

DAFTAR PUSTAKA

- Abdallah Yassine, R., & Jacobs, R. L. (2024). Addressing brain drain through employee development: the interplay of organizational commitment, turnover intention, and individual differences in Lebanon's health-care sector. *European Journal of Training and Development*, ahead-of-print(ahead-of-print). <https://doi.org/10.1108/EJTD-01-2024-0005>
- Afflah, K. N., Suharnomo, S., Masud, F., & Mursid, A. (2021). Islamic Work Ethics and Employee Performance: The Role of Islamic Motivation, Affective Commitment, and Job Satisfaction. *Journal of Asian Finance, Economics and Business*, 8(1), 997–1007. doi:10.13106/jafeb. Retrieved from: <https://koreascience.kr/article/JAKO202100569469367.page>
- Akhavan Sarraf, A.R., Abzari, M., Nasr Isfahani, A., & Fathi, S. (2017). Generational differences in job engagement: a case study of an industrial organization in Iran. *Industrial and Commercial Training*, 49(3), 106-115. <https://doi.org/10.1108/ICT-10-2016-0068>
- Al-Jabari, B., & Ghazzawi, I. (2019). Organizational Commitment: A Review of the Conceptual and Empirical Literature and a Research Agenda. *International Leadership Journal*, 11(1), 78-119. Retrieved from https://www.researchgate.net/publication/331635975_Organizational_Commitment_A_Review_of_the_Conceptual_and_Empirical_Literature_and_a_Research_Agenda
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1-18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Al-Madi, F. N., Assal, H., Shrafat, F., & Zeglat, D. (2018). The impact of employee motivation on organizational commitment. *European Journal of Business and Management*, 9(15), 134-145. Retrieved from <https://www.iiste.org/Journals/index.php/EJBM/article/view/36891/38385>
- Armstrong-Stassen, M., & Schlosser, F. (2008). Benefits of a supportive development climate for older workers. *Journal of Managerial Psychology*, 23(4), 419-437.
- Arnold, J., Rhoades, J. A., Drasgow, F., & Arad, S. (2000). The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behavior*, 21(3), 249-269. doi:10.1002/(SICI)1099-1379(200005)21:33.0.CO;2-#
- Arora, N., & Dhole, V. (2019). Generation Y: Perspective, engagement, expectations, preferences and satisfactions from workplace; a study conducted in Indian context. *Benchmarking: An International Journal*, 26(5), 1378-1404. <https://doi-org.proxy.undip.ac.id/10.1108/BIJ-05-2018-0132>
- Ayoobzadeh, M., Schweitzer, L., Lyons, S., & Ng, E. (2024). A tale of two generations: a time-lag study of career expectations. *Personnel Review*, Ahead-of-print. <https://doi.org/10.1108/PR-02-2022-0101>
- Badan Pusat Statistik. (2022). Jumlah Penduduk menurut Kelompok Umur dan Jenis Kelamin, INDONESIA, Tahun 2022. <https://sensus.bps.go.id/topik/tabular/sp2022/188/1/0>

- Baltes, P. B. (1987). Theoretical propositions of life-span developmental psychology: On the dynamics between growth and decline. *Developmental Psychology*, 23(5), 611–626. <https://doi.org/10.1037/0012-1649.23.5.611>
- Barkhuizen, G. (2014). Narrative research in language teaching and learning. *Language Teaching*, 47(04), 450–466. doi:10.1017/s0261444814000172
- Becker, H. (1960). Notes on the concept of commitment. *Am. J. Sociol.*, 66, 350–360. doi:10.1086/222820
- Becker, H. (1960). Notes on the concept of commitment. *Am. J. Sociol.*, 66, 350–360. doi:10.1086/222820
- Berber, N., & Gašić, D. (2024). The mediating role of employee commitment in the relationship between compensation system and turnover intentions. *Employee Relations*, ahead-of-print(ahead-of-print). <https://doi.org/10.1108/ER-05-2023-0270>
- Berisha, E., Kohli, J., & Madden, D. R. (2017). Gen Y in the Workplace: A Perspective from Indonesia. *Kuala Lumpur: Asian Institute of Finance*.
