

BUKTI KORESPONDENSI

Saya, Indrayani, S.E., M.M., Ph.D ingin mengkonfirmasi korespondensi publikasi artikel saya yang berjudul “*How Does Millennial Employee Job Satisfaction Affect Performance?*” yang telah saya kirimkan ke Jurnal *Higher Education, Skills and Work-Based Learning*. Saya memastikan bahwa artikel telah diproses dan dikonfirmasi untuk diterbitkan di jurnal tersebut. Jurnal ini merupakan jurnal Internasional yang telah terindeks Scopus Q2 dengan SJR tahun 2022 yaitu 0,439. Jurnal ini terindeks scopus sejak tahun 2010 hingga saat ini, hal ini dapat di lihat pada status *scopus coverage years from 2010 to Present*. Adapun penerbit jurnal ini yaitu Emerald Publishing. Subject Area jurnal ini berkaitan dengan Social Science; Education dengan *aim and scope* jurnal secara spesifik sebagai berikut;

Higher Education, Skills and Work-based Learning (HESWBL):

- *Presents research and practice around internships, apprenticeships, collaborations, innovation, enterprise, and, entrepreneurship*
- *Explores the policy relationship between HE, work, employment and skills*
- *Utilizes the UVAC membership for a unique, strong and independent rooting in the HE and FE sectors*
- *Publishes five issues per annum, including special issues focusing on a new or emerging topics relating to technical and professional skills*

Penulis mengirimkan naskah pada jurnal ini sebab scope jurnal berkaitan dengan penelitian terkait isu ketenagakerjaan yang cukup relevan dengan manajemen kinerja. Hal ini juga berkaitan dengan bidang ilmu pengusul. Selain itu scope jurnal ini juga relevan dengan penelitian penulis yang berkaitan dengan kinerja millennial.

Source details

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Higher Education, Skills and Work-based Learning

Scopus coverage years: from 2010 to Present

Publisher: Emerald Publishing

ISSN: 2042-3896 E-ISSN: 2042-390X

Subject area: (Social Sciences: Education)

Source type: Journal

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CiteScore 2022

3.2

SJR 2022

0.439

SNIP 2022

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CiteScore 2022 counts the citations received in 2019-2022 to articles, reviews, conference papers, book chapters and data papers published in 2019-2022, and divides this by the number of publications published in 2019-2022. [Learn more >](#)

CiteScore 2022

3.2 = $\frac{817 \text{ Citations 2019 - 2022}}{257 \text{ Documents 2019 - 2022}}$

CiteScoreTracker 2023

2.6 = $\frac{596 \text{ Citations to date}}{227 \text{ Documents to date}}$

Gambar 1. Keterangan Jurnal Terindeks Scopus.

Pada tanggal 11 Januari 2023, saya telah menyerahkan naskah pada jurnal Internasional bereputasi yaitu jurnal *Higher Education, Skills and Work-Based Learning* ID Submission (HESWBL-01-2023-0004).

Higher Education, Skills and Work-Based Learning - Manuscript ID HESWBL-01-2023-0004

External Inbox x

Higher Education, Skills and Work-Based Learning <onbehalfof@manuscriptcentral.com>
to me

Wed, Jan 11, 11:20 PM

11-Jan-2023

Dear Dr. INDRAYANI:

Your manuscript entitled "HOW DOES MILLENNIAL EMPLOYEE JOB SATISFACTION AFFECT PERFORMANCE?" has been successfully submitted online and is presently being given full consideration for publication in the Higher Education, Skills and Work-Based Learning.

Your manuscript ID is HESWBL-01-2023-0004.

Please mention the above manuscript ID in all future correspondence or when calling the office for questions. If there are any changes in your street address or e-mail address, please log in to ScholarOne Manuscripts at <https://mc.manuscriptcentral.com/heswbl> and edit your user information as appropriate.

You can also view the status of your manuscript at any time by checking your Author Centre after logging in to <https://mc.manuscriptcentral.com/heswbl>.

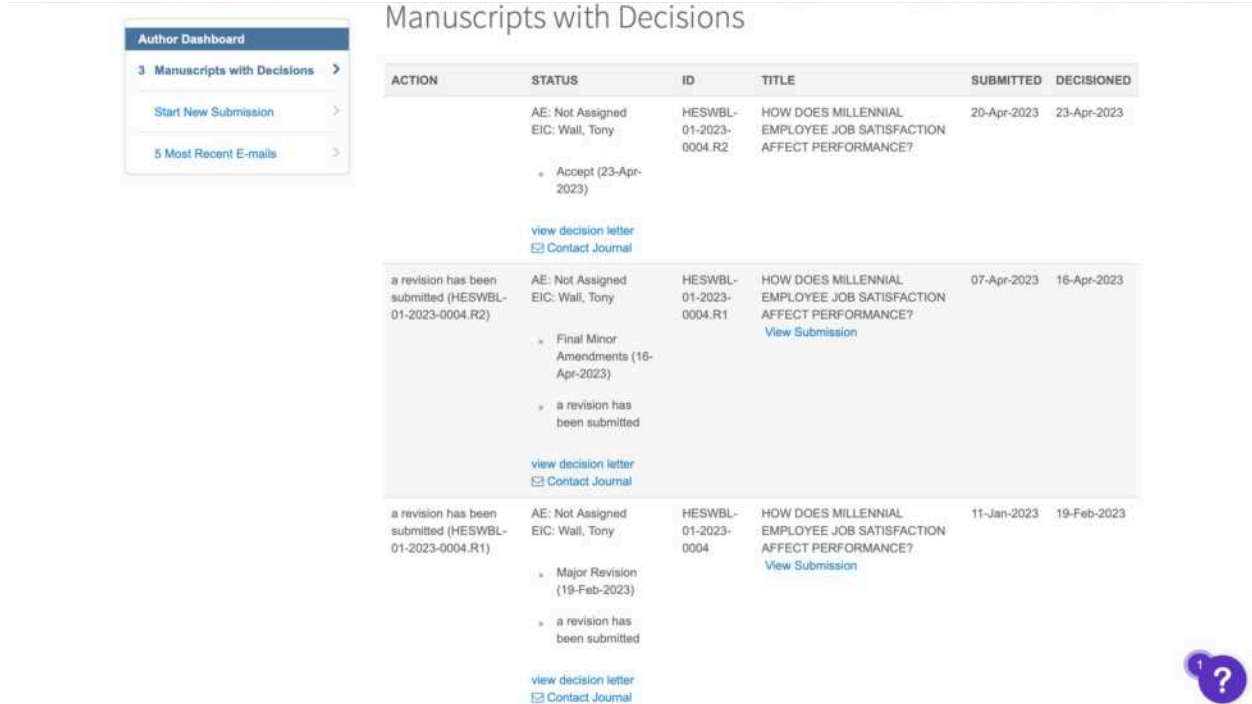
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Thank you for submitting your manuscript to the Higher Education, Skills and Work-Based Learning.

Sincerely,
Higher Education, Skills and Work-Based Learning

Reply Forward

Gambar 2. Email Bukti Submission

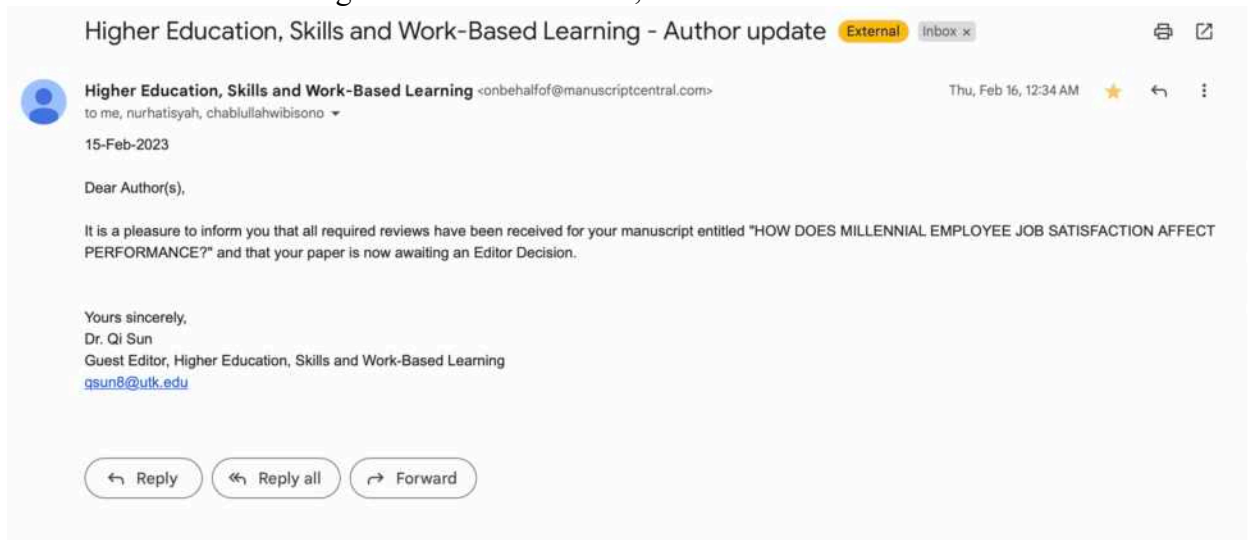


The screenshot shows an 'Author Dashboard' with a sidebar containing '3 Manuscripts with Decisions', 'Start New Submission', and '5 Most Recent E-mails'. The main area is titled 'Manuscripts with Decisions' and contains a table with three rows of manuscript entries. Each row includes an 'ACTION' column with status updates and decision letters, a 'STATUS' column with 'AE: Not Assigned' and the Editor-in-Chief's name, an 'ID' column with manuscript IDs, a 'TITLE' column with the article title, and 'SUBMITTED' and 'DECISIONED' columns with dates.

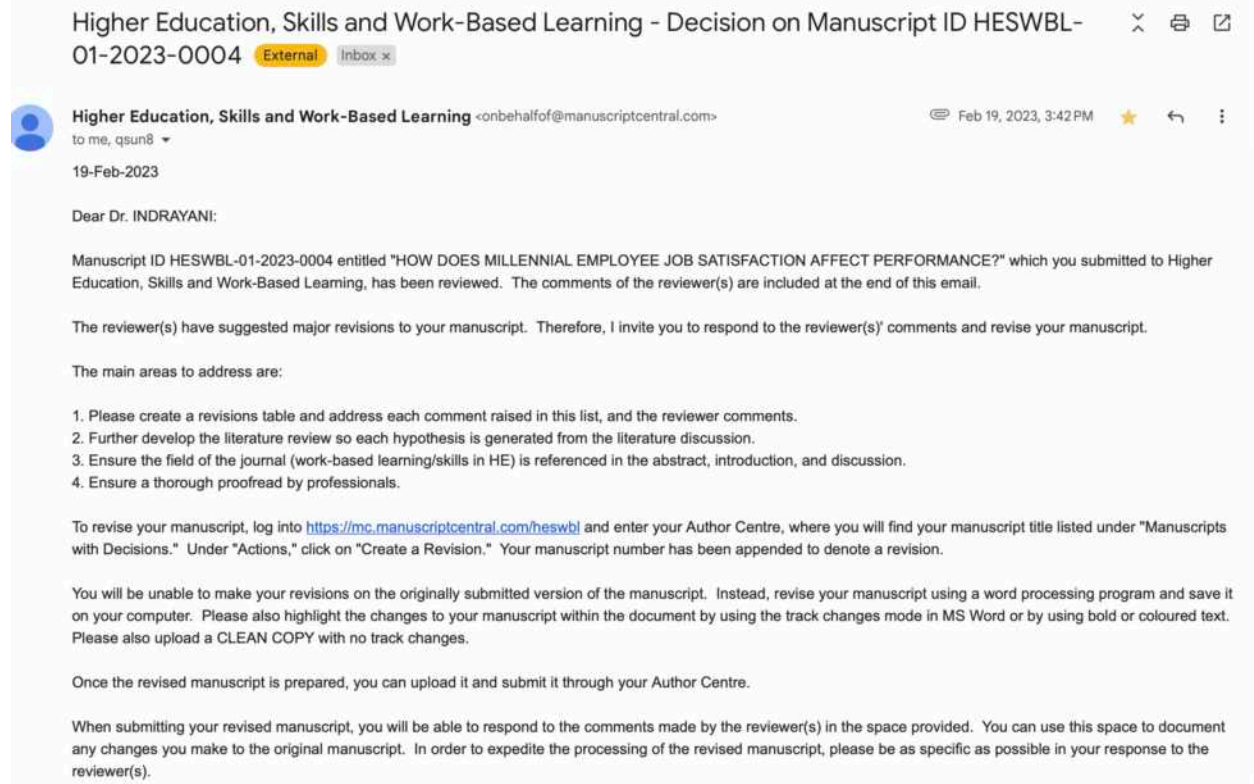
ACTION	STATUS	ID	TITLE	SUBMITTED	DECISIONED
view decision letter Contact Journal	AE: Not Assigned EIC: Wall, Tony	HESWBL-01-2023-0004.R2	HOW DOES MILLENNIAL EMPLOYEE JOB SATISFACTION AFFECT PERFORMANCE?	20-Apr-2023	23-Apr-2023
view decision letter Contact Journal	AE: Not Assigned EIC: Wall, Tony	HESWBL-01-2023-0004.R1	HOW DOES MILLENNIAL EMPLOYEE JOB SATISFACTION AFFECT PERFORMANCE? View Submission	07-Apr-2023	16-Apr-2023
view decision letter Contact Journal	AE: Not Assigned EIC: Wall, Tony	HESWBL-01-2023-0004	HOW DOES MILLENNIAL EMPLOYEE JOB SATISFACTION AFFECT PERFORMANCE? View Submission	11-Jan-2023	19-Feb-2023

Gambar 3. Proses Review Artikel pada Sistem Jurnal

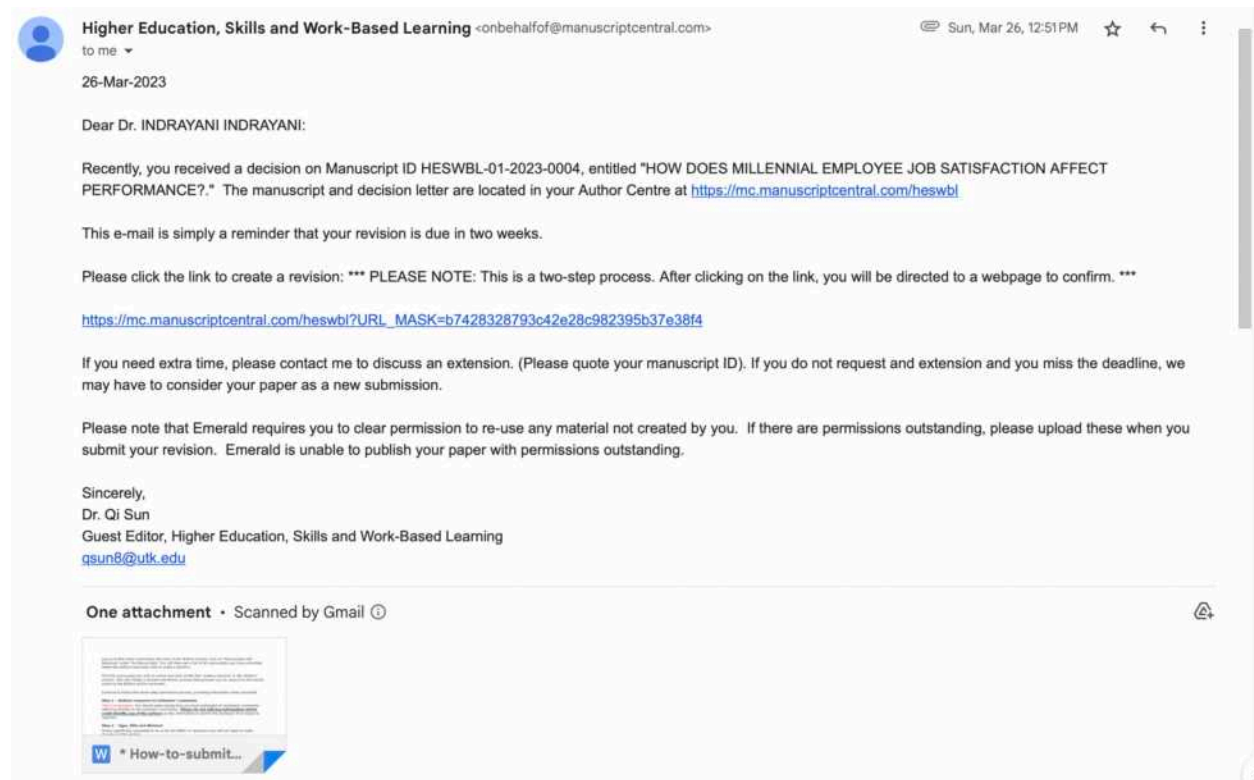
Setelah proses submission pada tanggal 11 Januari 2023, Repson selanjutnya melalui email dan sistem untuk proses Revisi Pertama dengan Keputusan Major Revision yaitu pada tanggal 15 Februari tahun 2023. Dengan bukti email berikut;



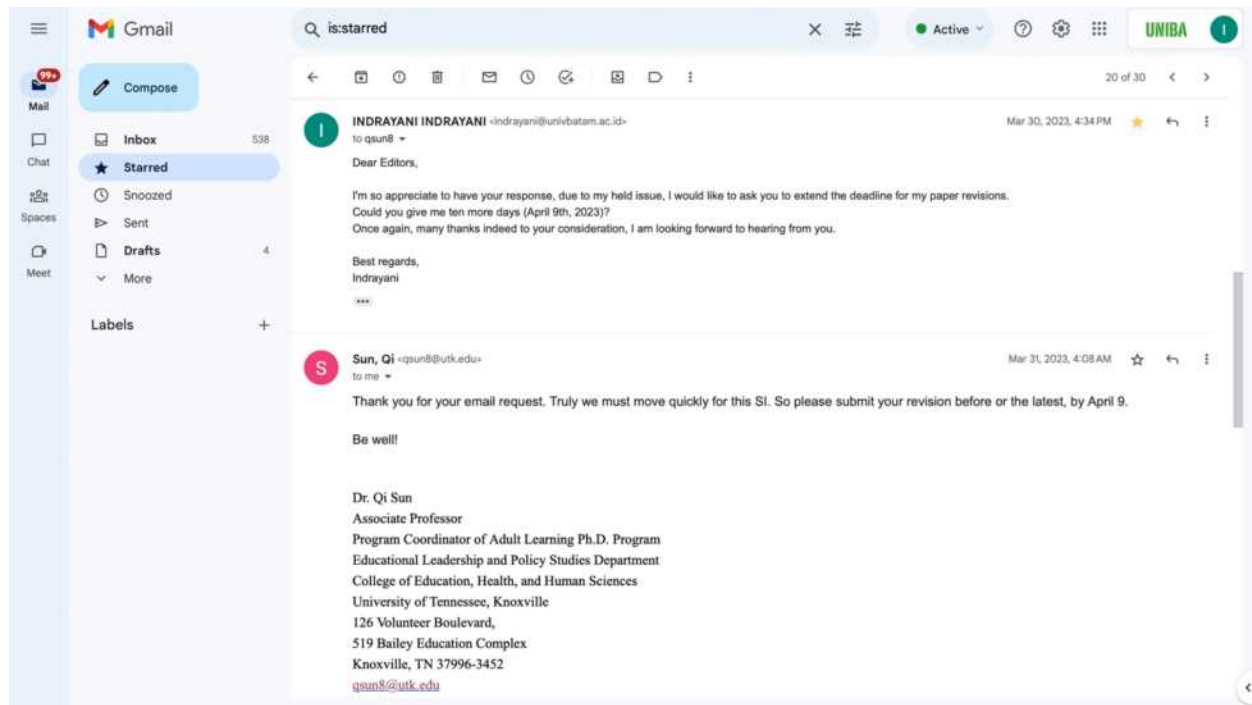
Gambar 4. Email ke-1 Pemberitahuan Review Pertama



Gambar 5. Email ke-2 Pemberitahuan Review Pertama



Gambar 6. Email ke-3 Deadline Reminder Revisi Pertama



Gambar 7. Respons Penulis Kepada Editor untuk Review Pertama

Pada tanggal 30 Maret 2023, penulis menganggap waktu revisi yang diberikan tidak mencukupi untuk mengerjakan revisi naskah, sehingga penulis merespons email pengingat dari editor untuk segera merevisi naskah. Selanjutnya pada tanggal 31 Maret 2021, editor merespons email penulis dengan menyetujui permintaan perpanjangan revisi hingga batas yang ditentukan yaitu 9 April 2023. Adapun respons editor terkait review pertama naskah dari *Peninjau* sebagai berikut;

Respons Editor

Peninjau telah menyarankan revisi besar pada naskah Anda. Oleh karena itu, saya mengundang Anda untuk menanggapi komentar peninjau dan merevisi naskah Anda.

Area utama yang harus ditangani adalah:

- 1. Harap buat tabel revisi dan alamatkan setiap komentar yang muncul dalam daftar ini, dan komentar peninjau.*
- 2. Kembangkan kajian literatur lebih lanjut sehingga setiap hipotesis dihasilkan dari diskusi literatur.*
- 3. Pastikan bidang jurnal (pembelajaran/keterampilan berbasis kerja di PT) dirujuk dalam abstrak, pendahuluan, dan pembahasan.*
- 4. Pastikan pengoreksian menyeluruh oleh para profesional.*

Hasil ulasan terdiri dari komentar peninjau 1 dan peninjau 2 menyarankan untuk melakukan Revisi Mayor sebagai berikut.

