

ABSTRACT

In this modern era where Indonesian workers are changing from generation Z to Millennials, there is news that spreads among senior workers that the current generation is known as a generation that has low loyalty to the organization and known as “kutu loncat” which is many among millennial workers. But on the other hand, the millennial workers said that organizational leaders from the previous generation were deemed unable to provide what the millennial generation workers needed and the approach taken was also considered incompatible. Starting from these problems, the goal of this paper is to construct an empirical research model so we can find out whether moderating employee engagement, job satisfaction variables, and career development can provide a significant increase in employee performance as some millennial workers say to be able to get a loyal workforce. organization and have high performance.

First, a framework model is developed between employee engagement, job satisfaction, career development and employee performance based on previous theories and research. Second, data were obtained from 100 respondents by providing a question sheet with open and closed questions. Participants are employees of Bank OCBC in Tangerang City and West Jakarta (Region 3). Fourth, the data obtained were analyzed quantitatively and structurally using the Structural Equation Modeling (SEM) method using the SmartPLS 3 (Partial Least Square) program.

This paper resulted in the finding a significant positive effect inside moderating employee engagement, job satisfaction and career development on employee performance. meanwhile, it was found that only career development variables had a significant positive effect on employee performance. The managerial implications of this research can be taken into account by organizations when making policies in their human resources area.