- Bodjrenou, K., Xu, M., & Bomboma, K. (2019). Antecedents of organizational commitment: A review of personal and organizational factors. *Open Journal of Social Sciences*, 7(5), 276-289. <https://doi.org/10.4236/jss.2019.75024>
- Boudrias, V., Trépanier, S.-G., Foucreault, A., Peterson, C., & Fernet, C. (2020). Investigating the role of psychological need satisfaction as a moderator in the relationship between job demands and turnover intention among nurses. *Employee Relations: The International Journal*, 42(1), 213–231. doi:10.1108/er-10-2018-0277
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3, 77-101. doi:10.1191/1478088706qp063oa
- Brett, J. M., & Stroh, L. K. (2003). Working 61 plus hours a week: Why do managers do it? *Journal of Applied Psychology*, 88(1), 67–78. doi:10.1037/0021-9010.88.1.67
- Buss, A. R. (1974). Generational Analysis: Description, Explanation, and Theory. *Journal of Social Issues*, 30(2), 55-71. doi:10.1111/j.1540-4560.1974.tb00715.x
- Chariri, A. (2009). *Landasan Filsafat Dan Metode Penelitian Kualitatif*. Fakultas Ekonomi Universitas Diponegoro Semarang. Retrieved from <http://eprints.undip.ac.id/577/>
- Colquitt, J. A. (2001). On the Dimensionality of Organizational Justice: A Construct Validation of a Measure. *Journal of Applied Psychology*, 86, 386–400. doi:10.1037/0021-9010.86.3.386
- Cook, D. A., & Artino, A. R. (2016). Motivation to learn: an overview of contemporary theories. *Medical Education*, 50(10), 997–1014. doi:10.1111/medu.13074
- Costanza, D. P., Rudolph, C. W., & Zacher, H. (2023). Are generations a useful concept? *Acta Psychologica*, 241, 104059. <https://doi.org/10.1016/j.actpsy.2023.104059>
- Creswell, J. W. (2003). *Research design: Qualitative, quantitative, and mixed methods approaches* (3rd ed.). Thousand Oaks, CA: Sage.
- Creswell, J. W. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Thousand Oaks, CA: Sage.

- Daft, R. L. (2020). *Organization Theory & Design* (13th ed.). Boston: Cengage Learning.
- Dawis, R. V., Lofquist, L. H., & Weiss, D. J. (1968, April). A Theory of Work Adjustment (Revision). *Industrial Relation Center*, 3.
- Deci, E. L., Connell, J. P., & Ryan, R. M. (1989). Self-determination in a work organization. *Journal of Applied Psychology*, 74(4), 580-590. <https://doi.org/10.1037/0021-9010.74.4.580>
- Deloitte. (2019). Millennials in Industry 4.0: A Gift or a Threat to Indonesian Human Resources? Retrieved from <https://www2.deloitte.com/content/dam/Deloitte/id/Documents/about-deloitte/id-about-dip-edition-1-chapter-2-en-sep2019.pdf>
- Deloitte. (2020). Managing change: Millennials in Finance. Retrieved from https://www2.deloitte.com/content/dam/Deloitte/xe/Documents/audit/me_audit/managing-change-millennials-in-finance-middle-east.pdf
- Deloitte. (2022). Striving for balance, advocating for change: The Deloitte global 2022 millennial and Gen Z survey. Retrieved from https://www2.deloitte.com/content/dam/insights/articles/glob175227_global-millennial-and-gen-z-survey/Gen%20Z%20and%20Millennial%20Survey%202022_Final.pdf
- Deloitte. (2024). 2024 Gen Z and Millennial Survey: Living and working with purpose in a transforming world. Retrieved from <https://www.deloitte.com/content/dam/assets-shared/docs/campaigns/2024/deloitte-2024-genz-millennial-survey.pdf?dlva=1>
- Denver (2018). Vertafore finds 87 percent of millennials would recommend a career in insurance. Retrieved from <https://www.vertafore.com/resources/press-releases/vertafore-finds-87-percent-millennials-would-recommend-career-insurance>
- Denzin, N. K., & Lincoln, Y. S. (2017). *The SAGE Handbook of Qualitative Research* (5 ed.). SAGE Publication, Ltd.