Komentar Peninjau Pertama,

Harap sebutkan pertanyaan penelitian yang Anda coba jawab dalam pendahuluan itu sendiri. Apa kontribusi unik dari penelitian ini? Dalam metodologi menggambarkan Siapa responden ? Bagaimana Anda memastikan validitas konvergen dan diskriminan, bias non-respons dan bias terkait dengan kuesioner yang dikelola sendiri. Membenarkan pemilihan konstruksi dan pengembangan hipotesis. Dapatkan kertas proofread oleh korektor profesional.

Pertanyaan Tambahan:

1. *Orisinalitas: Apakah makalah berisi informasi baru dan signifikan yang memadai untuk membenarkan publikasi ? : Ada beberapa orisinalitas di atas kertas*

2. *Hubungan dengan Sastra: Apakah makalah ini menunjukkan pemahaman yang memadai tentang literatur yang relevan di lapangan dan mengutip berbagai sumber literatur yang sesuai? Apakah ada karya signifikan yang diabaikan?: Tidak ada tinjauan literatur. Hipotesis tidak memiliki landasan teoritis. Konstruksi tidak didefinisikan dengan jelas.*

3. *Metodologi: Apakah argumen makalah dibangun di atas dasar teori, konsep, atau gagasan lain yang sesuai? Apakah penelitian atau karya intelektual setara yang menjadi dasar makalah ini telah dirancang dengan baik? Apakah metode yang digunakan sesuai?: Strategi pengambilan sampel, sumber sampel data. Ukuran, reliabilitas dan validitas tindakan perlu didefinisikan dengan baik. Generasi milenial tidak dapat didefinisikan*

4. *Hasil: Apakah hasil disajikan dengan jelas dan dianalisis dengan tepat? Apakah kesimpulan cukup mengikat unsur-unsur lain dari makalah ? : Goodness of fit seperti CFI menunjukkan model s overfit. Hasil dapat ditinjau Kembali*

5. *Implikasi untuk penelitian, praktik dan / atau masyarakat: Apakah makalah ini mengidentifikasi dengan jelas implikasi apa pun untuk penelitian, praktik dan / atau masyarakat? Apakah makalah ini menjembatani kesenjangan antara teori dan praktik? Bagaimana penelitian dapat digunakan dalam praktik (dampak ekonomi dan komersial), dalam pengajaran, untuk mempengaruhi kebijakan publik, dalam penelitian (berkontribusi pada tubuh pengetahuan)? Apa dampaknya terhadap masyarakat (mempengaruhi sikap publik, mempengaruhi kualitas hidup)? Apakah implikasi ini konsisten dengan temuan dan kesimpulan makalah?: Bagian Hasil dan Diskusi dapat dipisahkan. Implikasi manajerial dan kontribusi teoritis dapat ditambahkan.*

6. *Kualitas Komunikasi: Apakah makalah ini dengan jelas mengungkapkan kasusnya, diukur terhadap bahasa teknis lapangan dan pengetahuan yang diharapkan dari pembaca jurnal? Apakah perhatian telah diberikan pada kejelasan ekspresi dan keterbacaan, seperti struktur kalimat, penggunaan jargon, akronim, dll .: Kualitas komunikasi sangat buruk. Perlu dikoreksi oleh seorang profesional.*

Apakah judul, kata kunci, abstrak cukup mencerminkan isi makalah? Pembaca akan menemukan, dan berpotensi mengutip, artikel berdasarkan kata-kata ini - mereka sangat penting: Tidak Jika Anda telah menjawab Tidak, berikan umpan balik di bawah ini dan sarankan judul dan kata kunci alternatif jika sesuai.: Kepuasan kerja di sini hanyalah variabel mediasi. Anteseden kepuasan kerja tidak disebutkan dalam judul

Apakah Anda merasa makalah ini memberikan cakupan internasional yang memadai (jika sesuai)? Harap berikan detail jika memungkinkan.: ya

Apakah makalah ini menarik bagi khalayak internasional? Harap berikan detail jika memungkinkan: *Makalah ini akan menarik bagi audiens jika ada perombakan total.*

Respons Penulis kepada Peninjau Pertama;

Penulis telah merevisi dan menulis ulang artikel tersebut menurut saran Peninjau Pertama, penulis menambahkan pertanyaan penelitian pada bagian pendahuluan. Kedua, penulis telah menambahkan kontribusi penelitian ke bagian diskusi. Ketiga, penulis telah merinci metode penelitian. Responden untuk artikel ini berupa karyawan Internet Service Provider (ISP) di Kota Batam, lebih lanjut detailnya bisa dilihat di bagian metode penelitian. Keempat, penulis telah mengembangkan hipotesa penelitian. Selain itu, artikel ini telah di koreksi oleh korektor profesional. Untuk lebih jelasnya, Peninjau dapat melihat revisi artikel yang telah saya lampirkan.

Komentar Peninjau Kedua menyarankan untuk melakukan Revisi Mayor pada naskah artikel yang telah penulis kirimkan. Adapun komentar pengulan kedua berupa;

Ini adalah makalah yang ditulis dengan baik. Tolong atasi masalah yang saya sebutkan di atas.

Pertanyaan Tambahan:

1. Orisinalitas: Apakah makalah berisi informasi baru dan signifikan yang memadai untuk membenarkan publikasi?: *Agak ya.*
2. Hubungan dengan Sastra: Apakah makalah ini menunjukkan pemahaman yang memadai tentang literatur yang relevan di lapangan dan mengutip berbagai sumber literatur yang sesuai? Apakah ada pekerjaan signifikan diabaikan?: *Tidak. Para penulis harus menggunakan lebih banyak penelitian sebelumnya untuk mendukung Hipotesis. Saat ini, ulasan terang dari pendahuluan tidak cukup mendukung Hipotesis Mereka.*
3. Metodologi: Apakah argumen makalah dibangun di atas dasar teori, konsep, atau Ide lain? Memiliki penelitian atau karya intelektual yang setara yang menjadi dasar makalah telah dirancang dengan baik? Apakah metode yang digunakan sesuai?: *Ya.*
4. Hasil: Apakah hasil disajikan dengan jelas dan dianalisis dengan tepat? Lakukan kesimpulan cukup mengikat elemen-elemen lain dari makalah ini?: *Ya, sementara itu, saya menyarankan Penulis membagi hasil dan diskusi menjadi dua bagian terpisah. Satu bagian membahas hasil, dan bagian lainnya berbicara tentang diskusi.*
5. Implikasi untuk penelitian, praktik dan / atau masyarakat: Apakah makalah mengidentifikasi dengan jelas Implikasi untuk penelitian, praktik dan / atau masyarakat? Apakah kertas menjembatani kesenjangan antara teori dan praktik? Bagaimana penelitian dapat digunakan dalam praktik (ekonomi dan komersial dampak), dalam pengajaran, untuk mempengaruhi kebijakan publik, dalam penelitian (berkontribusi pada tubuh pengetahuan)? Apa dampaknya terhadap masyarakat (mempengaruhi sikap publik, mempengaruhi kualitas kehidupan)? Apakah implikasi ini konsisten dengan temuan dan kesimpulan makalah?: *Harap tambahkan bagian implikasi (dalam diskusi) yang menyediakan strategi yang bisa digunakan untuk mendorong pekerja milenial berdasarkan hasil. Tambahkan bagian batasan dan studi masa depan ke kesimpulan.*
6. Kualitas Komunikasi: Apakah kertas dengan jelas mengekspresikan kasusnya, diukur terhadap bahasa teknis lapangan dan pengetahuan yang diharapkan dari pembaca jurnal? Memiliki perhatian telah diberikan pada kejelasan ekspresi dan keterbacaan, seperti struktur kalimat, penggunaan jargon, akronim, dll.: *Ya.*

Apakah judul, kata kunci, abstrak cukup mencerminkan konten makalah? Pembaca akan menemukan, dan berpotensi mengutip, artikel berdasarkan kata-kata ini - mereka sangat penting: **Ya**

Jika Anda telah menjawab Tidak, berikan umpan balik di bawah ini dan sarankan judul alternatif dan kata kunci jika sesuai.: **Namun, kata kunci pada halaman sampul dan abstrak adalah beda. Tolong atasi itu untuk membuatnya konsisten.**

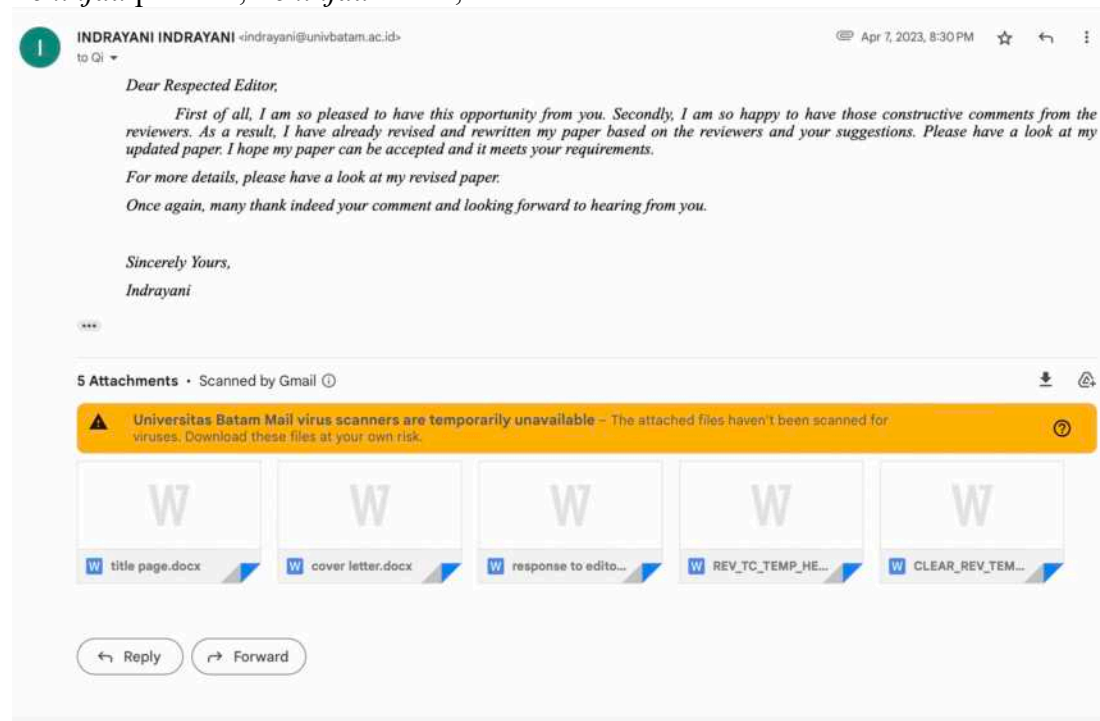
Apakah Anda merasa makalah ini memberikan cakupan internasional yang memadai (jika sesuai)? Harap berikan detail jika memungkinkan.: **Ya.**

Apakah makalah ini menarik bagi khalayak internasional? Harap berikan detail jika mungkin: **Ya.**

Respons Penulis kepada Peninjau Kedua;

Untuk memberikan bukti lebih lanjut untuk mendukung hipotesis, penulis telah menambahkan literatur dari penelitian sebelumnya. Selain itu, komentar reviewer telah diimplementasikan oleh penulis berupa pemisahan antara bagian hasil dan pembahasan. Selain itu, penulis telah memperluas pembahasan untuk memasukkan bagian implikasi berdasarkan temuan penelitian. Ada beberapa modifikasi yang dilakukan pada kata kunci penelitian.

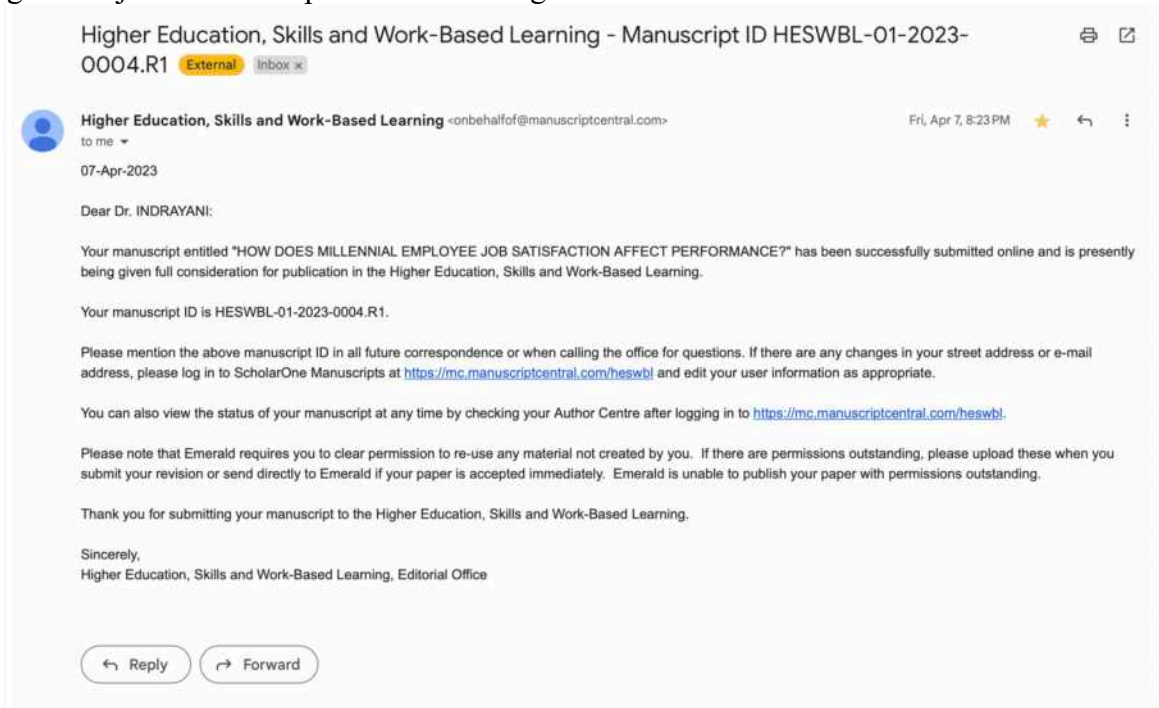
Penulis telah membalas email hasil revisi pertama dengan melampirkan bukti revisi naskah dengan track changes, naskah bersih tanpa track changes, coverletter, tittle page dan tanggapan revisi pada *Peninjau pertama, Peninjau kedua, dan editor.*



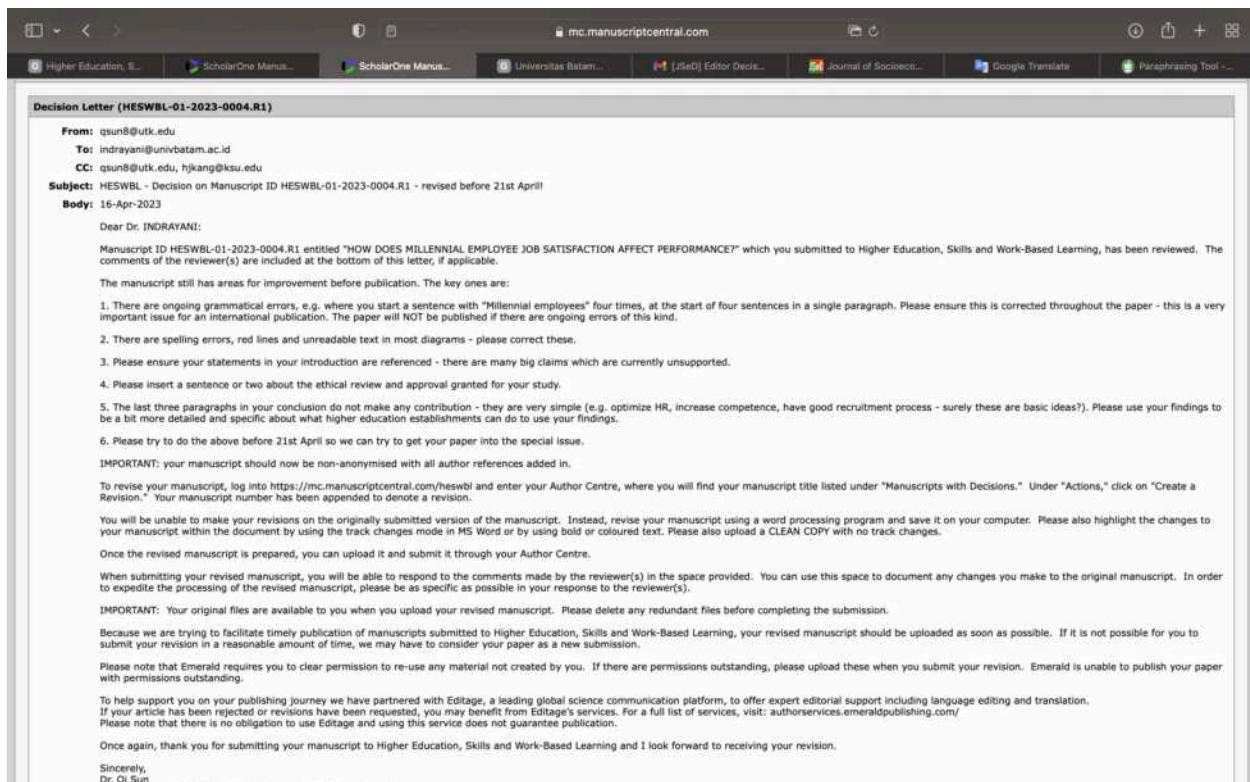
Gambar 8. Respons Penulis Kepada Editor untuk Revisi Pertama

Pada tanggal 7 April 2023, penulis telah mengirimkan hasil revisi pertama serta respons kepada *Peninjau* terkait dengan hasil ulasan terhadap naskah ini. Selain mengirimkan melalui email,

penulis telah mengirimkan melalui sistem jurnal. Berikut Konfirmasi email dari pihak editor jurnal yang menunjukkan bahwa penulis telah mengirimkan naskah revisi.

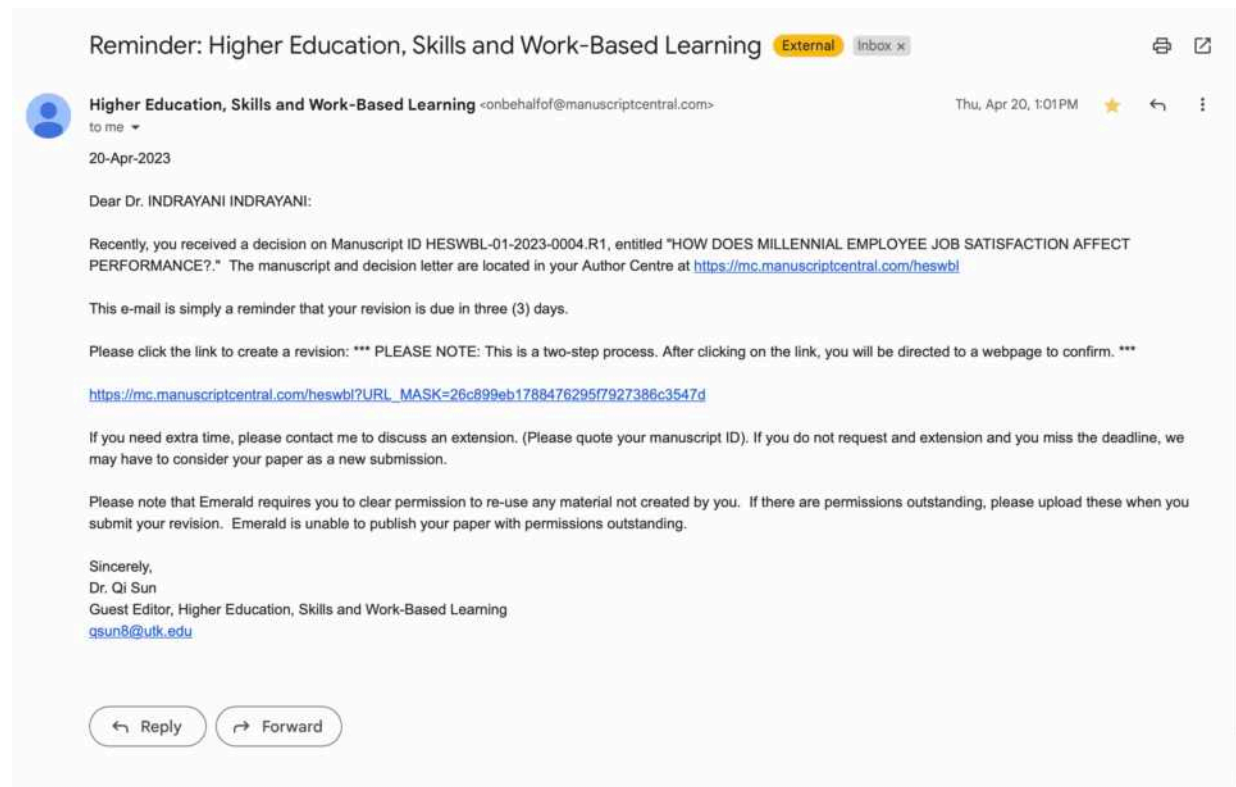


Gambar 9. Email Konfirmasi Editor setelah Mengirimkan Hasil Revisi



Gambar 10. Email Pemberitahuan Revisi Kedua

Pada tanggal 16 April 2023, Penulis mendapatkan Email untuk keputusan kedua terhadap naskah saya. Sebab, email tersebut terhapus dari kontak masuk email saya, maka saya melampirkan email keputusan editor dari sistem jurnal. Pada keputusan kedua ini, editor memutskan untuk revisi minor pada naskah saya. Di sisi lain, *Peninjau* pertama mengusulkan untuk revisi mayor, sedangkan *Peninjau* kedua telah menerima naskah penulis.



