership style, reward system, and work environment). This finding also reinforces evidence in the food and beverage industry, which documented that support from management, growth opportunities, recognition, and rewards are influence factors of job satisfaction of Millennials (Khan and Shamini 2021). Subsequently, the results show that organizational commitment is positively influenced by job expectation (β = 0.778; p < 0.01) and job satisfaction (β = 0.103; p < 0.01), supporting hypotheses 7 and 8. Such findings presume that Millennial workers will stay in the company and contribute more to the firm when they confirm that their expectations toward the firm are fulfilled. In other words, job satisfaction mediates the relationship between job expectations and organizational commitment. These findings are in line with recent findings which suggest that job satisfaction is a central and priority factor in developing Millennial employee retention strategies (Hadiyat et al. 2021). We run further testing by utilizing indirect effects in the model to test this conjecture.

Figure 8 exhibits specific indirect effect test results of the model. The indirect relationship results on the five criteria show that four criteria significantly affect job satisfaction (e.g., MS → JE → JS) and organizational commitment of Millennials (e.g., MS → JE → OC). With respect to the results, management support, leadership style, reward system, and work climate were found to affect the job satisfaction and organizational commitment of Millennials. However, the p-values of the four criteria were found to have a smaller on organizational commitment than job satisfaction (0.006 v. 0.000; 0.004 v. 0.000; 0.009 v. 0.000; 0.020 v. 0.002), indicating that the four criteria for job expectations have a prepotent effect on job satisfaction than organizational commitment. In addition, the indirect effects results of the four criteria significantly influence organizational commitment through job satisfaction (e.g., MS → JE → JS → OC). These findings indicate that the relationship between job expectations and organizational commitment is partially mediated (or complementary mediated) by the job satisfaction of Millennials (Zhao et al. 2010).

Table 6. Specific Indirect Effect of the Model

This table exhibits the specific indirect effect testing results using a structural model.
***, **, * indicate the significance level of 1%, 5% and 10%, respectively

Indirect Effect	Coefficient	Standard Error	p-value	Decision
MS → JE → JS	0.101	0.023	0.000***	Significant
MS → JE → OC	0.025	0.010	0.006***	Significant
MS → JE → JS → OC	0.079	0.018	0.000***	Significant
LS → JE → JS	0.109	0.027	0.000***	Significant
LS → JE → OC	0.026	0.010	0.004***	Significant
LS → JE → JS → OC	0.085	0.021	0.000***	Significant
RS → JE → JS	0.135	0.030	0.000***	Significant
RS → JE → OC	0.033	0.014	0.009***	Significant
RS → JE → JS → OC	0.105	0.024	0.000***	Significant
WC → JE → JS	0.085	0.029	0.002***	Significant
WC → JE → OC	0.021	0.010	0.020***	Significant
WC → JE → JS → OC	0.066	0.023	0.002***	Significant
CS → JE → JS	-0.022	0.022	0.164	Not Significant
CS → JE → OC	-0.005	0.006	0.184	Not Significant
CS → JE → JS → OC	-0.017	0.017	0.165	Not Significant
JE → JS → OC	0.329	0.040	0.000***	Significant

Overall, the results of the indirect effect show that the job expectations of Millennials are positive and significantly affect their commitment to the firm when: Management provides support for developing professional competencies and skillsets; Have a leader who gives responsibility and flexibility in performing their work; Implementing a reward system based on actual performance, both individually and in teamwork; and Have a conducive work climate where they can establish good relationships among workers and their leaders. In short, the commitment of Millennial workers is predominantly determined by their assessment of the firm, respecting whether the company where they currently work meets their expectations of a company.

Common method bias is a significant issue in cross-sectional survey research. To address this, we employed several strategies recommended in the literature (Podsakoff et al. 2003). First, we removed personal questions, such as names and telephone numbers, and included a data protection statement in the informed consent to ensure a high level of anonymity. Second, we included reverse-coded survey items to reduce the bias from respondents who might tend to agree strongly with statements. This approach ensured that only respondents with familiarity with the instrument or relevant psychological training could accurately identify specific constructs. Additionally, conducting a post hoc test to confirm that the results are not affected by common method bias is also advisable (Podsakoff et al. 2003; Tehseen et al. 2017). Further analysis of the models showed that all inner Variance Inflation Factor (VIF) values ranged from 3.731 to 1.206, which all are below the threshold value of 5 (Sarstedt et al. 2017). This suggests that common method bias is not a major issue in our analysis.

E.   CONCLUSION

Literature shows that Millennials have higher entrepreneurial behavior, opportunity recognition, and product performance than the boomers, thereby categorized as the intrapreneur generation. Meanwhile, intrapreneurship is considered a driver of innovation; Thus, retaining millennial workers can induce innovation and performance of the firms. However, Millennial workers are often found moving from one firm to another when they get greater opportunities or are unsatisfied with their current firm's condition. In addition, Millennial workers are also often found in conflict with previous generations in the company due to differences in intergenerational characteristics, known as the generational gap, which ultimately weakens their commitment to the company. Therefore, understanding the job expectations of Millennials is pivotal to managers in order to increase Millennials' commitment to the organization. This study purports to analyze the job expectations of Millennials and their impact on their job satisfaction and commitment to the firm. In this study, we hypothesize the job expectations of Millennials based on the Entrepreneurial Orientation (EO) approach criterion since it is considered to shape an attractive working environment for Millennial workers. Utilizing structural equation modeling (SEM), this study produced several findings. First, the results show that companies that promote an EO approach are more attractive to Millennial workers, as four of the five EO criteria, i.e., management support, work discretion, rewards system, and resource, are positively and significantly correlated with the job expectations of Millennials. Second, the evidence shows that the job expectations of Millennials are positively related, not only to job satisfaction, but also to organizational commitment, indicating that these four EO criteria are factors in determining their job satisfaction and loyalty to the organization. Third, the evidence shows that the relationship between job expectations of Millennial workers and loyalty is partially mediated (or complementary mediated) by job satisfaction, indicating that their commitment to the organization depends on their job satisfaction. Within this context, their job satisfaction will be high when they conform their expectations with actual working

conditions, which fosters their loyalty to the company. Conversely, their satisfaction level will be low if they cannot confirm that the organization fulfills their expectation and ultimately reduces their commitment to the firm.

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