- Deshpandé, R., Farley, J. U., & Webster, F. E. (1993). Corporate Culture, Customer Orientation, and Innovativeness in Japanese Firms: A Quadrad Analysis. *Journal of Marketing*, 57(1), 23–37. doi:10.1177/002224299305700102
- Dethira, A. (2016, April 20). Mengapa Talenta Industri Finansial Tinggi Turnover? Retrieved from SWA.co.id: <https://swa.co.id/swa/trends/business-research/mengapa-talenta-industri-finansial-tinggi-turnover>
- Devece, C., Palacios-Marqués, D., & Alguacil, M. P. (2016). Organizational commitment and its effects on organizational citizenship behavior in a high-unemployment environment. *Journal of Business Research*, 69(5), 1857–1861. doi:10.1016/j.jbusres.2015.10.069
- Dorta-Afonso, D., González-de-la-Rosa, M., García-Rodríguez, F. J., & Romero-Domínguez, L. (2021). Effects of High-Performance Work Systems (HPWS) on Hospitality Employees' Outcomes through Their Organizational Commitment, Motivation, and Job Satisfaction. *Sustainability*, 13(6), 3226. <https://doi.org/10.3390/su13063226>

- Downey, C.A., Schaefer, L., & Clandinin, D.J. (2014). Methodology. In *Narrative Conceptions of Knowledge: Towards Understanding Teacher Attrition* (Advances in Research on Teaching, Vol. 23, pp. 43-53). Emerald Group Publishing Limited. <https://doi.org/10.1108/S1479-368720140000023003>
- Dutta, D., & Mishra, S.K. (2021). Predictors of applicant attraction among Gen-X and millennials: evidence from an emerging economy. *International Journal of Manpower*, 42(8), 1479-1499. doi:10.1108/IJM-04-2020-0169
- Fereday, J., & Muir-Cochrane, E. (2006). Demonstrating rigor using thematic analysis: A hybrid approach of inductive and deductive coding and theme development. *International Journal of Qualitative Methods*, 5(1), 80–92. doi:10.1177/160940690600500107
- Frye, W. D., Kang, S., Huh, C., & Lee, M. J. (MJ). (2019). What factors influence Generation Y's employee retention in the hospitality industry?: An internal marketing approach. *International Journal of Hospitality Management*. Advance online publication. doi:10.1016/j.ijhm.2019.102352
- Gagne, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331–362. doi:10.1002/job.322
- Glazer, S., Mahoney, A. C., & Randall, Y. (2019). Employee development's role in organizational commitment: A preliminary investigation comparing generation X and millennial employees. *Industrial and Commercial Training*, 51(1), 1-12. <https://doi.org/10.1108/ICT-07-2018-0061>
- Grant, A. M. (2008). Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity. *Journal of Applied Psychology*, 93(1), 48–58. doi:10.1037/0021-9010.93.1.48
- Griffin, R. W., & Moorhead, G. (2011). *Organizational Behavior*. United States: Cengage Learning.