Gambar 11. Email Peningat Revisi Kedua

Pada tanggal 20 April 2023, penulis mendapatkan email peringatan revisi naskah kedua dengan waktu pengerjaan tiga hari. Adapun tenggat batas revisi pada tanggal 21 April 2023. Adapun komentar editor, peninjau 1, dan peninjau2 sebagai berikut

Komentar Editor;

Naskah masih memiliki area untuk perbaikan sebelum diterbitkan. Yang utama adalah:

- 1. Ada kesalahan tata bahasa yang sedang berlangsung, mis. di mana Anda memulai kalimat dengan "Karyawan Milenial" empat kali, di awal empat kalimat dalam satu paragraf. Harap pastikan ini diperbaiki di seluruh makalah - ini adalah masalah yang sangat penting untuk publikasi internasional. Makalah TIDAK akan diterbitkan jika ada kesalahan yang sedang berlangsung seperti ini.*
- 2. Ada kesalahan ejaan, garis merah, dan teks yang tidak dapat dibaca di sebagian besar diagram - harap perbaiki ini.*
- 3. Harap pastikan pernyataan Anda dalam pengantar Anda dirujuk - ada banyak klaim besar yang saat ini tidak didukung.*

4. Harap masukkan satu atau dua kalimat tentang tinjauan etik dan persetujuan yang diberikan untuk studi Anda.
 5. Tiga paragraf terakhir dalam kesimpulan Anda tidak memberikan kontribusi apa pun - sangat sederhana (mis. mengoptimalkan SDM, meningkatkan kompetensi, memiliki proses rekrutmen yang baik - tentunya ini adalah ide dasar?). Silakan gunakan temuan Anda untuk menjadi sedikit lebih rinci dan spesifik tentang apa yang dapat dilakukan lembaga pendidikan tinggi untuk menggunakan temuan Anda.
 6. Silakan coba melakukan hal di atas sebelum 21 April agar kami dapat mencoba memasukkan makalah Anda ke dalam edisi khusus.
- Peninjau: 1

Rekomendasi: Revisi Besar

Komentar:

Revisi jauh lebih baik dan mengatasi sebagian besar masalah. Saya masih tidak melihat keterbatasan studi Anda. Akan lebih baik untuk mengatasi keterbatasan apa pun sehingga sarjana lain dapat meniru studi Anda dengan lebih baik di masa mendatang.

Pertanyaan tambahan:

1. **Orisinalitas:** Apakah makalah memuat informasi baru dan signifikan yang memadai untuk membenarkan publikasi?: *Ya.*
2. **Hubungan dengan Sastra:** Apakah makalah menunjukkan pemahaman yang memadai tentang literatur yang relevan di lapangan dan mengutip berbagai sumber literatur yang sesuai? Apakah ada pekerjaan penting yang diabaikan?: *Ya,*
3. **Metodologi:** Apakah argumen makalah dibangun di atas dasar teori, konsep, atau gagasan lain yang sesuai? Apakah penelitian atau karya intelektual yang setara yang menjadi dasar makalah ini telah dirancang dengan baik? Apakah metode yang digunakan sesuai?: *Ya.*
4. **Hasil:** Apakah hasil disajikan dengan jelas dan dianalisis dengan tepat? Apakah kesimpulan cukup mengikat unsur-unsur lain dari kertas?: *Ya. Namun, penulis harus memperbaiki tajuk dari "Hasil dan Pembahasan" menjadi "Hasil". Karena tajuk "Diskusi" lain tercantum di bawah ini.*
5. **Implikasi bagi penelitian, praktik, dan/atau masyarakat:** Apakah makalah mengidentifikasi dengan jelas implikasi apa pun bagi penelitian, praktik, dan/atau masyarakat? Apakah makalah ini menjembatani kesenjangan antara teori dan praktik? Bagaimana penelitian dapat digunakan dalam praktik (dampak ekonomi dan komersial), dalam pengajaran, untuk mempengaruhi kebijakan publik, dalam penelitian (berkontribusi pada tubuh pengetahuan)? Apa dampaknya terhadap masyarakat (mempengaruhi sikap publik, mempengaruhi kualitas hidup)? Apakah implikasi ini konsisten dengan temuan dan kesimpulan makalah?: *Agak ya. Namun, saya tidak melihat Batasan di seluruh makalah.*
6. **Kualitas Komunikasi:** Apakah makalah dengan jelas mengungkapkan kasusnya, diukur dengan bahasa teknis lapangan dan pengetahuan yang diharapkan dari pembaca jurnal? Apakah kejelasan ungkapan dan keterbacaannya diperhatikan, seperti struktur kalimat, penggunaan jargon, akronim, dll.: *Baik.*

Apakah judul, kata kunci, abstrak cukup mencerminkan isi makalah? Pembaca akan menemukan, dan berpotensi mengutip, artikel berdasarkan kata-kata ini - kata-kata itu penting:

Ya

Jika Anda menjawab Tidak, harap berikan umpan balik di bawah ini dan sarankan judul dan kata kunci alternatif jika sesuai.: *Ya*

Apakah Anda merasa makalah tersebut memberikan liputan internasional yang memadai (jika sesuai)? Mohon berikan detailnya jika memungkinkan.: *Kurang lebih ya.*

Apakah makalah ini akan menarik bagi khalayak internasional? Harap berikan detail jika memungkinkan: *Agak ya.*

Pengulas: 2

Rekomendasi: **Terima**

Komentar:

Pengajuan ini jauh lebih baik dengan suntingan yang dicatat.

Pertanyaan tambahan:

1. Orisinalitas: Apakah makalah berisi informasi baru dan signifikan yang memadai untuk membenarkan publikasi?: *Saya tidak akan mendefinisikan topik sebagai orisinal, tetapi tepat waktu dan penting bagi organisasi.*

2. Hubungan dengan Sastra: Apakah makalah menunjukkan pemahaman yang memadai tentang literatur yang relevan di lapangan dan mengutip berbagai sumber literatur yang sesuai? Apakah ada pekerjaan penting yang diabaikan?: *Jumlah dan ruang lingkup referensi dan jalinan hubungan dengan literatur dilakukan dengan baik.*

3. Metodologi: Apakah argumen makalah dibangun di atas dasar teori, konsep, atau gagasan lain yang sesuai? Apakah penelitian atau karya intelektual yang setara yang menjadi dasar makalah ini telah dirancang dengan baik? Apakah metode yang digunakan sesuai?: *Deskripsi metodologi jelas.*

4. Hasil: Apakah hasil disajikan dengan jelas dan dianalisis dengan tepat? Apakah kesimpulan cukup mengikat elemen-elemen lain dari makalah?: *Deskripsi hasil jauh lebih baik dan jelas.*

5. Implikasi bagi penelitian, praktik, dan/atau masyarakat: Apakah makalah mengidentifikasi dengan jelas implikasi apa pun bagi penelitian, praktik, dan/atau masyarakat? Apakah makalah ini menjembatani kesenjangan antara teori dan praktik? Bagaimana penelitian dapat digunakan dalam praktik (dampak ekonomi dan komersial), dalam pengajaran, untuk mempengaruhi kebijakan publik, dalam penelitian (berkontribusi pada tubuh pengetahuan)? Apa dampaknya terhadap masyarakat (mempengaruhi sikap publik, mempengaruhi kualitas hidup)? Apakah

implikasi ini konsisten dengan temuan dan kesimpulan makalah?: *Ya, kaitan dengan implikasi praktis dinyatakan dengan baik.*

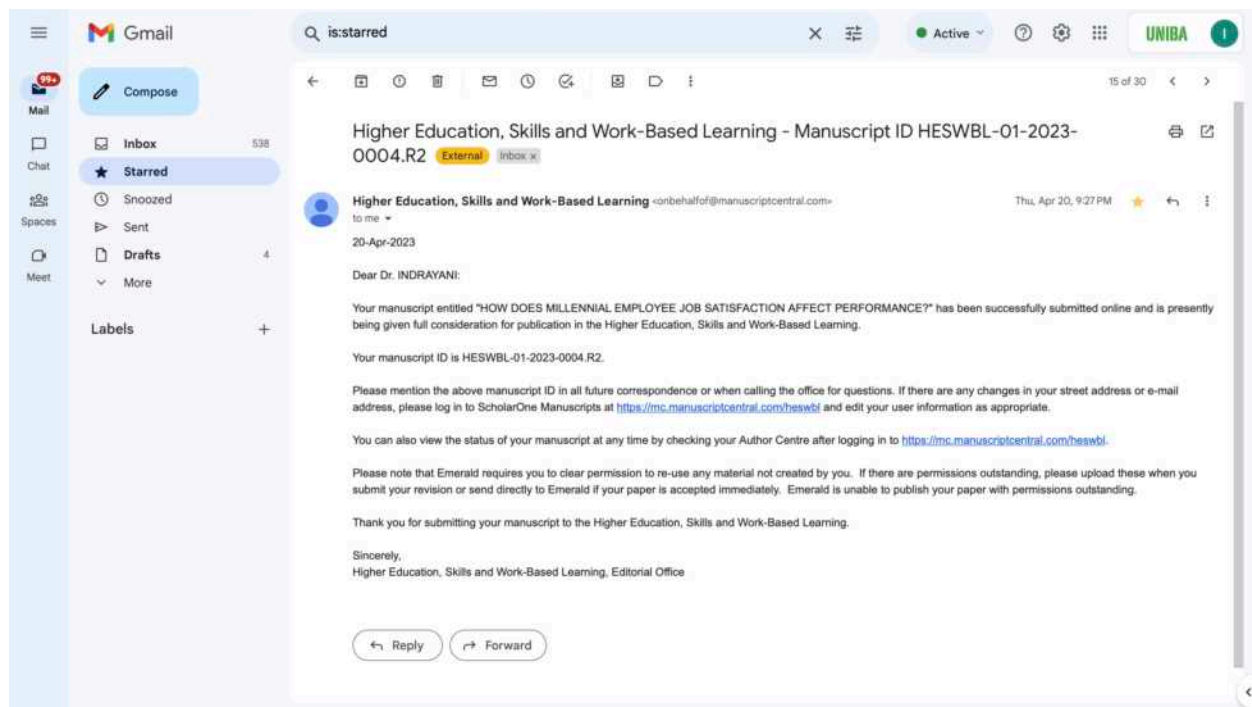
6. Kualitas Komunikasi: Apakah makalah dengan jelas mengungkapkan kasusnya, diukur dengan bahasa teknis lapangan dan pengetahuan yang diharapkan dari pembaca jurnal? Apakah perhatian telah diberikan pada kejelasan ekspresi dan keterbacaan, seperti struktur kalimat, penggunaan jargon, akronim, dll.: *Komunikasi tertulis jauh lebih baik dengan suntingan yang diperhatikan.*

Apakah judul, kata kunci, abstrak cukup mencerminkan isi makalah? Pembaca akan menemukan, dan berpotensi mengutip, artikel berdasarkan kata-kata ini - kata-kata itu penting: *Ya*

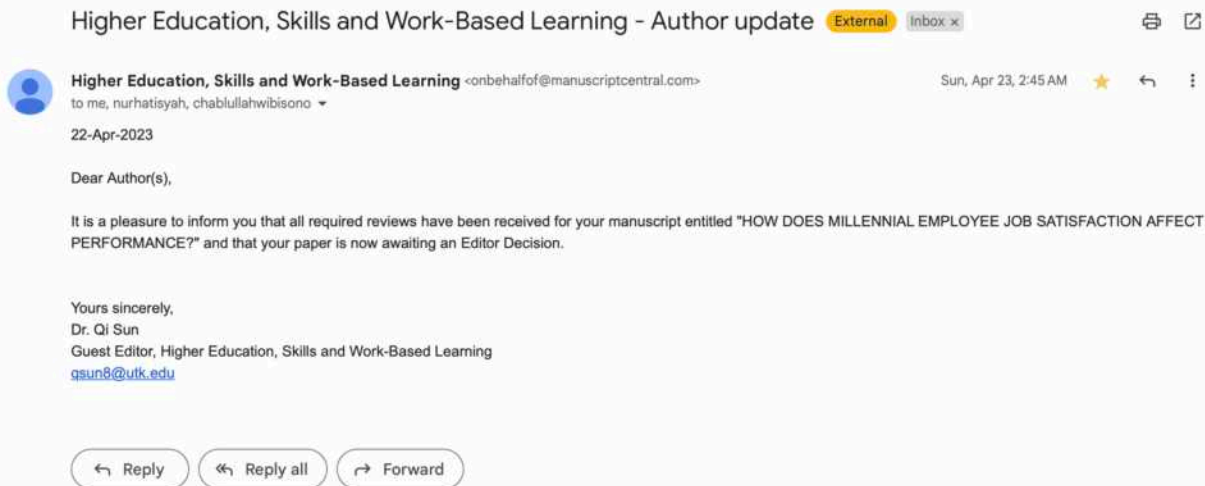
Jika Anda telah menjawab Tidak, berikan umpan balik di bawah ini dan sarankan judul dan kata kunci alternatif jika sesuai.: *Ya, abstraknya jelas melalui nilai kata yang dikapitalisasi dan pernyataan lainnya tidak.*

Apakah Anda merasa makalah tersebut memberikan liputan internasional yang memadai (jika sesuai)? Harap berikan detail jika memungkinkan.: *Ya.*

Apakah makalah ini akan menarik bagi khalayak internasional? Harap berikan detail jika memungkinkan: *Ya, topik ini berlaku untuk mereka yang berada di berbagai pengaturan.*

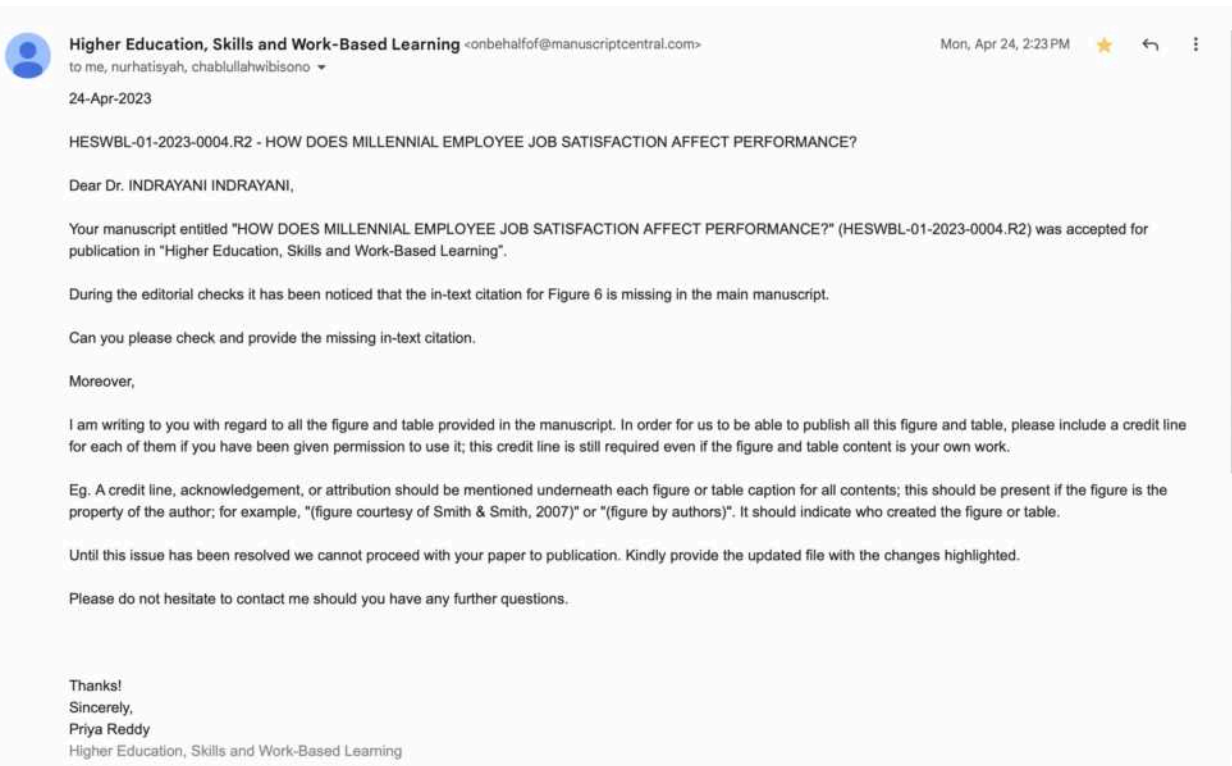


Gambar 12. Konfirmasi Submission Revisi Kedua
Pada tanggal 20 April, penulis telah mengirimkan naskah hasil revisi kedua.



Gambar 13. Email Konfirmasi

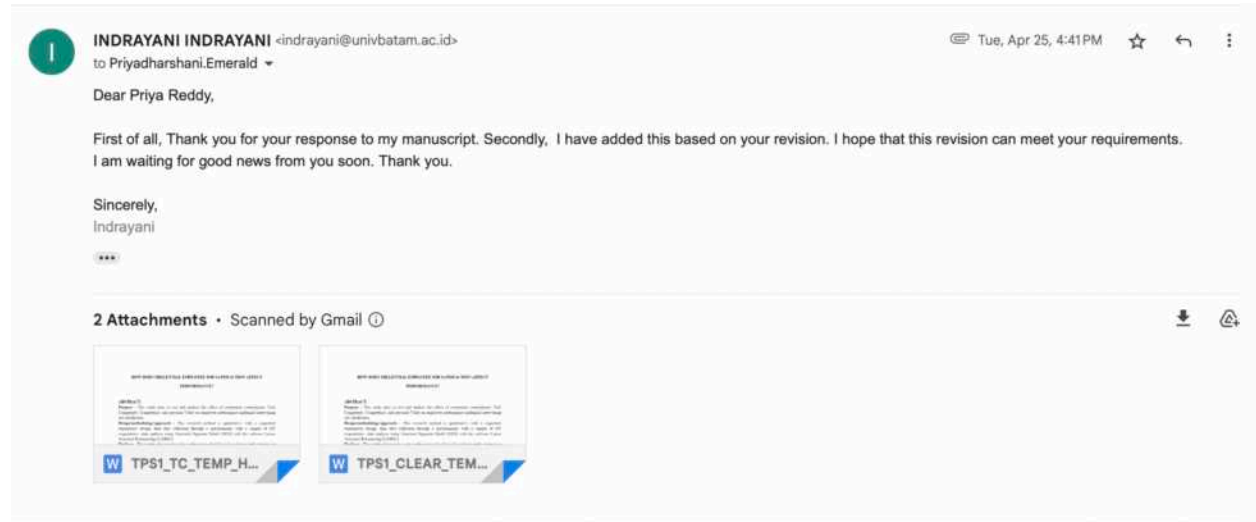
Pada tanggal 22 April 2023, penulis mendapatkan email konfirmasi Naskah Revisi telah diterima oleh Editor untuk menunggu keputusan selanjutnya.



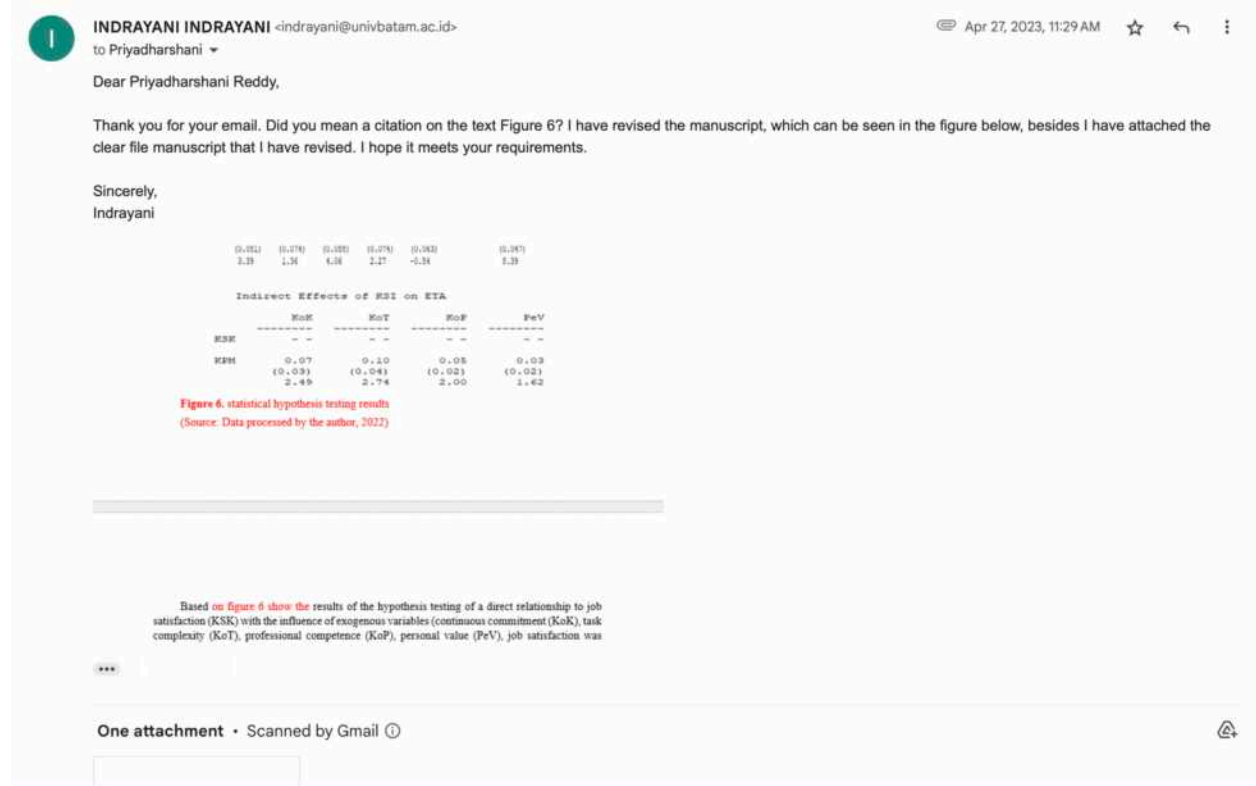
Gambar 14. Email Pemberitahuan Revisi

Pada tanggal 24 April 2023, setelah mengirimkan naskah revisi kedua, penulis mendapatkan konfirmasi email pengecekan hasil revisi yang menunjukkan bahwa ada gambar yang hilang yaitu

gambar 6 (pada naskah penulis). Sehingga penulis di minta Kembali untuk mengirimkan naskah yang lengkap sesuai hasil revisi.



Gambar 15. Respons Penulis untuk Revisi Kedua
Sebab ada gambar yang hilang, penulis mengirimkan ulang hasil revisi kedua melalui respons email kepada editor pada tanggal 25 April 2023.

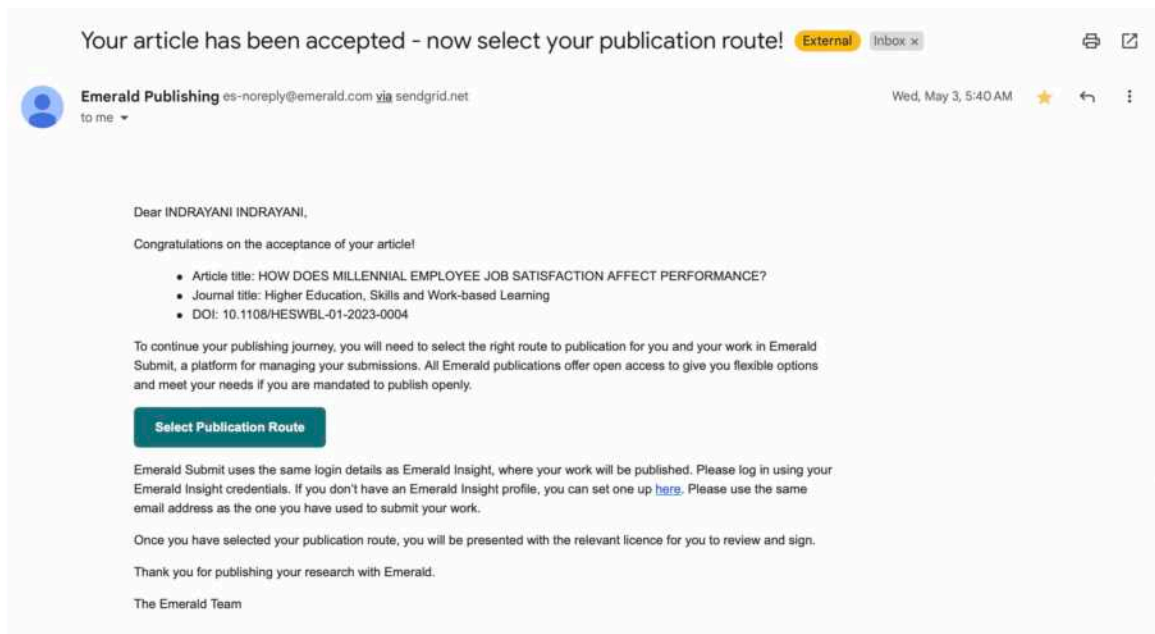


Gambar 16. Repons penulis untuk kekurangan perbaikan Revisi Kedua
Pada tanggal 27 april, penulis merespon kekurangan hasil revisi kedua, untuk memastikan bahwa revisi yang dimaksudkan benar.



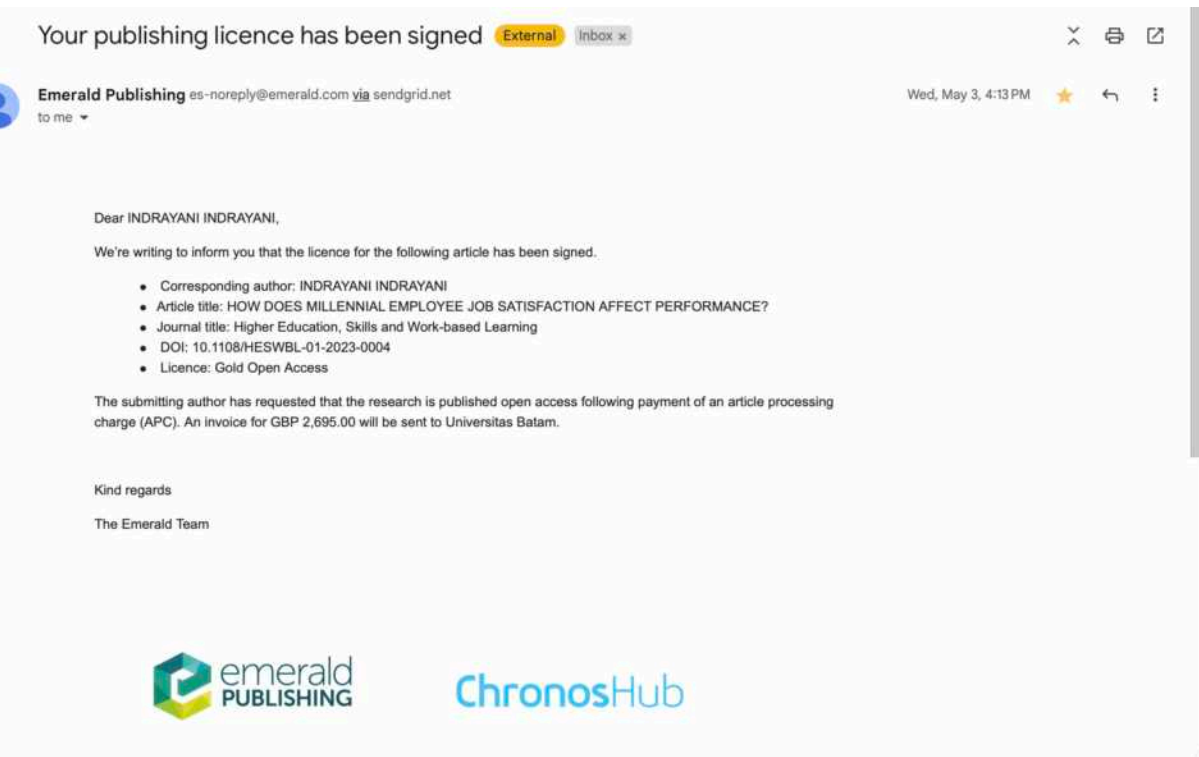
Gambar 17. Respon Editor

Pada tanggal 28 April 2023, penulis mendapatkan email konfirmasi bahwa revisi yang dimaksudkan sesuai, dan akan diproses lebih lanjut melalui sistem untuk di kirimkan pada peninjau 1 dan peninjau 2.

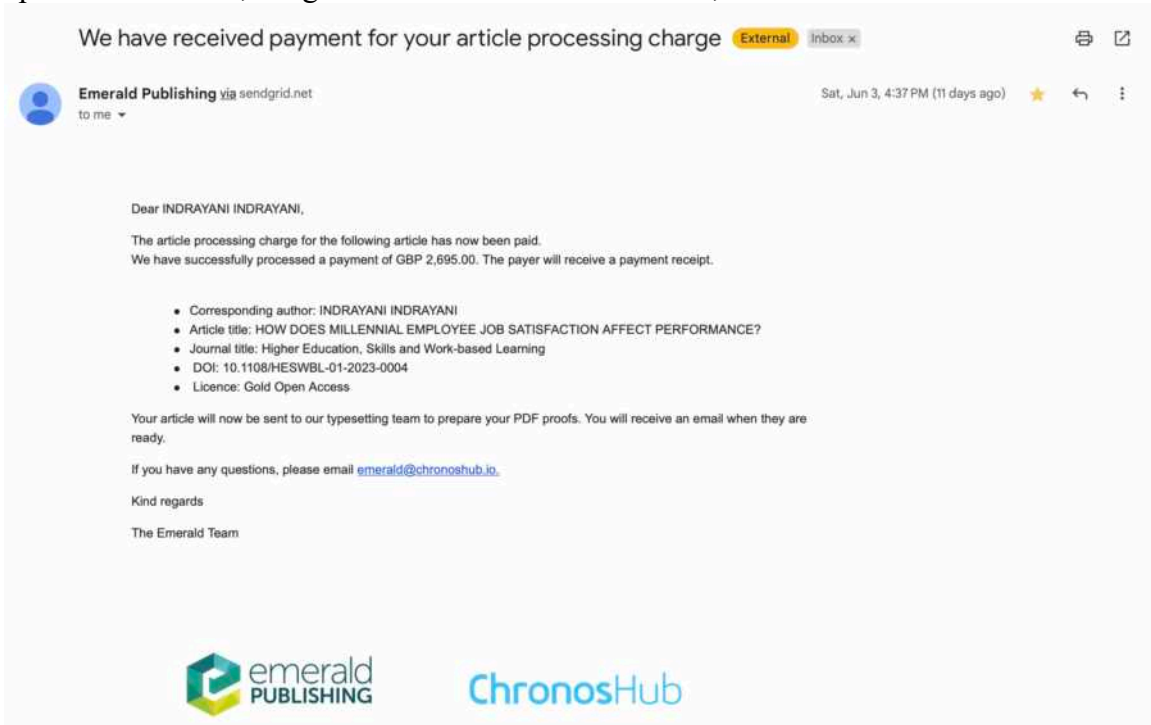


Gambar 18. Email Pemberitahuan Naskah Diterima

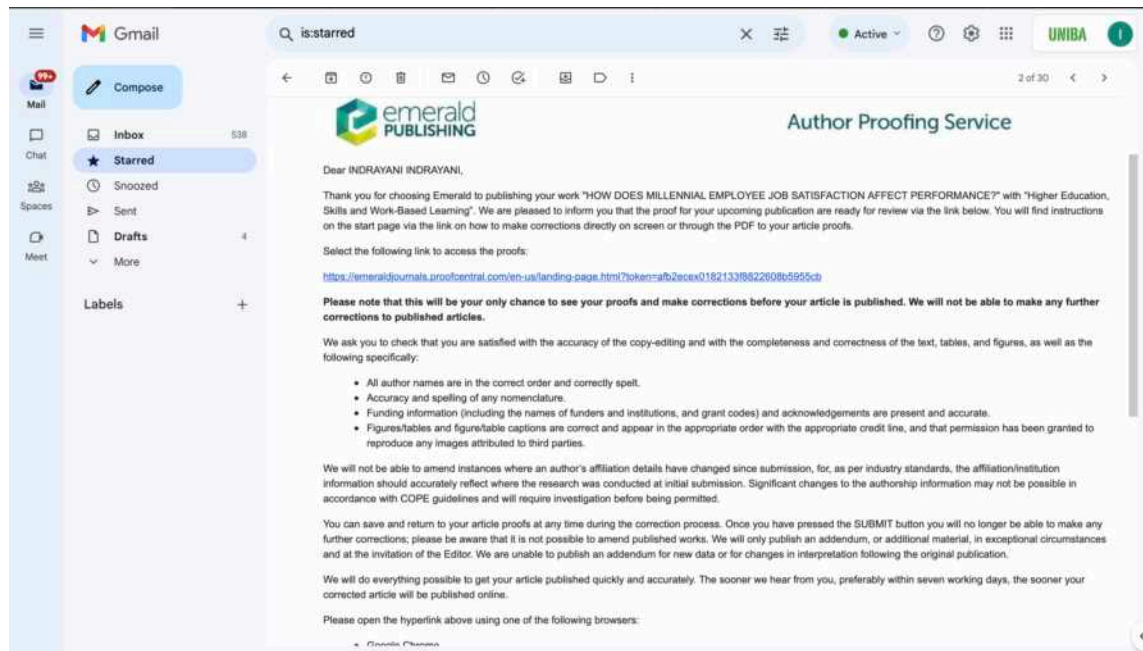
Pada tanggal 3 Maret 2023, penulis mendapatkan email dari pihak penerbit bahwa artikel dengan judul “How Does Millennial Employee Job Satisfaction Affect Performance?” di Terima pada jurnal Higher Education, Skills, and Work-based Learning. Adapun DOI artikel berikut; DOI: 10.1108/HESWBL-01-2023-0004



Gambar 19. Pemberitahuan Email Lisensi Publikasi
Pada tanggal 03 Mei 2023, penulis mendapatkan email lisensi publikasi yaitu Gold Open Access, atau publikasi terbuka, dengan rincian APC sebesar GBP 2,695.00.

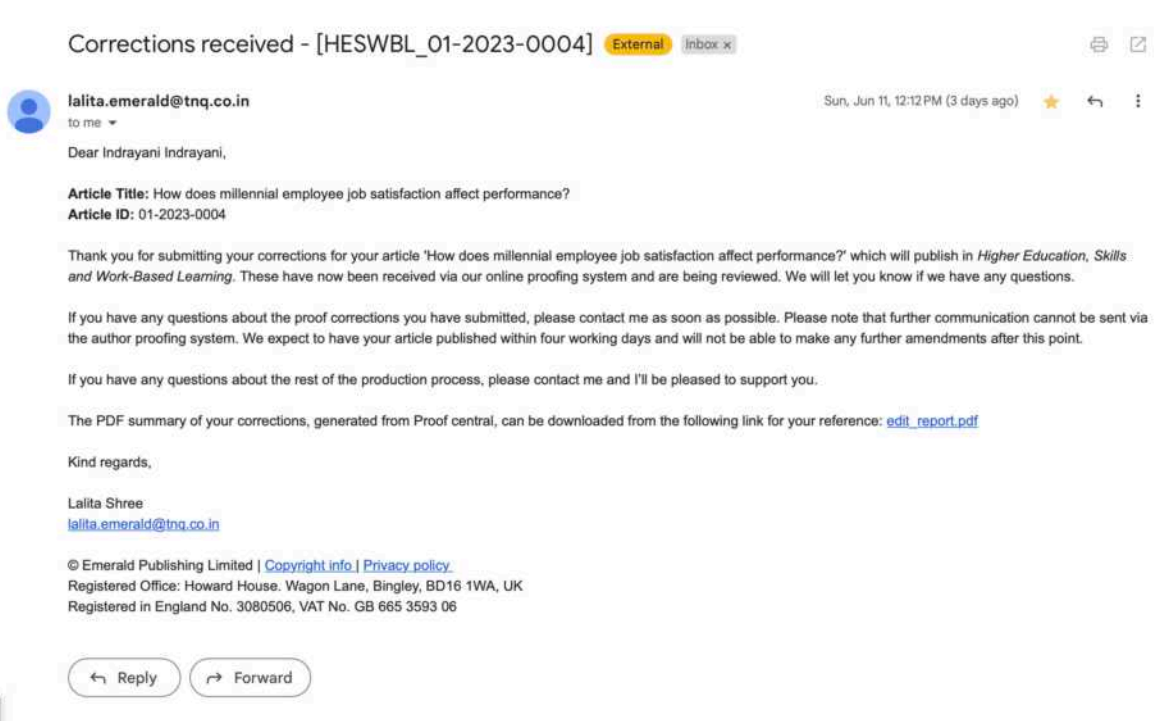


Gambar 20. Pemberitahuan penerimaan pembayaran
Pada tanggal 11 Juni 2023, penulis telah melakukan pembayaran serta mendapatkan email konfirmasi pembayaran telah berhasil dilakukan.



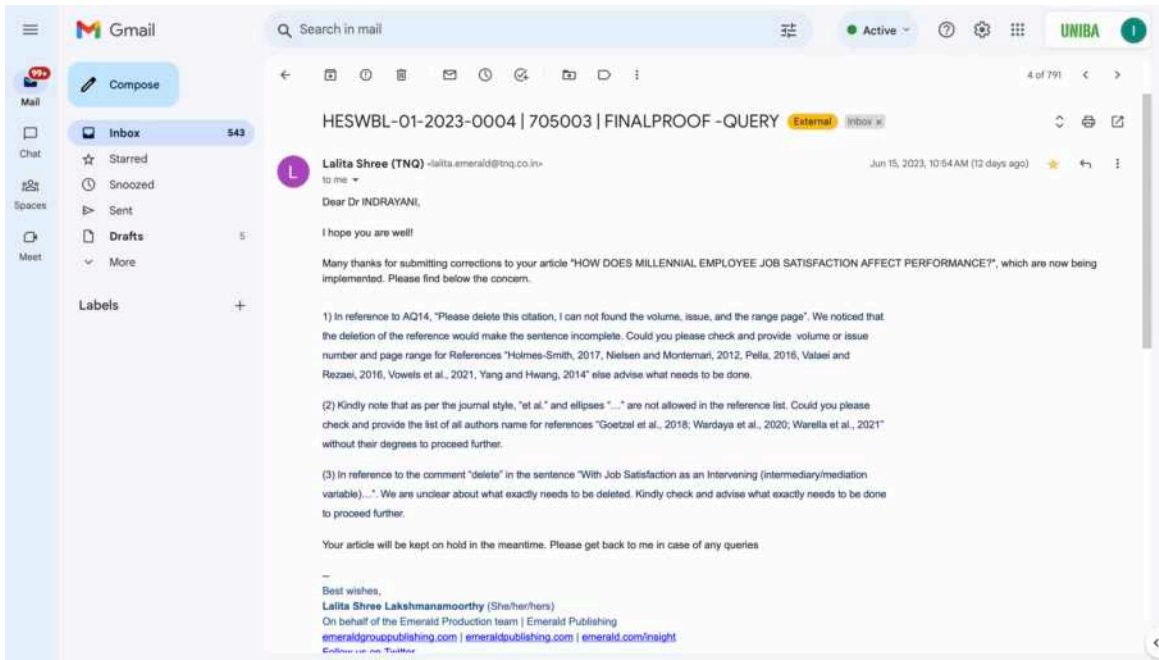
Gambar 21. Pemberitahuan Article Proofs.

Pada tanggal 10 Juni 2023, penulis mendapatkan email konfirmasi article proof untuk naskah final sebelum publikasi. Penulis selanjutnya melakukan koreksi naskah final melalui sistem yang dilampirkan.



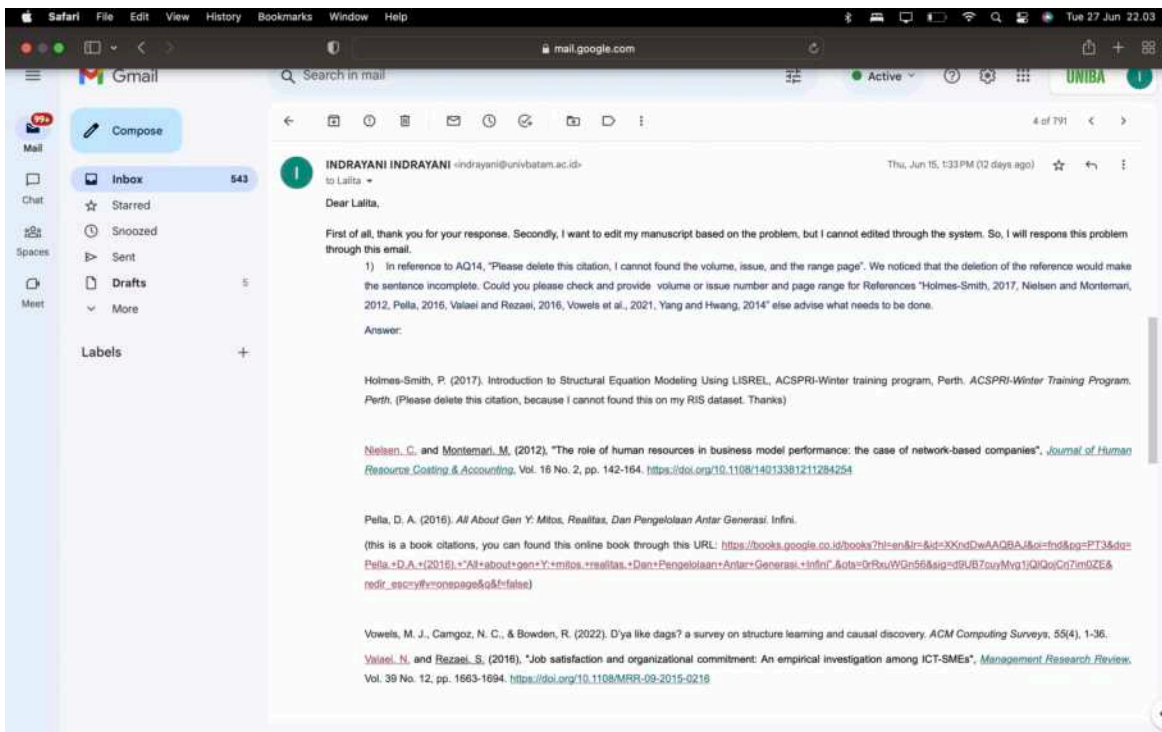
Gambar 22. Konfirmasi Article Proofs

Pada tanggal 11 Juni 2023, penulis mendapatkan email konfirmasi bahwa koreksi peninjauan naskah akhir sebelum publikasi telah diterima oleh pihak penerbit.