- Guest, G., MacQueen, K. M., & Namey, E. E. (2012). *Applied thematic analysis*. Thousand Oaks, CA: Sage.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250–279. doi:10.1016/0030-5073(76)90016-7
- Hammad, W., Polatcan, M., & Morad, H. (2024). Investigating links between teacher leadership, collective efficacy, and teacher commitment in Egyptian schools: A mediated-effects analysis. *International Journal of Educational Management*, 38(3), 750-768. <https://doi.org/10.1108/IJEM-03-2023-0124>
- Haque, A., Fernando, M., & Caputi, P. (2021). How is responsible leadership related to the three-component model of organisational commitment? *International Journal of Productivity and Performance Management*, 70(5), 1137-1161. <https://doi-org.proxy.undip.ac.id/10.1108/IJPPM-10-2019-0486>
- Heneman, H. G., & Schwab, D. P. (1985). PAY SATISFACTION: ITS MULTIDIMENSIONAL NATURE AND MEASUREMENT. *International Journal of Psychology*, 20(1), 129–141. doi:10.1080/00207598508247727
- Hodge, K., Chow, G. M., Luzzeri, M., Scanlan, T., & Scanlan, L. (2023). Commitment in sport: Motivational climate, need satisfaction/thwarting and behavioural outcomes. *Asian Journal of Sport and Exercise Psychology*, 3(2), 121-129. doi:10.1016/j.ajsep.2023.03.004

- Homayed, A., Karkoulian, S., & Srour, F. J. (2024). Wait! What's my job? Role ambiguity and role conflict as predictors of commitment among faculty. *Journal of Applied Research in Higher Education*, ahead-of-print(ahead-of-print). <https://doi.org/10.1108/JARHE-11-2023-0549>
- Hughes, C. (2019). Using Workforce Inter-Personnel Diversity to Alleviate Generational Differences. In *Workforce Inter-Personnel Diversity* (pp. 107–124). https://doi.org/10.1007/978-3-030-03433-7_6
- IDNTimes. (2024). *INDONESIA MILLENNIAL REPORT 2024: Understanding and Uncovering the Behavior, Challenges, and Opportunities*. Retrieved from <https://cdn.idntimes.com/content-documents/indonesia-millennial-report-2024.pdf>
- Jena, L., & Nayak, U. (2023). Organizational career development and retention of millennial employees: role of job satisfaction, organizational engagement and employee empowerment. *International Journal of Organization Theory & Behavior*, 26(1/2), 115-131. doi:10.1108/IJOTB-08-2022-015
- Johnson, R. E., Rosen, C. C., & Djurdjevic, E. (2011). Assessing the impact of common method variance on higher order multidimensional constructs. *Journal of Applied Psychology*, 96(4), 744–761. doi:10.1037/a0021504
- Junça Silva, A., & Rodrigues, R. (2024). Affective mechanisms linking role ambiguity to employee turnover. *International Journal of Organizational Analysis*, 32(11), 1-18. doi:10.1108/IJOA-08-2023-3891
- Kamus Besar Bahasa Indonesia (KBBI) Daring. (n.d.). Retrieved 2022, from <https://kbbi.kemdikbud.go.id/>
- Kim, M., Choi, L., Borchgrevink, C. P., Knutson, B., & Cha, J. (2018). Effects of Gen Y hotel employee's voice and team-member exchange on satisfaction and affective commitment between the U.S. and China. *International Journal of Contemporary Hospitality Management*, 30(5), 2230-2248. <https://doi-org.proxy.undip.ac.id/10.1108/IJCHM-12-2016-0653>
- King, N. (2004). Using templates in the thematic analysis of text. In Cassell, C., & Symon, G. (Eds.), *Essential guide to qualitative methods in organizational research* (pp. 257-270). Sage. doi:10.4135/9781446280119.n21
- Kissi, E., Ikuabe, M. O., Aigbavboa, C. O., Smith, E. D., & Babon-Ayeng, P. (2024). Mediating role of work engagement in the relationship between supervisor support and turnover intention among construction workers. *Engineering, Construction and Architectural Management*, 31(13), 102-120. <https://doi.org/10.1108/ECAM-06-2023-0556>
- Kristof, B. A. (1996). Person-organization fit: an integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology*, 49. doi:10.1111/j.1744-6570.1996.tb01790.