Gambar 23 Final Proof

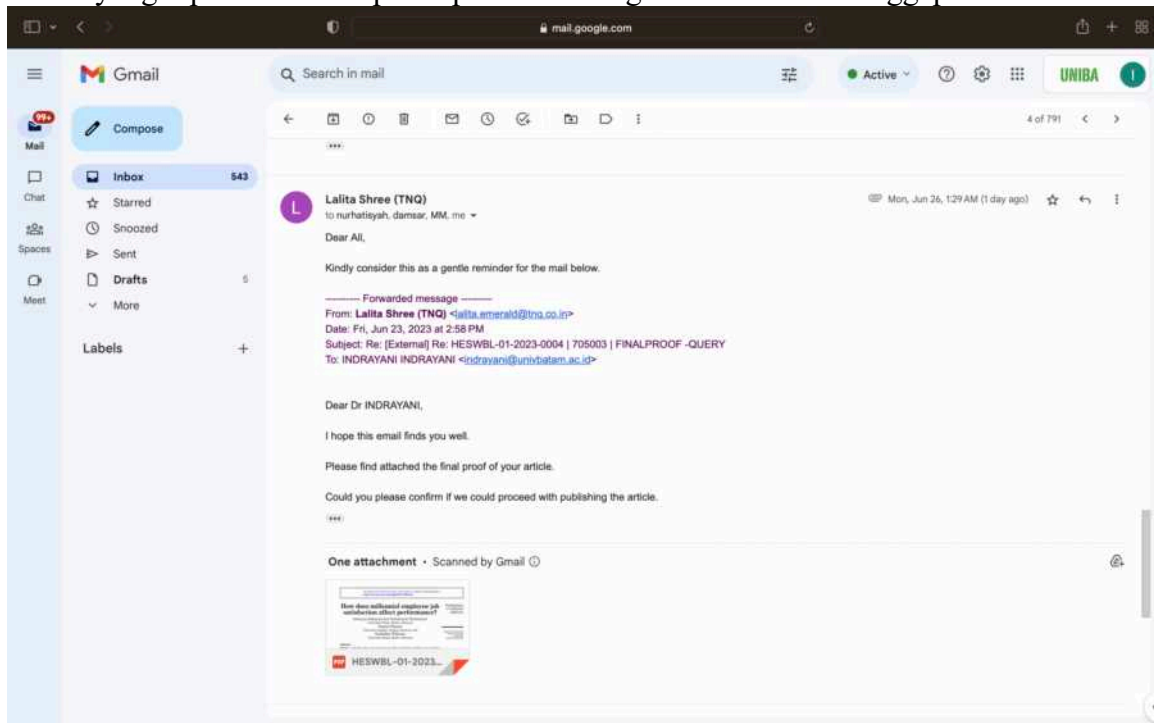
Pada tanggal 15 Juni 2023, penulis mendapatkan email perbaikan hasil proof terakhir pada tanggal 11 juni 2023. Selanjutnya penulis memberikan tanggapan kepada pihak publisher dengan memperbaiki sesuai dengan arahan pihak publisher.





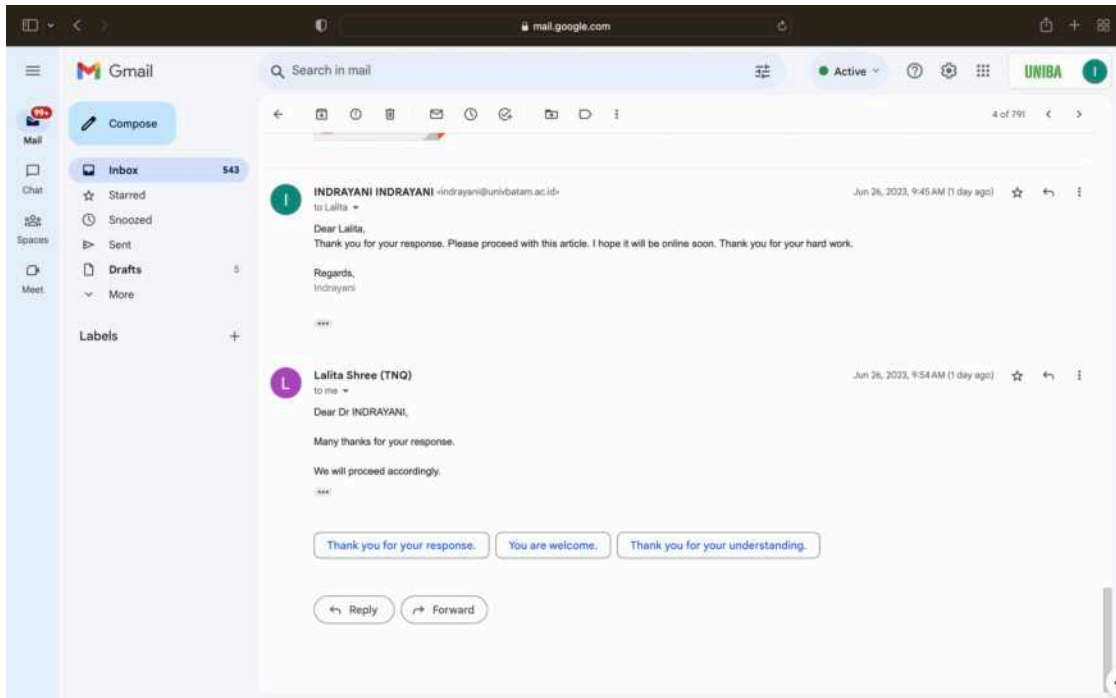
Gambar 24 Response to Final proof

Tepat pada tanggal 15 Juni 2023 di hari yang sama penulis menjawab beberapa pertanyaan perbaikan yang diperlukan oleh pihak publisher dengan memberikan tanggapan melalui email.



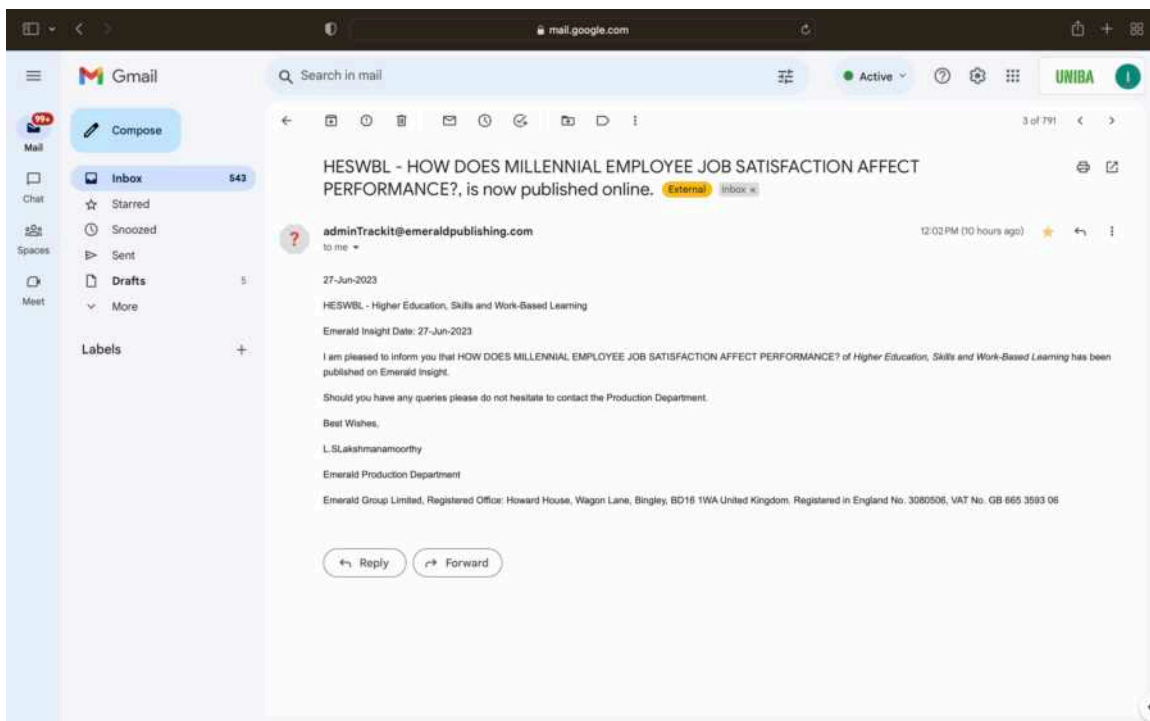
Gambar 25. Proceed Final proof.

Pada tanggal 26 Juni 2023, pihak publisher mengirimkan naskah yang siap terbit untuk memastikan tidak ada kesalahan dalam penulisan nama, afiliasi, dan lainnya.



Gambar 25 Respons to proceed final proof.

Pada waktu yang sama penulis mengecek Kembali artikel sebelum terbit dan memberikan tanggapan kepada pihak penerbit bahwa naskah artikel telah sesuai dan siap untuk online.

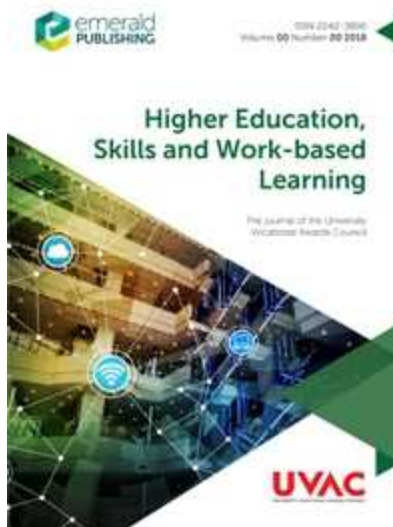


Gambar 26. Article Publish

Pada tanggal 28 Juni 2023, penulis mendapatkan email pemberitahuan bahwa artikel dengan judul “How does Millenial Employee Job Satisfaction Affect Perfomance?” pada Jurnal Higher Education, Skills, and Work-Based Learning telah terbit.

The image shows a web browser window displaying an article on the Emerald Insight website. The browser's address bar shows the URL 'emerald.com' and the article title 'How does millennial employee job satisfaction affect performance? | Emerald insight'. A notification banner at the top reads 'Access and authentication: Please visit our page.' Below this is a search bar with the text 'Enter your search terms here' and an 'Advanced search' button. The breadcrumb trail is 'Home / Journals / Higher Education, Skills and Work-Based Learning / How does millennial employee job satisfaction affect performance?'. The article title is 'How does millennial employee job satisfaction affect performance?'. The authors are 'Indrayani Indrayani, Nurhatsiyah Nurhatsiyah, Damsar Damsar, Chablullah Wibisono'. The journal is 'Higher Education, Skills and Work-Based Learning', with ISSN 2042-3896 and an article publication date of 28 June 2023. A 'DOWNLOADS' icon shows 0 downloads. A PDF icon indicates a 1.5 MB file. The article content is organized into sections: Abstract, Introduction, Methods, Result, Discussion, and Conclusion. The 'Abstract' section includes a 'Purpose' paragraph: 'This study aims to test and analyze the effect of continuous commitment, task complexity, competence and personal value on employee performance millennial intervening job satisfaction.' and a 'Design/methodology/approach' paragraph: 'This research method is quantitative with a sequential explanatory design, then data collection through a questionnaire, with a sample of 205 respondents—data analysis using Structural Equation Model (SEM) with the software Linear Structural Relationship (LISREL).' To the right, there is a 'Related articles' section with three entries: 'Chinese traditionality, job attitudes, and job performance: a study of Chinese employees' by Hui Li et al., 'Evidence-based HRM: a Global Forum for Empirical Scholarship, 2017'; 'Leader personality traits and employee job satisfaction in the media sector, Kenya' by Mary Agnes Wambui Klarie et al., 'Training for Quality, 2017'; and 'Job characteristics and millennial employees' creative performance: a dual-process model' by Min Zhang et al., 'Chinese Management Studies, 2022'.

Gambar 27 tampilan artikel terbit pada website jurnal HESWBL
Artikel telah terbit pada journal Higher Education, Skills and Work Based Learning (HESWBL)



HOW DOES MILLENNIAL EMPLOYEE JOB SATISFACTION AFFECT PERFORMANCE?

Journal:	<i>Higher Education, Skills and Work-Based Learning</i>
Manuscript ID	HESWBL-01-2023-0004.R1
Manuscript Type:	Research Paper
Keywords:	Employability, Personal development planning, Competence and skills

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HOW DOES MILLENNIAL EMPLOYEE JOB SATISFACTION AFFECT PERFORMANCE?

ABSTRACT:

Purpose - This study aims to test and analyze the effect of continuous commitment, Task Complexity, Competence, and personal Value on employee performance millennial intervening job satisfaction.

Design/methodology/approach - This research method is quantitative with a sequential explanatory design, then data collection through a questionnaire, with a sample of 205 respondents—data analysis using Structural Equation Model (SEM) with the software Linear Structural Relationship (LISREL).

Findings - The results of research on the performance of millennial employees with intervening work satisfaction showed that continuous commitment (2.49), task complexity (2.74), and professional competence (2.0) had a significant effect. This means that the performance of millennial employees will increase if they get job satisfaction. With satisfaction, the commitment and competence of millennial employees are high. While the research results for the performance of millennial employees have a direct influence, only professional competence (2.27) and task complexity (4.06) are significant. This means that as high as professional competence is characterized by intellectual, emotional mood, and attitude, owned by millennial employees, the resulting performance is increased even with complex tasks.

Originality/Value - This research's contribution to millennial workers is to help them improve and develop their performance, allowing them to compete more effectively. This research's contribution to millennial workers is to help them improve and develop their performance, allowing them to compete more effectively. The findings of this study have significance for enhancing organizational performance so that businesses can maximize the performance of millennial employees by paying attention to job satisfaction, professional competence, and personal values.

Keywords; Employability, Personal development planning, Competence and skills Employee, Millennial Performance, Job satisfaction,

INTRODUCTION

~~The performance of millennial employees is synonymous with working innovative, complex, low loyalty, and lacking commitment. Millennial employees need to be appreciated to become their consideration for staying in the company. The challenge for millennial employees working in the company is to follow the company's hierarchy. According to the results of Wardaya's research(2020), many as 43% of millennial employees like to work hard, while 57% do~~

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3 ~~not like hierarchy. Millennial employees like a comfortable and pleasant work environment that~~
4 ~~will increase productivity (Ruangkanjanes and Chen, 2019).~~

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6 Companies that want to succeed and maintain their position in the market need to carry out
7 strategic planning, optimization, and resources. Employee performance plays an important factor
8 in determining company performance. Human resources are an important source of growth for
9 organizations. To best utilize human resources, align employees' knowledge, skills, and abilities
10 with their assigned organizational roles (Farooqui & Nagendra). (Nielsen & Montemari) states that
11 with intellectual capital, organizations will be able to improve their performance; as a result,
12 humans are the most important resource enabling organizations to improve financial/non-financial
13 performance. Humans as employees are an important resource for every organization, and
14 adequate HR management can help organizations achieve their goals and objectives (Abdul-Halim
15 et al). Millennials who are employees in various organizations have a significant and strategic
16 position. According to Ranaweera & Dharmasiri (2016), research on the millennial generation's
17 performance has not been studied much.

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22 Millennial employee performance is synonymous with working smart and hard, low loyalty,
23 and less commitment. Millennial employees need to be given appreciation so that it becomes their
24 consideration to stay in the company. Millennial employees have anxiety about bureaucracy,
25 hierarchy, and the environment, as well as anxiety about bullying in the work environment.
26 Millennial employees are those born between 1983 and 1994, aged 24–39 years (Sarwono and
27 Bernarto, 2020) Based on the results of research (Goetzel *et al.*, 2018), out of 1000 employees,
28 62% of respondents said that they felt more comfortable if someone who had a role as a company
29 leader talked about mental health and cared about this topic. Research also shows that only 26%
30 feel that measures to address mental health problems have been implemented in the workplace.
31 The challenge for millennial company employees is to follow the company's hierarchy. According
32 to Wardaya's (2020) research results, as many as 43% of millennial employees like to work hard,
33 while 57% do not like hierarchy. Millennial employees like a comfortable and pleasant work
34 environment to increase productivity (Ruangkanjanes and Chen, 2019).

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40 This study aims to test and analyze the influence of continuous commitment, task
41 complexity, professional competence, and personal value on the performance of millennial
42 employees through intervening job satisfaction. ~~Based on the results of interviews and Forum~~
43 ~~Group Discussions (FGD) with Human Resource Development (HRD) internet service provider~~
44 ~~(ISP) companies in Batam City, Riau Islands Province, it was found that the phenomenon of~~
45 ~~millennial employee performance was viewed optimally with the characteristics of individuals~~
46 ~~who are fast to learn, adaptive to technology, high enthusiasm, and curiosity, and have creative~~
47 ~~and innovative ideas following research. However, millennial employees have low loyalty to the~~
48 ~~company, so they often move around the company. According to Mohsen(2016), intense loyalty~~
49 ~~means that commitment to the company becomes weak. Performance loyalty is an employee's~~
50 ~~mental attitude toward being loyal to the company (Warriek, 2017). Continuity commitment is the~~
51 ~~individual's desire to survive and leave the company hard (Al-Jabari and Ghazzawi, 2019). It is~~
52 ~~based on a person's concern about losing something obtained so far within the organization, such~~
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3 as salary, facilities, and others. It is defined as the desire to remain a member of the organization
4 because of awareness of the costs associated with leaving it. Indicators to measure continuance
5 commitment include finding it difficult to leave, feeling disturbed when they leave, continuing to
6 work for the company, and the scarcity of alternative workplaces available (Mehmood *et al.*, 2023).
7 Besides, task complexity is a task that needs to be more structured, easier to understand, and
8 ambiguous (Riyanto *et al.*, 2023). This affects performance because of the amount of information
9 and stages of work that must be done. The four indicators of task complexity are difficulty level,
10 information clarity, amount of irrelevant information, and high ambiguity. In IT, the relevance of
11 task complexity can be illustrated in the context of the System Development Life Cycle
12 (SDLC) (Morin *et al.*, 2023). Two aspects can form task difficulty: the difficulty level and task
13 structure.
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18 On the other hand, competence means a person's ability or capacity to perform various tasks
19 in a job, determined by intellectual ability and physical ability (Myers and Sadaghiani, 2010).
20 Knowledge, abilities, self-concept, motives, and traits can measure this. Professional competence
21 is the ability or capacity of a person to carry out various tasks in a job and is related to the
22 effectiveness of individual performance. Personal Values also influence a person's competence.
23 Personal values are individual concepts and beliefs that originate from cognitive structures and are
24 closely related to affective or guided behavior (Han *et al.*, 2023). Individuals hold relatively stable
25 sets of universal values to evaluate objects, events, others, and themselves and to choose and justify
26 their actions. According to the Five Factor Theory (FFT), values are basic endogenous tendencies
27 not influenced by the environment. There are five definitions of values: beliefs, goals to be
28 achieved, standards, criteria, and a hierarchy based on the importance scale.
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33 Continuous commitment, task complexity, professional competence, and personal values are
34 one unit that is interrelated with one another, which function to see employee performance. This
35 study analyzes millennial performance as measured through intervening job satisfaction can affect
36 Continuous commitment, task complexity, professional competence, and personal values.
37 Millennial performance, according to Luthan, is the quantity or quality of something produced or
38 services provided by individuals who do the work (Soelton *et al.*, 2021). The factors that influence
39 performance are personal factors, indicated by skill level, competency, motivation, and individual
40 commitment (Junaidi and Mildawati, 2022) (Riwukore *et al.*, 2022). Meanwhile, three factors
41 influence performance (Arifin *et al.*, 2019) (Hidayat *et al.*, 2018); a) individual factors, including
42 abilities, skills, family background, work experience, social level, and demographics of a person;
43 b) psychological factors, including perceptions, roles, attitudes, personality, motivation, and job
44 satisfaction; c) organizational factors, including organizational structure, job design, leadership,
45 and reward systems. Job satisfaction is a positive feeling about one's job that results from
46 evaluating its characteristics. This is influenced by individual, social, and major factors in work,
47 such as wages, supervision, job security, and opportunities for advancement. *Job satisfaction* is an
48 emotional condition that leads to a person's positive attitude in assessing problems and everything
49 encountered in the work environment.
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3 Practically Human Resources (HR) has always been the main point in the company. Based
4 on several previous studies, performance has a relationship with job satisfaction. Yang & Hwang
5 found that job satisfaction and performance affect each other positively and reciprocally.
6 Meanwhile, Valaei & Rezaei stated that there is a relationship between job satisfaction and
7 performance and organizational commitment. Job satisfaction is among the most important factors
8 in human resource development that leads to greater organizational efficiency. Furthermore,
9 (Javed *et al.*, 2014) claim that aspects of job satisfaction vary by country and change over time.
10 However, studying job satisfaction across cultures and over time is important.

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14 The variables of continuous commitment, task complexity, competence, and personal values
15 have a role in job performance, as shown in Valaei & Jiroudi's research. – deficiencies found in
16 humansc(Renyut *et al.*, 2017). Many sides cannot be replaced by machines or digital technology.
17 Technology is used only to help with work. In this case, millennial employees do not doubt their
18 abilities. However, Internet Service Provider (ISP) companies, as a company engaged in the field
19 of Internet connection service companies also really need employees who are highly committed,
20 hardworking, competent, personal value, energetic, productive, innovative, and full of
21 commitment, as well as solid teamwork to achieve the target level of work planned by the
22 company.

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26 Millennial workers' selfishness and social prestige are high enough to affect personal
27 values(Catano and Morrow Hines, 2016). Because millennials have high enthusiasm and
28 competence, company leaders provide complex tasks that involve individual job satisfaction and
29 impact suboptimal performance outcomes(Farhan, 2021). Millennial employees are those born
30 between 1983 and 1994, with vulnerable ages 24–39 ((Sarwono and Bernarto, 2020).

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33 Based on the results of interviews and focus groups with human resource development
34 (HRD) Internet service provider (ISP) businesses in Batam City, Riau Islands Province, it was
35 discovered that millennial employee performance was seen as best with individuals who are quick
36 to learn, adaptable to technology, enthusiastic and highly curious, and have creative and innovative
37 ideas (Peramesti and Kusmana, 2018). Millennial workers, however, could be more devoted to
38 their employers, which leads to frequent job switching. Low loyalty indicates a weak company
39 commitment, according to (Mohsen, 2016). Employees' commitment to the organization is
40 reflected in their mentality of performance loyalty (Warrick, 2017).

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44 -The gap exists in Batam City-based ISP (Internet Service Provider) businesses, where
45 millennials comprise more than 84.8% of the workforce. As a result, the ISP company deals with
46 employees from the millennial age, which currently dominates the workplace and is known for
47 being disloyal or having low company loyalty. As a result, employee turnover is a common
48 occurrence. The following information on turnover for ISP businesses in Batam City is shown in
49 Figure 1:

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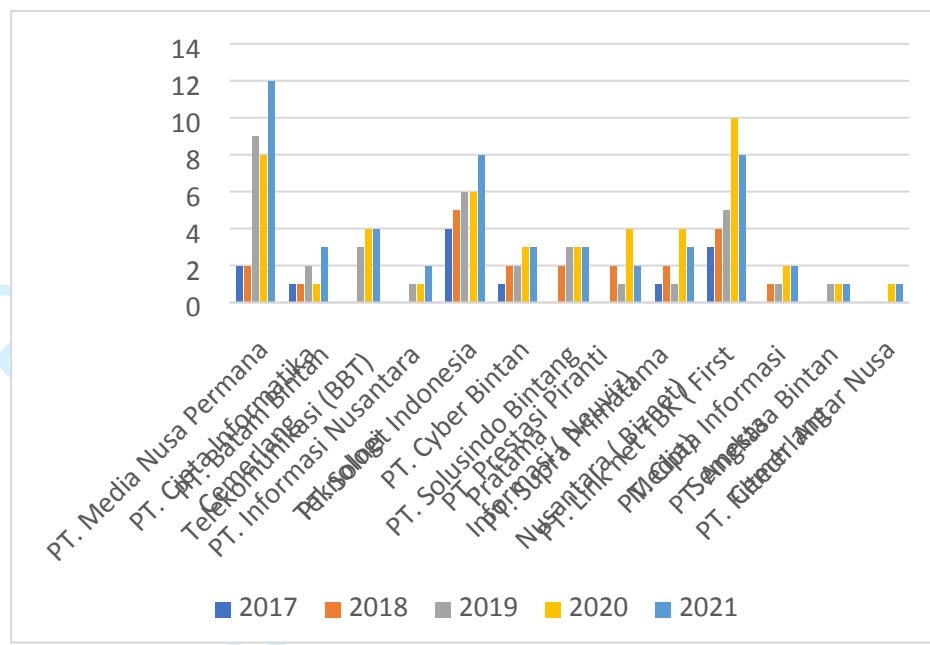


Figure 1. ISP Millennial Employee Turnover Intention in Batam City in 2017-2021

As indicated in Figure 1, Media Nusa Permana, PT Solnet Indonesia, and Link Net Tbk are the three ISP firms with the greatest annual turnover rates. This demonstrates that a poor level of ongoing employee engagement and loyalty is reflected in the employee turnover rate. One of the factors that ISP firms in Batam must take into account is the high turnover rate. High turnover rates will have a detrimental effect on a company's ability to perform.

The percentage of millennial employees in ISP companies is more than 84.8% (APJII, 2022). Along with the development of digital technology and the internet, which is increasingly advanced, it will affect "continued commitment, task competence, professional competence, and personal value," this will affect job satisfaction and the resulting performance. Human resources have always been the main point in the company (Nurhatsiyah *et al.*, 2020). Based on several previous studies, Yang & Wang (2014) found that job satisfaction and performance have a positive impact. Meanwhile, Valaei & Rezaei (Valaei and Rezaei, 2016) — Valarie & Rezaei (2016)(2016)(2016)(2016)(2016)(2016) stated that there is a relationship between job satisfaction, performance, and organizational commitment.

According to a preliminary study based on interviews with several HRDs from ISP companies in Batam, it was discovered that "Millennial" workers performed quite optimally with personal characteristics such as being quick learners, technology-adaptive, high enthusiasm and curiosity, and had creative and innovative ideas, but on average, have low loyalty, resulting in low organizational commitment. The degree of millennial workers' personality and social standing is sufficient to impact moral principles (Catano and Morrow Hines, 2016). Because millennials are highly competent and enthusiastic, business leaders tend to offer them challenging responsibilities.

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3 This harms employee job satisfaction and leads to less-than-ideal performance outcomes (Farhan,
4 2021).

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6 Empirically, according to several earlier studies, performance and job happiness are related.
7 Every business aims to engage staff in organizational and business activities to boost output. In
8 the form of maximum job productivity to achieve the predetermined goals. Company management
9 must take note of the employee's commitment to their jobs if they want to attain high
10 production (Masoudinejad and Veitch, 2023). Being loyal is a mental attitude that can motivate
11 someone to be able to control themselves and work harder, faster, and better. A positive work
12 environment will impact productivity and effectiveness.

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15 Companies providing internet connection services, or ISPs, have a clear need for personnel
16 that is dedicated, persistent, hard-working, competent, and personable (Alassaf *et al.*, 2023).
17 Employees must also be motivated, productive, and creative to meet business objectives (Hidayat
18 *et al.*, 2018). The study's findings are anticipated to shed light on how millennial workers perform
19 in Internet service provider companies in Batam City when task complexity, continuous
20 commitment, professional competence, and personal value intervening in job satisfaction are
21 considered. This will allow businesses to modify work practices to better suit millennial
22 characteristics and help workers meet performance goals.

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25
26 The originality of this study relates to how millennial employees perform under the influence
27 of constant attention due to the negative stereotypes around their personalities. According to
28 previous studies on a commitment to this generation, millennials need a sense of belonging to the
29 organization. Furthermore, millennials prioritize self-improvement more and more mobile, making
30 it simpler to move than stay in an organization (Ismail, 2016). According to the findings of research
31 published in reputable international journals, the follow-up commitment variable is still unutilized
32 in terms of information, updated theory, incompleteness (not related to a comprehensive theory),
33 and from a predefined locus perspective in cases where the research subject is millennial
34 employees.

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39 The Internet Service Provider (ISP) company that serves as the subject of this study's locus
40 delicacy is in desperate need of millennial workers who can adapt to new technology are
41 intelligent, inventive, and creative, have a strong work ethic, and are committed to the
42 organization's vision, mission, and goals. This study aimed to examine the issue from a different
43 perspective by creating the continuance commitment, which has been used as an indicator for
44 millennial workers at ISP companies in Batam. This exogenous or independent variable will
45 directly affect the performance of strategic employees or have an impact through an intervention
46 variable based on job satisfaction. ISP companies engaged in internet connection services need
47 employees who have a continuous commitment, are hardworking, competent, and have a good
48 personality. In addition, employees must also be energetic, productive, and innovative to achieve
49 company targets. The results of this study are expected to be able to see the performance of
50 millennial employees in internet service provider companies in Batam city when influenced by
51 variables of continuous commitment, task complexity, professional competence, and personal
52 value intervening with job satisfaction, so that the company can adjust work patterns to the
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characteristics of millennials so that they can achieve the company's performance targets to the maximum. Based on the background of the previously described problems, the research problem formulation is How does Millennial Employee Job Satisfaction Affect Performance? –This study uses a quantitative method with a sequential explanatory design, and each variable is described in the form of a questionnaire that is distributed to millennial ISP students with a simple random sampling method; the collected data is processed using a Structural Equation Model (SEM) using a Linear Structural Relationship (LISREL) software.

The use of descriptive and verifiable analysis to explain the relationship between the variables studied by verifying the accuracy of the data in the study to produce a structured picture of the research, the framework of the research concept is as follows:

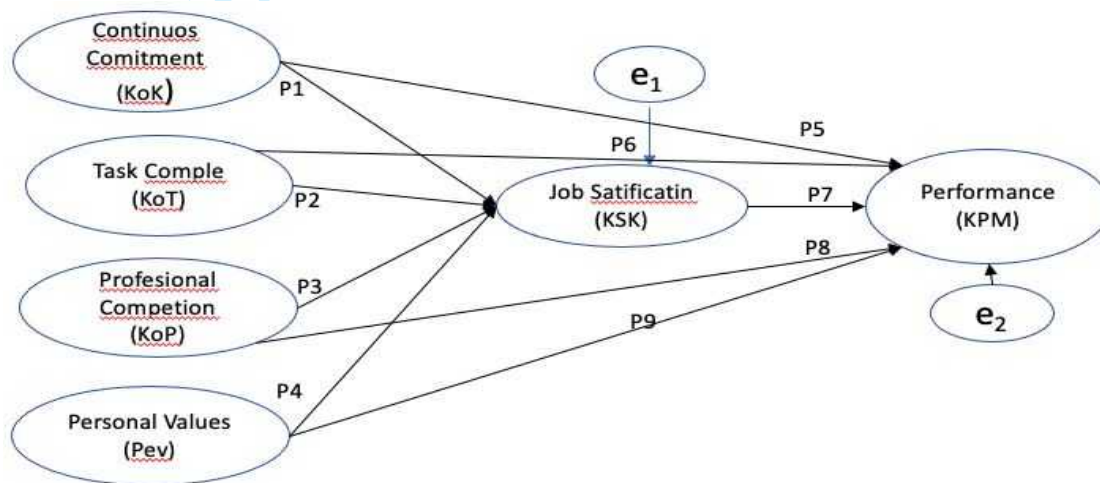


Figure 1. Framework-Research Framework

Figure 1 shows the research framework of the research concept, a hypothesis of each variable, and the relationship between variables can be made in Table 1 as follows: From figure 1, the research framework of the research concept, a hypothesis of each variable, and the relationship between variables can be made in table 1 as follows:

Table 1. Relationships between variables and Indicators

<u>Variable</u>	<u>Indicators</u>	<u>Hypothesis</u>
<u>The commitment continues (Kok)</u>	<u>Losses leave the company, and losses remain in the company</u>	<u>H1(P5). Continuous commitment affects the performance of millennial employees</u> <u>H6(P1). Continuous commitment affects the job satisfaction of milineal employees</u> <u>H10(P1,P7). Continuous commitment affects the performance of millennial employees through job satisfaction</u>
<u>Task Complexity (KoT)</u>	<u>The difficulty of the task and the receipt of the job.</u>	<u>H2 (P6). The complexity of tasks affects the performance of millennial employees</u>

		<u>H7(P2). The complexity of the task affects the job satisfaction of millennial employees.</u> <u>H11(P2,P7). The complexity of tasks affects the performance of millennial employees through job satisfaction</u>
<u>Professional competence (KoP)</u>	<u>Intellectual (skill, knowledge), Emotional, Social</u>	<u>H3 (P8). Professional competence affects the performance of millennial employees</u> <u>H8 (P3). Professional competence affects the job satisfaction of millennial employees</u> <u>H12 (P3, P7). Professional competence affects the performance of millennial employees through job satisfaction</u>
<u>Personal Value (PeV)</u>	<u>Power, achievement, hedonism, stimulation, self direction, universalism, benevolence, tradition, conformity, security</u>	<u>H4(P9). The personal value affects the performance of millennial employees.</u> <u>H9(P4). The personal value affects the job satisfaction of millennial employees.</u> <u>H13 (P4,P7). The personal value affects the performance of millennial employees through job satisfaction.</u>
<u>Job Satisfaction (KSK)</u>	<u>Satisfaction with work, rewards, supervision of superiors, workload, promotion opportunities</u>	<u>H5(P7). Job satisfaction affects the performance of millennial employees</u>

METHODS

The problem of millennial employee performance in the industrial revolution era was the main variable in this study, mediated by job satisfaction. It was associated with the variables continuity commitment, task complexity, professional competence, and personal values as the variables of the subject in this study. Six variables are examined in this study, and both their direct and indirect impacts are observed. This quantitative research method is a process of finding knowledge using data in the form of numbers as a tool to analyze information about what you want to know(Nardi, 2018). Data collection of this study using the causal model survey method with path analysis techniques (path analysis) This quantitative research method is a process of finding knowledge using numbers to analyze information about what you want to know(Nardi, 2018). Data collection of this study using the causal model survey method with path analysis techniques (path analysis) (Vowels *et al.*, 2021).

The millennial respondent employees were given questionnaires to complete the data. Two hundred-five responders resulted in the collection of data. All 422 respondents were millennial workers at Batam City ISP (Internet Service Provider) organizations aged 19 to 40. Millennial employees working at ISP (Internet Service Provider) companies in Batam city with employees

between 19 and 40 were chosen as respondents for the exogenous questionnaire. In contrast, leaders or HRD completed the endogenous questionnaire. This study was conducted from January to May 2022. ISP companies registered with the Association of Internet Service Providers and those who responded to research request letters are distinguished in Table 2 as the companies where the research was done. The Data Collection was obtained by distributing questionnaires to millennial employee respondents. The data collected was 205, according to the number of respondents. Analysis techniques with Structural Equation Model (SEM) using Linear Structural Relationship LISREL software (Zhang, 2022). The verifiability analysis conducted in this study aims to determine the relationship between independent variables of commitment, task complexity, competence, and personal value through job satisfaction and dependent variables of millennial employee performance, which will be tested using hypothesis analysis (Sutija, 2017). The use of descriptive and verifiable analysis to explain the relationship between the variables studied by verifying the accuracy of the data in the study to produce a structured picture of the research, the framework of the research concept is as follows:

Table 2. Reasereh Sample

<u>No</u>	<u>Companies</u>	<u>Millenial Employees</u>
<u>1</u>	<u>PT. Informasi Nusantara Teknologi</u>	<u>22</u>
<u>2</u>	<u>PT. Batam Bintang Telekomunikasi (BBT)</u>	<u>17</u>
<u>3</u>	<u>PT. Media Nusa Permana</u>	<u>45</u>
<u>4</u>	<u>PT. Solnet Indonesia</u>	<u>73</u>
<u>5</u>	<u>PT. Cipta Informatika Cemerlang</u>	<u>55</u>
<u>6</u>	<u>PT. Cyber Bintang</u>	<u>21</u>
<u>7</u>	<u>PT. Solusindo Bintang Pratama</u>	<u>16</u>
<u>8</u>	<u>PT. Prestasi Piranti Informasi (Neuviz)</u>	<u>11</u>
<u>9</u>	<u>PT. Supra Primatama Nusantara (Biznet)</u>	<u>5</u>
<u>10</u>	<u>PT. Link net TBK (First Media)</u>	<u>112</u>
<u>11</u>	<u>PT. Cipta Informasi Semesta</u>	<u>18</u>
<u>12</u>	<u>PT. Angkasa Bintang Cemerlang</u>	<u>15</u>
<u>13</u>	<u>PT. Filtech Antar Nusa</u>	<u>12</u>
	<u>Total</u>	<u>422</u>

This study used a sample from a population of ISP companies in Batam by employing a questionnaire as the primary data collector for research on this population or sample. The Slovin method was used for sampling, and a research instrument was used for data collecting. The population and sampling were obtained by employing questionnaires to evaluate personal value variables, professional competence, work complexity, ongoing commitment, job satisfaction, and

performance using validity and reliability test data. Given the size of the population, the Slovin formula is used to get the sample size as follows:

$$n = N / (1 + Ne^2) = 422 / (1 + 422 \cdot 0.52) = 205$$

Techniques for gathering data involve questionnaires, including hard and soft questions. A closed-statement instrument was used to measure the variables, and they were graded on a Likert scale from 1 to 5. Each remark was followed by a question asking respondents to rank their agreement or disagreement with it. The validity and reliability of the instrument were assessed before it was utilized to collect research data from 30 millennial ISP staff respondents who had participated in trial runs but were no longer used as research participants. The reliability test calculation employs the Cronbach alpha instrument. In contrast, the validity test calculation uses the product-moment correlation because the item scale is a scale of five, similar to the Likert model scale.

Empirical review is used in theoretical analysis. In an earlier study, the Structural Equation Model (SEM) approach was used for data analysis and theoretical mapping, and LISREL was used for descriptive analysis. The measurement model (outer model) and the structural model are utilized for SEM-LISREL analysis (inner model) (Zhang, 2022). The verification analysis carried out in this study aims to determine the relationship between the independent variables of commitment, task complexity, competence, and personal value through job satisfaction and the dependent variable of millennial employee performance, which will be tested using hypothesis analysis (Sutija, 2017).

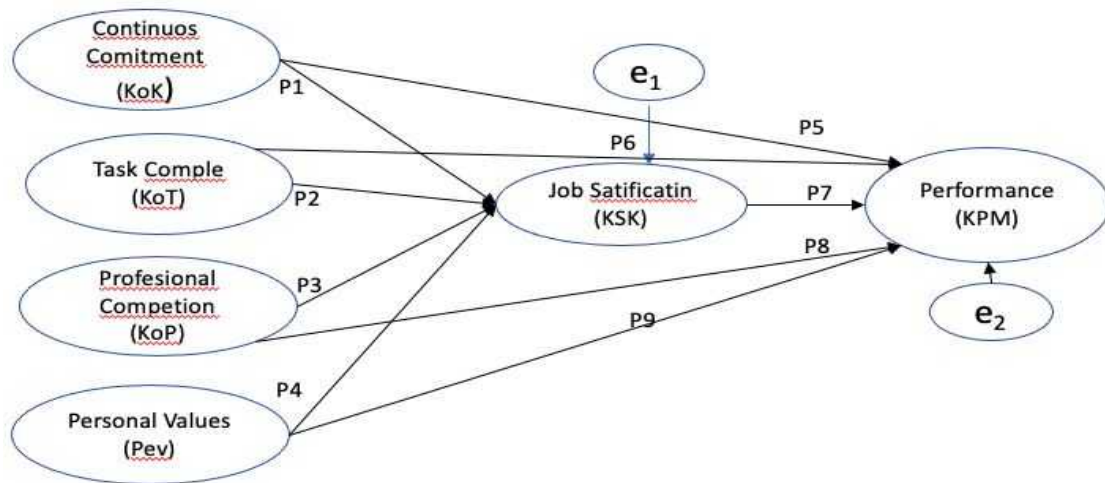


Figure 1. Framework Research

From figure 1, the research framework of the research concept, a hypothesis of each variable, and the relationship between variables can be made in table 1 as follows:

Table 1. Relationships between variables and Indicators

Variable	Indicators	Hypothesis
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<p>The commitment continues (Kok)</p>	<p>Losses leave the company, and losses remain in the company</p>	<p>H1. Continuous commitment affects the performance of millennial employees H6. Continuous commitment affects the job satisfaction of milineal employees H10. Continuous commitment affects the performance of millennial employees through job satisfaction</p>
<p>Task Complexity (KoT)</p>	<p>The difficulty of the task and the receipt of the job.</p>	<p>H2. The complexity of tasks affects the performance of millennial employees H7. The complexity of the task affects the job satisfaction of millennial employees. H11. The complexity of tasks affects the performance of millennial employees through job satisfaction</p>
<p>Professional competence (KoP)</p>	<p>Intellectual (skill, knowledge), Emotional, Social</p>	<p>H3. Professional competence affects the performance of millennial employees H8. Professional competence affects the job satisfaction of millennial employees H12. Professional competence affects the performance of millennial employees through job satisfaction</p>
<p>Personal Value (PeV)</p>	<p>Power, achievement, hedonism, stimulation, self direction, universalism, benevolence, tradition, conformity, security</p>	<p>H4. The personal value affects the performance of millennial employees. H9. The personal value affects the job satisfaction of millennial employees. H13. The personal value affects the performance of millennial employees through job satisfaction.</p>
<p>Job Satisfaction (KSK)</p>	<p>Satisfaction with work, rewards, supervision of superiors, workload, promotion opportunities</p>	<p>H5. Job satisfaction affects the performance of millennial employees</p>

RESULT AND DISCUSSION

This study analyzes Influence, Continuous Commitment, Task Complexity, Professional Competence, and Personal Values, With Job Satisfaction as an Intervening (intermediary/mediation variable) and Their Impact on the Performance of Millennial Employees of Internet Service Provider (ISP) Companies in Batam City. The study results were obtained from processing questionnaire data with a population of respondents. This research study was millennial employees of ISP companies in Batam City with a total population of 422 respondents. The study's results were obtained from processing questionnaire data with the population of respondents to this study were millennial employees of ISP companies in Batam City with a total respondent population of 422. According to Sugiyono (2017) considering that the population is very large, the Slovin formula is used to calculate the sample size as follows: $n = N / (1 + Ne^2) = 422 / (1 + 422 \cdot 0.5^2) = 205$, with the graph of respondents as follows:

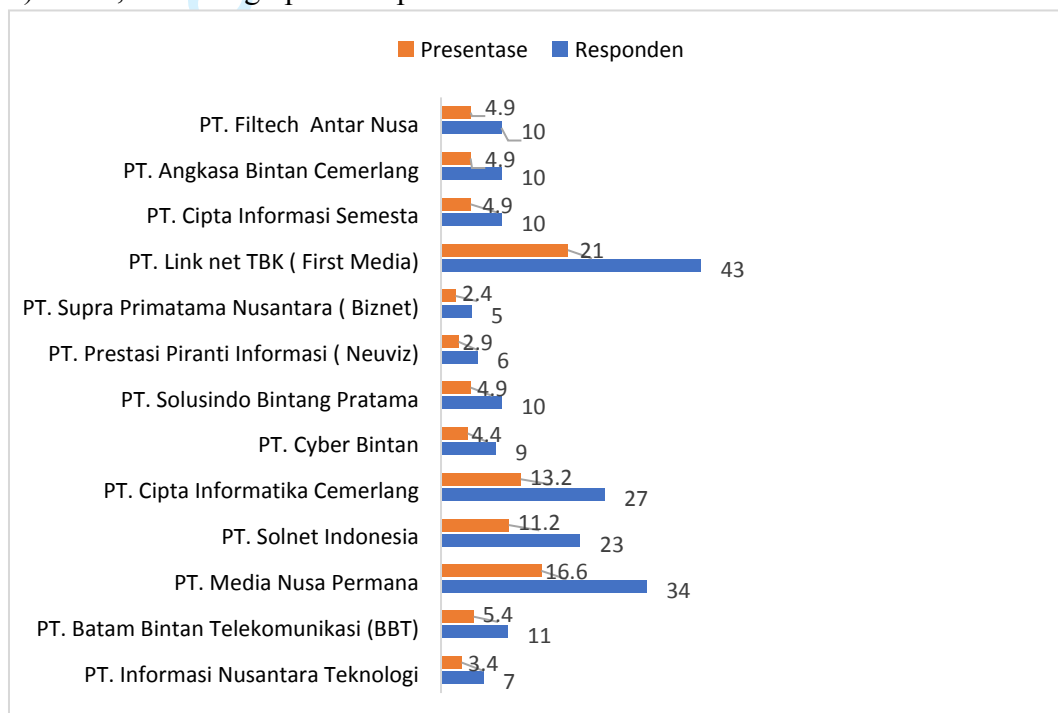


Figure 2. Presentation Grafict Respondents

From the response chart of respondents in figure 2, millennial employees of ISP First Media company filled out 43 questionnaires, 21% of the total sample, and the least was Biznet company, as much as 2.4%, five questionnaires from the whole sample. This study used probability sampling because sampling provided equal opportunities for ISP companies in Batam City. Random sampling sample technique: Questionnaires are distributed randomly to millennial ISP employees for their independent questionnaires, and dependent questionnaires are given to HRD / Employee leaders who fill out separate variable questionnaires.