- Lee, A. N., Nie, Y., & Bai, B. (2020). Perceived principal's learning support and its relationships with psychological needs satisfaction, organisational commitment and change-oriented work behaviour: A Self-Determination Theory's perspective. *Teaching and Teacher Education*, 93, 103076. <https://doi.org/10.1016/j.tate.2020.103076>
- Lee, C. C., Lim, H. S., Seo, D. (J).., & Kwak, D.-H. A. (2022). Examining employee retention and motivation: the moderating effect of employee generation. *Evidence-based HRM*, 10(4), 385-402. <https://doi-org.proxy.undip.ac.id/10.1108/EBHRM-05-2021-0101>

- Leiter, M. P., & Maslach, C. (2003). Areas of worklife: A structured approach to organizational predictors of job burnout. *Emotional and Physiological Processes and Positive Intervention Strategies*, 91-134. [https://doi.org/10.1016/S1479-3555\(03\)03003-8](https://doi.org/10.1016/S1479-3555(03)03003-8)
- Mahmoud, A.B., Fuxman, L., Mohr, I., Reisel, W.D., & Grigoriou, N. (2021). "We aren't your reincarnation!" workplace motivation across X, Y and Z generations. *International Journal of Manpower*, 42(1), 193-209. doi:10.1108/IJM-09-2019-0448
- Mannheim, K. (1952). The Problem Of Generation. In P. Kecskemeti, *Essays on the Sociology of Knowledge* (pp. 276-322). London: Routledge and Kegan Paul.
- Marcus, J., & Leiter, M. P. (2017). Generational Differences: Effects of Job and Organizational Context. *Advanced Series in Management*, 65–94. <https://doi.org/10.1108/s1877-636120170000017005>
- Martínez-Buelvas, L., & Jaramillo-Naranjo, O. L. (2019). How to manage generations? An approach based on the quality of work life. *IBIMA Business Review*, 2019(2019), Article ID 493697. <https://doi.org/10.5171/2019.493697>
- Maslow, A. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396. doi:<https://doi.org/10.1037/h0054346>
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370-396. <https://doi.org/10.1037/h0054346>
- Meyer, J. P., & Allen, N. (1997). *Commitment in the workplace: Theory, research and application*. London, England: Sage.
- Meyer, J. P., & Allen, N. J. (1984). Testing the “side-bet theory” of organizational commitment: Some methodological considerations. *Journal of Applied Psychology*, 69(3), 372–378. doi:10.1037/0021-9010.69.3.372
- Meyer, J. P., Becker, T. E., & Vandenberghe, C. (2004). Employee Commitment and Motivation: A Conceptual Analysis and Integrative Model. *Journal of Applied Psychology*, 89(6), 991–1007. doi:10.1037/0021-9010.89.6.991
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normatif commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20–52. <https://doi.org/10.1006/jvbe.2001.1842>
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook* (3rd ed.). Thousand Oaks, CA: SAGE Publications.
- Minzlaff, K. A., Palmer, S., & Fillery-Travis, A. (2024). The significance and challenges of turnover and retention of millennial professionals. *Journal of Work-Applied Management*, ahead-of-print(ahead-of-print). <https://doi-org.proxy.undip.ac.id/10.1108/JWAM-07-2023-0062>
- Moreira, A., Tomás, C. F., & Antunes, A. (2024). The Mediating Effect of Affective Commitment on the Relationship between Competence Development and Turnover Intentions: Does This Relationship Depend on the Employee's Generation? *Administrative Sciences*, 14, 97. <https://doi.org/10.3390/admsci14050097>
- Moreira, A., Tomás, C., & Antunes, A. (2024). The Mediating Effect of Affective Commitment on the Relationship between Competence Development and Turnover Intentions: Does This Relationship Depend on the Employee's