The results of the Analysis of Sem data with LISREL Software show the match of the model with the results of the Goodness Of Fit (GOF) test figure 3, where the previous model had passed the Confirmatory Factor Analysis test; this measurement ensured that there were no offending estimates (values that exceed the acceptable limit) according to the reference Holmes-Smith and

Row (2017) GOF tests together a model consisting of independent variables and dependent variables, here are the RESULTS of GOF tests:

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Normed Fit Index (NFI) = 0.98
Non-Normed Fit Index (NNFI) = 1.00
Parsimony Normed Fit Index (PNFI) = 0.91
Comparative Fit Index (CFI) = 1.00
Incremental Fit Index (IFI) = 1.00
Relative Fit Index (RFI) = 0.98
Goodness of Fit Index (GFI) = 0.80

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Figure 3. GOF Model Matchability Test Results

From the results of the goodness of fit test above, it can be seen that the T-statistic > from T-table 0.9 shows a good fit level of match, where the Normed Fit Index (NFI) value in this model is 0.98. This value is above the fit criteria. The NFI value ≥ 0.90 , meaning that the model match is good because the NFI value is above the good fit criteria. For the Non-Normed Fit Index (NNFI) value in this model of 1.00, this value is above the NNFI fit criteria ≥ 0.90 , then NNFI has a reasonable model match rate because the NNFI value is above the good fit criterion. The Parsimony Normed Fit Index (PNFI) value of 0.91 is above the fit criteria that should be $PNFI \geq 0.90$, so the model match is a good fit. Furthermore, in the Comparative Fit Index (CFI) criteria, the output fit shows a CFI value of 1,000, indicating a perfect model match because the CFI meets the requirements, namely the $CFI \geq 0.90$.

An Incremental Fit Index (IFI) value of 1.00 meets the fit criteria because the matter is above the minimum $IFI \geq 0.90$. Nilai Relative Fit Index (RFI) of 0.98 shows the model's fit is perfect because the RFI value ≥ 0.90 ; this value is a good fit. The Goodness-of-Fit Indices (GFI) value is 0.8. This value is below the excellent fit standard, but still within the marginal fit limit; for the Adjusted Goodness of Fit (AGFI) value of $0.96 \geq 0.90$, this value is a good fit. From the output results of the Goodness of Fit Test, GOF, it can be concluded that the structural model in this study can be declared fit. After testing the overall suitability of the model, the next stage is to test the hypothesis with the following results in Figure 4:

From the results of the goodness of fit test above, it can be seen that the T-statistic > from T-table 0.9 shows a good fit level of match, where the Normed Fit Index (NFI) value in this model is 0.98. This value is above the fit criteria. The NFI value ≥ 0.90 , meaning that the model match is good because the NFI value is above the good fit criteria. For the Non-Normed Fit Index (NNFI) value in this model of 1.00, this value is above the NNFI fit criteria ≥ 0.90 , then NNFI has a reasonable model match rate because the NNFI value is above the good fit criterion. The Parsimony Normed Fit Index (PNFI) value of 0.91 is above the fit criteria that should be $PNFI \geq 0.90$, so the model match is a good fit. Furthermore, in the Comparative Fit Index (CFI) criteria,

the output fit shows a CFI value of 1,000, indicating a perfect model match because the CFI meets the requirements, namely the $CFI \geq 0.90$.

An Incremental Fit Index (IFI) value of 1.00 meets the fit criteria because the matter is above the minimum value of $IFI \geq 0.90$. Nilai Relative Fit Index (RFI) of 0.98 shows the model's fit is perfect because the RFI value ≥ 0.90 ; this value is a good fit. The Goodness-of-Fit Indices (GFI) value is 0.8. This value is below the excellent fit standard but still within the marginal fit limit; for the Adjusted Goodness of Fit (AGFI) value of $0.96 \geq 0.90$, this value is a good fit. From the output results of the Goodness of Fit Test, GOF, it can be concluded that the structural model in this study can be declared fit. After testing the overall suitability of the model, the next stage is to test the hypothesis with the following results in Figure 4:

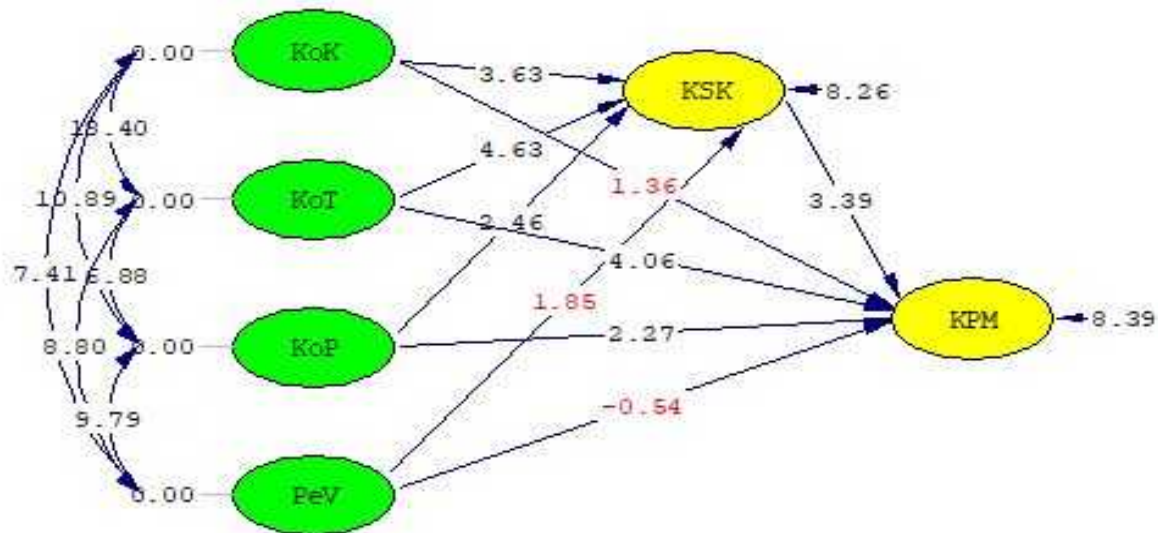


Figure 4. Hypothesis test results

Source: 2021 Research Data

From the path diagram of figure 4, the results of model testing show that the relationship between exogenous and endogenous variables has a t-value with a number in black and red, which means that if the war is black, the t-value value ≥ 1.96 so that it shows that the relationship between exogenous and endogenous variables is directly significant. While the red one, because the T-Value value ≤ 1.96 , this means that it offers its connection instantly insignificant. The results of testing this statistical hypothesis are as follows:

Structural Equations

$$\text{KSK} = 0.26 \cdot \text{KoK} + 0.38 \cdot \text{KoT} + 0.18 \cdot \text{KoP} + 0.11 \cdot \text{PeV}, \text{ Errorvar.} = 0.38, R^2 = 0.62$$

(0.071)	(0.081)	(0.072)	(0.061)	(0.046)
3.63	4.63	2.46	1.85	8.26

$$\text{KPM} = 0.28 \cdot \text{KSK} + 0.10 \cdot \text{KoK} + 0.36 \cdot \text{KoT} + 0.17 \cdot \text{KoP} - 0.034 \cdot \text{PeV}, \text{ Errorvar.} = 0.39, R^2 = 0.61$$

(0.081)	(0.074)	(0.088)	(0.074)	(0.063)	(0.047)
3.39	1.36	4.06	2.27	-0.54	8.39

Indirect Effects of KSI on ETA

	KoK	KoT	KoP	PeV
KSK	--	--	--	--
KPM	0.07 (0.03) 2.49	0.10 (0.04) 2.74	0.05 (0.02) 2.00	0.03 (0.02) 1.62

Figure 5. statistical hypothesis testing results

Based on the results of the hypothesis testing of a direct relationship to job satisfaction (KSK) with the influence of exogenous variables (continuous commitment (KoK), task complexity (KoT), professional competence (KoP), personal value (PeV)), job satisfaction was obtained R square 0.62, means that there is the model fit. Then the results of the millennial employee performance test (KPM) on endogenous variables (performance) and the relationship between variables with exogenous influences (continuous commitment (KoK), task complexity (KoT), professional competence (KoP), personal value (PeV)) obtained R square 0.61. This also shows a suitable model. According to (Alassaf *et al.*, 2023) the R-Square value is categorized as strong if more than 0.67, moderate if more than 0.33 but lower than 0.67, and weak if more than 0.19 but lower than 0.33. From the hypothesis test directly job satisfaction (KSK) with the influence of continuous commitment (KoK), task complexity (KoT), professional competence (KoP), and personal value (PeV), R square 0.62 was obtained, meaning that there is a model match. Then the results of the performance test of millennial employees (KPM) with the influence of continuous commitment (KoK), task complexity (KoT), professional competence (KoP), and personal value (PeV) obtained R square 0.61 also shows that the model is suitable according to Holmes-Smith and Row (Holmes-Smith, 2017). According to Wynn.W.Chin(2010), the R-Square Value is vital if it is more than 0.67, moderate if it is more than 0.33 but lower than 0.67, and weak if it is more than 0.19 but lower than 0.33. The path coefficient value of the effect of continuous commitment (KoK) on the performance of millennial employees (KPM) of 0.10 is insignificant at t-statistics 1.36 < of the t-table standard of 1.96. The path coefficient value of the effect of continuous commitment (KoK) on job satisfaction (KSK) was 0.26 significant at t-statistics 1.363 < t-table 1.96.

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3 The path coefficient value with intervening job satisfaction to continuous commitment in
4 influencing the performance of isp millennial employees in Batam city (KoK*KSK→KPM) of
5 0.10 is significant at t-statistics $2.74 > t\text{-table } 0.96$.
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8 DISCUSSION

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10 The research results on the first hypothesis (H1) Continuous commitment to the performance
11 of ISP millennial employees in Batam City has no significant effect. This is under the
12 characteristics of millennial employees who are not loyal ~~The continuous commitment to the~~
13 ~~implementation of isp millennial employees in Batam City does not have a considerable effect;~~
14 ~~this follows the characteristics of millennial employees who are not loyal~~ (Pella, 2016).
15 through
16 The measurement of the first indicator states that the loss of leaving the company states that
17 millennial employees in the ISP company feel that problems that occur in the company do not
18 become employee problems; if there are obstacles in realizing the company's vision and mission
19 such as lack of the achievement of the company's sales target, or the overload of costs of various
20 divisions, millennial employees think this is not an employee problem that must also be found a
21 solution.
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24 Employees who do not have a high continuous commitment will change careers in other
25 companies, and this is in line with the theory (Gin Choi *et al.*, 2013), which states that, t
26 millennial generation is very hopeful and looking for the meaning of work to the work they do, the
27 average millennial generation will change up to twenty times during their lifetime. millennials are
28 not loyal to the company; instead, they were dedicated to their friends. An attitudinal or affective
29 approach, which emphasizes the significance of alignment between millennial employees' values
30 and goals and the company's values and objectives, differs theory of the relationship between
31 organizational commitment and performance ~~Contrary to the theory of the relationship of~~
32 ~~organizational commitment to the performance of Porter and Steers~~ (Al-Jabari and Ghazzawi,
33 2019; Botella-Carrubi *et al.*, 2021; Khajuria and Khan, 2022).
34 ~~with an attitudinal or affective~~
35 ~~approach, which emphasizes the importance of congruence between the personal values and goals~~
36 ~~of millennial employees and the values and objectives of the company.~~
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40 Companies must be able to convince millennial employees that their personal goals are the
41 same as the company's goals; this will be the higher the continuous commitment of millennial
42 employees. The direct effect of continuous commitment on job satisfaction is significant, meaning
43 that millennial employees will feel at a loss leaving the company because the company has got the
44 desired things according to the indicators of job satisfaction, satisfaction with the work produced,
45 satisfaction with rewards, satisfaction with superior supervision, satisfaction with colleagues and
46 have the opportunity to be promoted to a position if it makes a good performance.
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50 This follows millennial employees' characteristics, in line with research (Dwiyanti and
51 Bagia, 2020). With high commitment, employees will have high job satisfaction. Millennial
52 employees with increased responsibility have a responsible attitude to work in the company,
53 obeying the company's work standards. Job satisfaction has a close relationship that is intertwined,
54 so job satisfaction as an intervening variable of continuous commitment to the performance of
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millennial employees at ISPs has a significant effect. Staying afloat is a measure of the constant burden of millennial employees to remain in the company. It illustrates the confidence of millennial employees in the company's vision and mission, wanting to advance the company, and the intensity of millennial employees deciding to stay at work. This is emphasized by Auer Antoncic's (2011) commitment, and employee loyalty makes the company grow.

The path coefficient value of the effect of task complexity (KoT) on the performance of millennial employees (KPM) was 0.36 significant at t-statistics 4.06 > t-table 1.96. The path coefficient value of the effect of task complexity (KoT) on job satisfaction (KsK) was 0.38 significant at t-statistic 4.63 > t-table 1.96. The path coefficient value with intervening job satisfaction to the complexity of tasks in influencing the performance of isp millennial employees in Batam city (KoT *KSK → KPM) was 0.07 significant at t-statistic 2.49 > t-table 1.96. Job satisfaction can moderate task complexity's influence on mental employees' performance at ISP in Batam city.

~~The complexity of the task on the performance of millennial employees in the ISP company in Batam City has a significant effect. The path coefficient value of the effect of task complexity (KoT) on the performance of millennial employees (KPM) was 0.36 significant at t-statistics 4.06 > t-table 1.96. The path coefficient value of the effect of task complexity (KoT) on job satisfaction (KsK) was 0.38 significant at t-statistic 4.63 > t-table 1.96. The path coefficient value with intervening job satisfaction to the complexity of tasks in influencing the performance of isp millennial employees in Batam city (KoT *KSK → KPM) was 0.07 significant at t-statistic 2.49 > t-table 1.96. Job satisfaction can moderate task complexity's influence on mienial employees' performance at ISP in Batam city. The complexity of the task on the performance of millennial employees in the ISP company in Batam city has a significant effect.~~

The responsibilities of millennial workers at ISPs are comparatively complex. Nonetheless, the organization has offered training to clarify what degree of comprehension and how the activity is organized. This raises the level of expertise among millennial workers at ISPs. Nonetheless, the complexity of millennial employees' tasks at ISP firms is substantial. However, the fact that they work as a team to fulfill their duties as internet service providers ensures that their performance is still at its best and steadily improving. Contrary to Sanusi & Iskandar's findings, (Mohd-Sanusi and Mohd - Iskandar, 2007; Rudyanto, 2016). indicates that difficult activities might have a negative impact on employee performance. However, high degrees of difficulty and variety in assignments have been shown to impact employee performance negatively, according to Rudyanto Research (Rudyanto, 2016). The complexity of the duties of millennial employees at ISPs is relatively high. Still, the company has provided training so that the level of understanding and structure of the task is evident. This adds to the competence of millennial employees at ISPs. However, the complexity of the duties of millennial employees in ISP companies is high. However, their performance is still optimal and increasing because in carrying out the responsibilities of millennial employees have a work team in completing work as internet service providers. Not in

line with the research of Sanusi & Iskandar shows that high complexity of tasks can reduce employee performance (Mohd-Sanusi and Mohd-Iskandar, 2007; Rudyanto, 2016). Meanwhile, according to Rudyanto Research (Rudyanto, 2016), high levels of difficulty and variability in assignments can reduce employee performance

Millennial workers can work well with work orders that are structured, have operational work standards, and are given rewards and attention from superiors, thus the complexity of the task on job satisfaction, either directly or as an intervening factor, has a big impact on this. Allowing millennial employees to create on their own can automatically increase work satisfaction, and satisfied millennial employees are more likely to perform well and have strong loyalty to the organization. A successful business must guarantee a positive working environment for its employees. The complexity of the task on job satisfaction, either directly or as an intervening, has a significant effect on this because millennial employees can work well with work orders structured, have operational work standards, and are given rewards and attention from superiors. Work satisfaction can come naturally by letting millennial employees innovate on their own, and Satisfied millennial employees tend to perform highly and are highly committed to the company. A successful company must ensure a good relationship between employees and work (Siagian, 2022).

Unfair appraisal by superiors in job assignments, promotions, salaries, and evaluation reports, compared to other colleagues, will adversely affect employee job satisfaction (Putri, 2020; Warella *et al.*, 2021). Another study found a strong relationship between employee satisfaction and performance (Chrisdianto *et al.*, 2021). For this reason, ISP companies must ensure that all assessments are evaluated relatively to prevent millennial employees from being dissatisfied with the company. Millennial staff can determine whether their work is good or not in the company and see whether the job conditions meet their expectations.

Employee job satisfaction will suffer if superiors treat them unfairly regarding job assignments, promotions, wages, and evaluation reports compared to other coworkers (Putri, 2020; Warella *et al.*, 2021). -. According to a different study, performance and employee happiness are strongly correlated (Chrisdianto *et al.*, 2021). ISP organizations must ensure that all evaluations are conducted fairly to avoid millennial employees developing a negative impression of the business. The company's millennial employees can assess the quality of their work and choose whether the working environment meets their standards.