- Generation? *Administrative Sciences*, 14(5), 97. <https://doi.org/10.3390/admsci14050097>
- Naim, M.F., & Lenka, U. (2018). Development and retention of Generation Y employees: a conceptual framework. *Employee Relations*, 40(2), 433-455. <https://doi-org.proxy.undip.ac.id/10.1108/ER-09-2016-0172>
- Na-Nan, K. (2019). Employee work adjustment scale for small and medium-sized enterprises in Thailand. *International Journal of Quality & Reliability Management*, 36(8), 1284-1300. <https://doi-org.proxy.undip.ac.id/10.1108/IJQRM-07-2018-0178>
- Na-Nan, K., Kanthong, S. N., & Dhienhirun, A. (2021). Development and validation of an instrument to measure turnover intention of Generation Y in Thailand. *International Journal of Organizational Analysis*, 29(3), 682-698. <https://doi.org/10.1108/IJOA-12-2019-1972>
- Nguyen Tran, Q. H. (2023). Exploring Relationships Among Overload Stress, Work-Family Conflict, Job Satisfaction, Person–Organisation Fit and Organisational Commitment in Public Organizations. *Public Organization Review*, 23, 759–775. <https://doi.org/10.1007/s11115-021-00589-3>
- a
- Pathardikar, A. D., Mishra, P. K., & Sahu, S. (2024). Distributive justice and normatif commitment: The mediating role of job satisfaction among the executives. *Journal of Management Development*, ahead-of-print(ahead-of-print). <https://doi.org/10.1108/JMD-04-2023-0106>
- Piwowar-Sulej, K., Wawak, S., Tyrańska, M., Zakrzewska, M., Jarosz, S., & Soltysik, M. (2023). Research trends in human resource management: A text-mining-based literature review. *International Journal of Manpower*, 44(6). <https://doi.org/10.1108/IJM-03-2021-0183>
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603-609. <https://doi.org/10.1037/h0037335>
- Prakash, K., & Tiwari, P. (2021). Millennials and post-millennials: a systematic literature review. *Publishing Research Quarterly*, 37(1), 99-116. <https://doi.org/10.1007/s12109-021-09794-w>
- Prashar, A., & Maity, M. (2024). Building employee commitment through internal branding – a meta-analytic study. *European Journal of Marketing*, ahead-of-print(ahead-of-print). <https://doi.org/10.1108/EJM-12-2021-0983>
- PT. Bank Mandiri [Persero] Tbk. (2023). *Laporan Tahunan 2023*. Jakarta: Biro Humas. Retrieved from <https://www.bankmandiri.co.id/web/ir/annual-reports>
- PT. Asuransi Jasa Indonesia [Persero]. (2022). *Annual Report*. Jakarta: Biro Humas. Retrieved from <https://www.jasindo.co.id/documents/annual-reports>
- PT. Asuransi Jasa Indonesia [Persero]. (2023). *Sustainability Report*. Jakarta: Biro Humas. Retrieved from https://www.jasindo.co.id/uploads/cms_laporan_tahunan/Sustainability_Report_Asuransi_Jasindo_Tahun_2023.pdf

- PT. Bank Mandiri [Persero] Tbk. (2023). *Annual Report*. Jakarta: Biro Humas. Retrieved from <https://www.bankmandiri.co.id/web/ir/annual-reports>
- Quinn, R. E., & Rohrbaugh, J. (1983). A Spatial Model of Effectiveness Criteria: Towards a Competing Values Approach to Organizational Analysis. *Management Science*, 29(3), 363–377. doi:10.1287/mnsc.29.3.363
- Rathi, N., & Lee, K. (2017). Role of basic psychological need satisfaction in retaining talent: an investigation in the Indian context. *Asia-Pacific Journal of Business Administration*, 9(1), 2-15. <https://doi-org.proxy.undip.ac.id/10.1108/APJBA-01-2016-0002>
- Raub, S., Cruz, M., Gorka, J., Hodari, D., & Saul, L. (2024). The cruise industry workforce crunch – generational changes in work values of job seekers. *Tourism Review*, 79(1), 38-53. <https://doi.org/10.1108/TR-11-2022-0585>
- Robbins, S., & Judge, T. (2018). *Organizational Behaviour* (18th ed.). London: Pearson.
- Rudolph, C. W., Rauvola, R. S., Costanza, D. P., & Zacher, H. (2020). Generations and generational differences: Debunking myths in organisational science and practice and paving new paths forward. *Journal of Business and Psychology*. <https://doi.org/10.1007/s10869-020-09715>
- Saufi, R. S., Aidara, S., Nawi, N. C., Permarupan, P. Y., Zainol, N. R. B., & Abdul, S. (2023). Turnover intention and its antecedents: The mediating role of work-life balance and the moderating role of job opportunity. *Frontiers in Psychology*, 14, 1137945. <https://doi.org/10.3389/fpsyg.2023.1137945>
- Sessoms-Penny, S., Underwood, K.M., & Taylor, J. (2023). A dekade later: exploring managerial insights on millennials. *Management Matters*, 20(1), 36-52. <https://doi.org/10.1108/MANM-03-2022-0044>
- Shakoor, A., Haider, S., Akhtar, M. H., & Asadullah, M. A. (2023). Moderated mediation between work-life conflict and employee turnover intentions: The role of job dissatisfaction and workplace social support. *International Journal of Organizational Analysis*, 31(4), 1037-1060. <https://doi-org.proxy.undip.ac.id/10.1108/IJOA-06-2021-2807>
- Silva, I., Dias, Á., & Pereira, L. F. (2023). Determinants of employee intention to stay: A generational multigroup analysis. *International Journal of Organizational Analysis*, ahead-of-print(ahead-of-print). <https://doi-org.proxy.undip.ac.id/10.1108/IJOA-06-2023-3796>
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences*. Sage Publications, Inc.
- Stum, D. L. (2001). Maslow revisited: building the employee commitment pyramid. *Strategy & Leadership*, 29(4), 4–9. doi:10.1108/10878570110400053
- UNDANG-UNDANG REPUBLIK INDONESIA NOMOR 19 TAHUN 2003 TENTANG BADAN USAHA MILIK NEGARA. (2003). Retrieved from <https://peraturan.bpk.go.id/Download/32159/UU%20Nomor%2019%20Tahun%202003.pdf>
- Van den Broeck, A., Ferris, D. L., Chang, C.-H., & Rosen, C. C. (2016). 2016. A Review of Self-Determination Theory's Basic Psychological Needs at Work. *Journal of Management*, 42(5), 1195–1229. doi:doi:10.1177/0149206316632058
- Vem, L. J., Mbasua, Y. A., & Davireng, M. (2020). Sanctification of work and turnover of teachers under insurgency: Would career satisfaction and

- affective commitment mediate the relationship? *Journal of Educational Administration*, 58(2), 171-186. <https://doi.org/10.1108/JEA-03-2019-0039>
- Vera, D., & Crossan, M. (2004). Strategic leadership and organizational learning. *Academy of Management Review*, 29(2), 222-240
- Vertafore. (2018). *Millenial In Insurance*. Denver: Vertavore. Retrieved from <https://www.vertafore.com/resources/white-papers-reports/millennials-insurance-2018-white-paper>
- Vertafore. (2022). The insurance agency workforce. Evolving into the next normal. Retrieved from <https://www.vertafore.com/sites/default/files/documents/WhitePaper-Insurance-Agency-Workforce-2022.pdf>
- Volkova, N., Chiker, V. A., & Pochebut, L. G. (2019). Consolidation of the social capital among different generational cohorts: organizational and subcultural facets. *Social Psychology and Society*, 10(2), 127-145. <https://doi.org/10.17759/sps.2019100210>
- Wong, Y.-T. (2017). Affective commitment, loyalty to supervisor and guanxi: Chinese employees in joint ventures and reformed state-owned enterprises. *Journal of Chinese Human Resource Management*, 8(6), 00-00. <https://doi.org/10.1108/JCHRM-04-2017-0007>
- Worldometer. (2023, Juli 16). Countries in the world by population (2020). Retrieved from Worldometer: <https://www.worldometers.info/world-population/population-by-country/>
- Yang, F.-H., Chang, C.-C., & Pan, Z.-C. (2024). The relationship between behavioral integrity and organizational commitment: The mediating effects of job satisfaction and psychological safety. *Management Research Review*, ahead-of-print(ahead-of-print). <https://doi.org/10.1108/MRR-04-2023-0284>