The influence of professional competence (KoP) on millennial employees' performance (KPM) had a path coefficient value of 0.17, which was significant at t-statistics $2.27 > t\text{-table } 1.96$. The performance of isp millennial employees in Batam City was influenced by the path coefficient value with intervening job satisfaction and professional competence (KoP *KSK KPM), which was 0.05 significant at a t-statistic of $2.00 > t\text{-table } 1.96$. Professional competence's impact on the performance of mental personnel at ISP Batam City might be moderated by job satisfaction. The relationship between professional competence (KoP) and work satisfaction (KsK) among

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3 millennial employees has a path coefficient value of 0.18, significant at t-statistics 2.46 > t-table
4 1.96. The path coefficient value of the influence of professional competence (KoP) on the
5 performance of millennial employees (KPM) was 0.17 significant at t-statistics 2.27 > t-table 1.96.
6 The path coefficient value with intervening job satisfaction with professional competence in
7 influencing the performance of isp millennial employees in Batam city (KoP *KSK → KPM) was
8 0.05 significant at a t statistic of 2.00 > t table 1.96. Job satisfaction can moderate professional
9 competence's influence on mienial employees' performance in ISP Batam city. The path coefficient
10 value of the effect of professional competence (KoP) on job satisfaction (KsK) of millennial
11 employees was 0.18 significant at t-statistics 2.46 > t-table 1.96.
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17 Professional competence has a significant effect on the performance of millennial employees
18 and a substantial impact on job satisfaction. Implementing millennial employees also has a
19 considerable effect when intervened by job satisfaction. The test results indicate that the higher the
20 level of professional competence of millennial employees of ISP companies in Batam City, the
21 higher their performance. The professional competence of millennial employees can be shown by
22 the intellectual, emotional, and social indicators possessed by the Batam City ISP employees. ~~The~~
23 ~~professional competence of millennial employees can be shown by the intellectual, emotional, and~~
24 ~~social indicators possessed by the Batam city ISP company employees.~~ Academic competence is
25 seen from knowledge and skills in the fields of information technology, internet networks, and
26 coding, as well as experience as anAN IT, while emotional competence is how a millennial
27 employee is confident, can adapt well, obeys regulations, and is consistent in carrying out duties
28 as an employee of an ISP company.
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33 Competency indicators other than skills and knowledge are social competencies. The social
34 competence possessed by millennial employees in ISP companies is shown by the ability to
35 communicate well and work with (teamwork, ready to help colleagues who need help completing
36 work. This research supports research (Renyut *et al.*, 2017; Suhardi, 2018) which states that
37 competence significantly affects employee performance. In line with research by Laura Book
38 (2019), social values in the characteristics of the millennial generation are considered to support
39 teamwork behavior in organizations. Efforts to achieve specific work targets and overall
40 organizational performance certainly require teamwork.
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44 This necessity of cooperation seems contradictory when considering the value of focusing
45 on the personal. However, research (Myers and Sadaghiani, 2010) explains that the millennial
46 generation shows good group cooperation abilities because cooperation at work is another form of
47 fun social activity for millennials. They are proving a positive relationship between job satisfaction
48 and job performance. Job satisfaction is also closely related to the performance of millennial
49 employees.
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52 The path coefficient personal value (PeV) value to the performance of millennial employees
53 (KPM) of 0.094 was insignificant at t-statistic $-0.54 < t\text{-table } 1.96$. The path coefficient unique
54 value (PeV) value to job satisfaction (KsK) of millennial employees of 0.11 was negligible at
55 t-statistics $1.86 < t\text{-table } 1.96$, insignificant because T-statistics were smaller than T-tables. The
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3 path coefficient value with intervening job satisfaction with personal value in influencing the
4 performance of isp millennial employees in Batam City (PeV *KSK → KPM) of 0.03 is
5 insignificant at t-statistics $1.62 < t\text{-table } 1.96$. The personal value variable has no significant effect
6 on job satisfaction and is not substantial on performance through intervening job satisfaction of
7 millennial staff in the ISP environment.
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10 This indicates that for millennial employees in the ISP company environment in Batam City,
11 the variables of personal value values have two dimensions, namely terminal values and
12 instrumental values with indicators of power, achievement, hedonism, stimulation, soft direction,
13 universalism, benevolence, tradition, conformity, and security do not have too much impact on the
14 performance of millennial employees. The results of this study are different and do not support
15 previous studies; it was found that personal value variables affect employee performance (Gery *et*
16 *al.*, 2015). Meanwhile, in this study, personal values did not affect employee performance.
17 Contrary to Grace Research (2017), employees' personality dimension significantly affects
18 employee performance and job satisfaction and identifies very important for every organization.
19 ~~This is because~~ If employees are satisfied with their work, the entire organization's performance
20 will be affected because employees are the main driver for any organization.
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26 The effect of job satisfaction on the performance of millennial employees shows the path
27 coefficient value of the impact of job satisfaction (KsK) on the performance of millennial
28 employees (KPM) of 0.28 significantly at t-statistics $3.39 > t\text{-table } 1.96$, ~~There~~ there is a significant
29 influence between job satisfaction and the implementation of millennial employees. Job
30 satisfaction substantially affects the performance of isp millennial employees in Batam City. Job
31 satisfaction is measured by five indicators: rewards, superior supervision, satisfaction with
32 colleagues, and promotion opportunities. The significant effect of job satisfaction on the
33 performance of millennial employees of ISP Batam City. This means that performance will be
34 excellent if given rewards, supervision, and appreciation by superiors for their performance so that
35 millennial employees become satisfied with the like.
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41 ~~The study's results also showed that indicators of satisfaction with colleagues and promotion~~
42 ~~also affect performance factors. This will also make millennial employees work well and~~
43 ~~responsibly and produce maximum performance, achieve satisfaction with internet customers and~~
44 ~~work results rarely receive complaints. This result is in line with the results of research (Sutama~~
45 ~~and Stiven, 2010), which states that high job satisfaction will also influence employee performance.~~
46 ~~In line with the results of study (Saputra et al., 2016), which says that if the dignity of an employee~~
47 ~~increases, it will have a positive impact on performance. This is also in line with research (Javed~~
48 ~~et al., 2014) where there is a relationship between employee performance and job satisfaction. The~~
49 ~~study's findings also demonstrated that coworker satisfaction and advancement measures influence~~
50 ~~performance elements. As a result, millennial workers will perform at their highest level, act~~
51 ~~responsibly, satisfy online customers, and encounter few complaints about their work. According~~
52 ~~to a study (Sutama and Stiven, 2010), a high level of job satisfaction will also impact employee~~
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3 performance. Our outcome is consistent with that research. A study's findings (Saputra et al., 2016)
4 indicate that a worker's performance would improve if their sense of dignity grows. This is
5 consistent with studies(Javed et al., 2014) that show a connection between job happiness and
6 employee performance.

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9 Millennial employee performance is influenced by continuous commitment, task complexity,
10 professional competence, and personal values 61%. The remaining 39% is influenced by other
11 variables not studied in this study. While the influence of continuous commitment variables, task
12 complexity, professional competence, and personal values on millennial employee job satisfaction
13 with an R-square value of 62% means that millennial employee job satisfaction variables are
14 influenced by continuous commitment variables, task complexity, professional competence, and
15 personal values of 62%, the remaining 38% is influenced by other variables not examined.

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18 ~~The performance of millennial employees is influenced by variables of continuous~~
19 ~~commitment, task complexity, professional competence and personal value of 61%, the remaining~~
20 ~~39% is influenced by other variables that are not studied in this study and the influence of~~
21 ~~continuous commitment variables, task complexity, professional competence and personal value~~
22 ~~on job satisfaction of millennial employees with an R-square value of 62% meaning that the~~
23 ~~variable of job satisfaction of millennial employees is influenced by the variable of continuous~~
24 ~~commitment, task complexity, professional competence and personal value of 62%, the remaining~~
25 ~~38% are influenced by other variables that are not studied.~~

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29 The findings in this study show that the variable of continuous commitment only affects the
30 performance of millennial employees if through intervening job satisfaction. Variables of task
31 complexity and professional competence have a significant effect on the performance of millennial
32 employees directly or intervening by job satisfaction. The variable of job satisfaction directly also
33 has a significant effect on performance, for the personal value variable does not affect the
34 performance of millennial employees either directly or by intervening job satisfaction. Millennial
35 employees who are competent, get job satisfaction with work, against rewards, for superior
36 supervision, promotion of positions and colleagues will be loyal to the company. This confirms
37 that the performance of millennial employees at ISPs likes to work in a team work, a pleasant
38 atmosphere and get a high salary in accordance with their professional competence as an IT.

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42 According to the analysis of this study's findings, firms, especially those that employ many
43 millennials, should optimize their human resources to improve their overall performance. Paying
44 attention to the variable work happiness is one of the recommended tactics businesses can use to
45 maximize the performance of millennial employees. This is because satisfied employees will
46 perform better, stay with the company longer, be more likely to be supervised by superiors and
47 coworkers and receive promotions. After all, their satisfaction has been met. This has important
48 ramifications for committing totally to the business.

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52 In addition, millennial employees need to increase their professional competence. By increasing
53 competence, millennial employees will be okay with complex assignments as long as the work assignments
54 are under their competencies and are well structured. The performance of millennial employees at ISP
55 companies in Batam is not too concerned with personality or personal matters, so this does not affect the
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3 performance of millennial employees. The other things that are needed and affect the performance of
4 millennial employees are colleagues. This is because millennial employees tend to work with solid
5 teamwork. ISP companies have employees dominated by the millennial generation, so companies need to
6 develop a management model that is responsive to the characteristics of millennial employees.
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8 Companies are expected to be able to select highly committed employees through a good
9 recruitment process by including the commitment variable in the selection instrument. In addition,
10 it is necessary to develop programs that are expected to increase the performance of employees
11 who are low to high so that they can support the company's performance as a whole. Companies
12 also need periodic surveys of job satisfaction, as the results of this study prove that job satisfaction
13 greatly influences the performance of millennial employees. The more satisfied millennial
14 employees are, the better continuous commitment will be generated. Companies also need to pay
15 close attention to employee characteristics in terms of age and developing values, especially for
16 the millennial generation, which is increasingly dominant in many companies in the population.
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24 CONCLUSION

25 According to the study, the continuous commitment variable does not directly affect performance.
26 However, it does affect job satisfaction, which in turn affects the performance of millennial
27 employees of internet service provider companies in Batam City. The complexity of activities and
28 professional competencies affects millennial ISP employees' performance and job satisfaction
29 directly or indirectly. Intervening work satisfaction can moderate exogenous variables versus
30 endogenous variables. Testing the structure model of the direct influence of continuous
31 commitment, task complexity, professional competence, and personal value variables on
32 millennial employees' performance with an R-square value of 61%. The remaining 39% was
33 influenced by other variables not studied in this study, and job satisfaction with an R-square value
34 of 62%, the remaining 38%. The structure model is suitable.
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36 According to this report, organizations with numerous millennial employees should optimize their
37 human resources to boost performance. To enhance millennial employee performance, firms
38 should consider work pleasure. Millennial employees must also improve their professional skills
39 and create a management model that fits their needs. Businesses should also improve low-
40 performing employees' performance and measure job satisfaction. Thirdly, organizations should
41 focus on employee age and values. The results of the study can be concluded that the continuous
42 commitment variable does not have a direct effect on performance, but has a significant effect on
43 the variable of job satisfaction and the performance of millennial employees of internet service
44 provider companies in Batam city has a significant effect when using intervening job satisfaction.
45 Then for the variable complexity of tasks and professional competencies, it has a significant effect
46 on the performance and job satisfaction of millennial ISP employees either directly or through the
47 intervenig variable of job satisfaction. The variable of job satisfaction as intervening can moderate
48 exogenous variables against endogenous variables. Testing the structure model of the direct
49 influence of the variables of continuous commitment, task complexity, professional competence
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~~and personal value on the performance of millennial employees with an R-square value of 61%, the remaining 39% was influenced by other variables that were not studied in this study and on job satisfaction of millennial employees with an R-square value of 62% the remaining 38%. It can be concluded that the model of the structure is suitable and fit.~~

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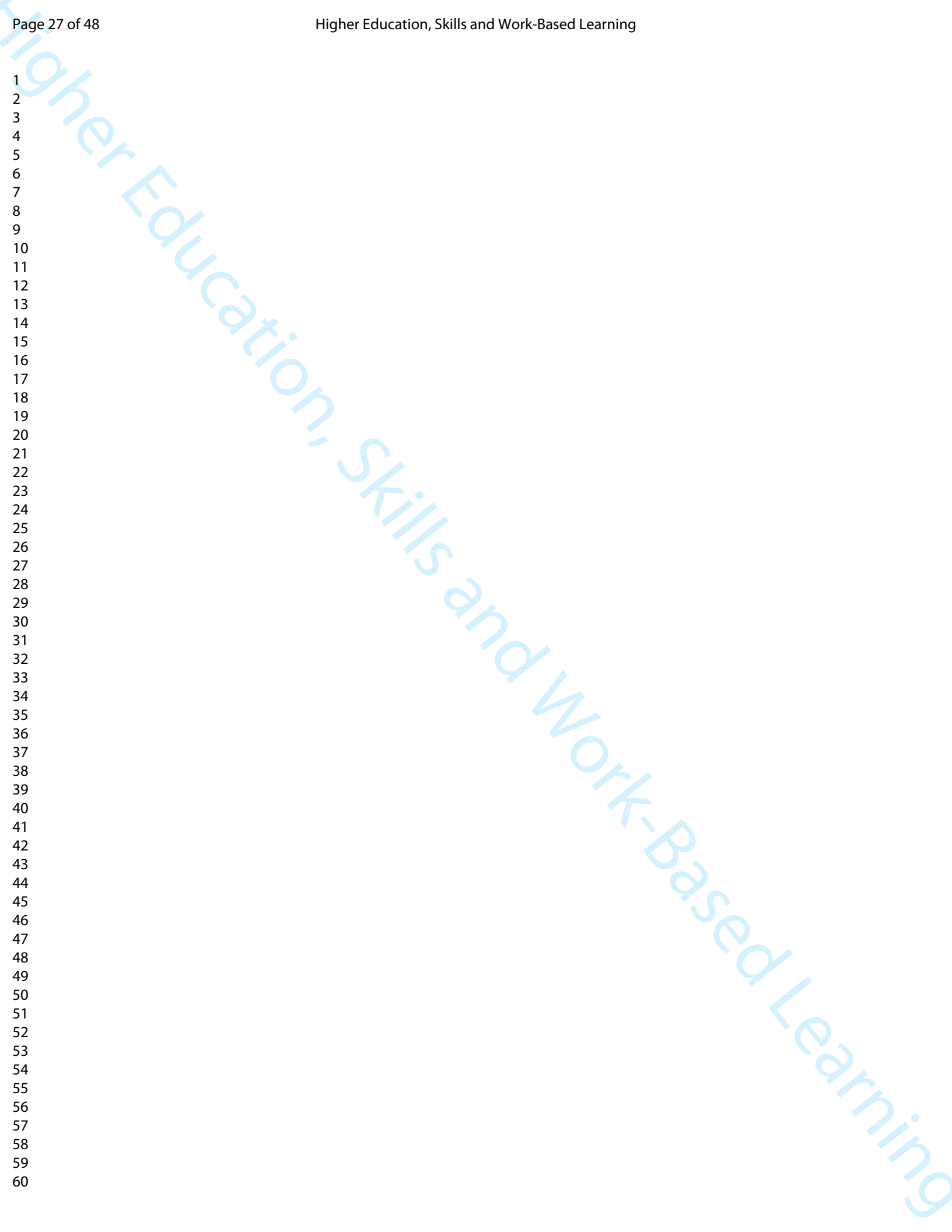
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HOW DOES MILLENNIAL EMPLOYEE JOB SATISFACTION AFFECT PERFORMANCE?

ABSTRACT:

Purpose - This study aims to test and analyze the effect of continuous commitment, Task Complexity, Competence, and personal Value on employee performance millennial intervening job satisfaction.

Design/methodology/approach - This research method is quantitative with a sequential explanatory design, then data collection through a questionnaire, with a sample of 205 respondents—data analysis using Structural Equation Model (SEM) with the software Linear Structural Relationship (LISREL).

Findings - The results of research on the performance of millennial employees with intervening work satisfaction showed that continuous commitment (2.49), task complexity (2.74), and professional competence (2.0) had a significant effect. This means that the performance of millennial employees will increase if they get job satisfaction. With satisfaction, the commitment and competence of millennial employees are high. While the research results for the performance of millennial employees have a direct influence, only professional competence (2.27) and task complexity (4.06) are significant. This means that as high as professional competence is characterized by intellectual, emotional mood, and attitude, owned by millennial employees, the resulting performance is increased even with complex tasks.

Originality/Value - This research's contribution to millennial workers is to help them improve and develop their performance, allowing them to compete more effectively. The findings of this study have significance for enhancing organizational performance so that businesses can maximize the performance of millennial employees by paying attention to job satisfaction, professional competence, and personal values.

Keywords; Employability, Personal development planning, Competence and skills

INTRODUCTION

Companies that want to succeed and maintain their position in the market need to carry out strategic planning, optimization, and resources. Employee performance plays an important factor in determining company performance. Human resources are an important source of growth for organizations. To best utilize human resources, align employees' knowledge, skills, and abilities with their assigned organizational roles (Farooqui & Nagendra). (Nielsen & Montemari) states that with intellectual capital, organizations will be able to improve their performance; as a result, humans are the most important resource enabling organizations to improve financial/non-financial performance. Humans as employees are an important resource for every organization, and adequate HR management can help organizations achieve their goals and objectives (Abdul-Halim

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3 et al). Millennials who are employees in various organizations have a significant and strategic
4 position. According to Ranaweera & Dharmasiri (2016), research on the millennial generation's
5 performance has not been studied much.
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8 Millennial employee performance is synonymous with working smart and hard, low loyalty,
9 and less commitment. Millennial employees need to be given appreciation so that it becomes their
10 consideration to stay in the company. Millennial employees have anxiety about bureaucracy,
11 hierarchy, and the environment, as well as anxiety about bullying in the work environment.
12 Millennial employees are those born between 1983 and 1994, aged 24–39 years (Sarwono and
13 Bernarto, 2020) Based on the results of research (Goetzel *et al.*, 2018), out of 1000 employees,
14 62% of respondents said that they felt more comfortable if someone who had a role as a company
15 leader talked about mental health and cared about this topic. Research also shows that only 26%
16 feel that measures to address mental health problems have been implemented in the workplace.
17 The challenge for millennial company employees is to follow the company's hierarchy. According
18 to Wardaya's (2020) research results, as many as 43% of millennial employees like to work hard,
19 while 57% do not like hierarchy. Millennial employees like a comfortable and pleasant work
20 environment to increase productivity (Ruangkanjanases and Chen, 2019).
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26 This study aims to test and analyze the influence of continuous commitment, task
27 complexity, professional competence, and personal value on the performance of millennial
28 employees through intervening job satisfaction. Continuity commitment is the individual's desire
29 to survive and leave the company hard (Al-Jabari and Ghazzawi, 2019). It is based on a person's
30 concern about losing something obtained so far within the organization, such as salary, facilities,
31 and others. It is defined as the desire to remain a member of the organization because of awareness
32 of the costs associated with leaving it. Indicators to measure continuance commitment include
33 finding it difficult to leave, feeling disturbed when they leave, continuing to work for the company,
34 and the scarcity of alternative workplaces available (Mehmood *et al.*, 2023). Besides, task
35 complexity is a task that needs to be more structured, easier to understand, and ambiguous (Riyanto
36 *et al.*, 2023). This affects performance because of the amount of information and stages of work
37 that must be done. The four indicators of task complexity are difficulty level, information clarity,
38 amount of irrelevant information, and high ambiguity. In IT, the relevance of task complexity can
39 be illustrated in the context of the System Development Life Cycle (SDLC) (Morin *et al.*, 2023).
40 Two aspects can form task difficulty: the difficulty level and task structure.
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46 On the other hand, competence means a person's ability or capacity to perform various tasks
47 in a job, determined by intellectual ability and physical ability (Myers and Sadaghiani, 2010).
48 Knowledge, abilities, self-concept, motives, and traits can measure this. Professional competence
49 is the ability or capacity of a person to carry out various tasks in a job and is related to the
50 effectiveness of individual performance. Personal Values also influence a person's competence.
51 Personal values are individual concepts and beliefs that originate from cognitive structures and are
52 closely related to affective or guided behavior (Han *et al.*, 2023). Individuals hold relatively stable
53 sets of universal values to evaluate objects, events, others, and themselves and to choose and justify
54 their actions. According to the Five Factor Theory (FFT), values are basic endogenous tendencies
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3 not influenced by the environment. There are five definitions of values: beliefs, goals to be
4 achieved, standards, criteria, and a hierarchy based on the importance scale.
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6 Continuous commitment, task complexity, professional competence, and personal values are
7 one unit that is interrelated with one another, which function to see employee performance. This
8 study analyzes millennial performance as measured through intervening job satisfaction can affect
9 Continuous commitment, task complexity, professional competence, and personal values.
10 Millennial performance, according to Luthan, is the quantity or quality of something produced or
11 services provided by individuals who do the work (Soelton *et al.*, 2021). The factors that influence
12 performance are personal factors, indicated by skill level, competency, motivation, and individual
13 commitment (Junaidi and Mildawati, 2022) (Riwukore *et al.*, 2022). Meanwhile, three factors
14 influence performance (Arifin *et al.*, 2019) (Hidayat *et al.*, 2018); a) individual factors, including
15 abilities, skills, family background, work experience, social level, and demographics of a person;
16 b) psychological factors, including perceptions, roles, attitudes, personality, motivation, and job
17 satisfaction; c) organizational factors, including organizational structure, job design, leadership,
18 and reward systems. Job satisfaction is a positive feeling about one's job that results from
19 evaluating its characteristics. This is influenced by individual, social, and major factors in work,
20 such as wages, supervision, job security, and opportunities for advancement. *Job satisfaction* is an
21 emotional condition that leads to a person's positive attitude in assessing problems and everything
22 encountered in the work environment.
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29 Practically Human Resources (HR) has always been the main point in the company. Based
30 on several previous studies, performance has a relationship with job satisfaction. Yang & Hwang
31 found that job satisfaction and performance affect each other positively and reciprocally.
32 Meanwhile, Valaei & Rezaei stated that there is a relationship between job satisfaction and
33 performance and organizational commitment. Job satisfaction is among the most important factors
34 in human resource development that leads to greater organizational efficiency. Furthermore,
35 (Javed *et al.*, 2014) claim that aspects of job satisfaction vary by country and change over time.
36 However, studying job satisfaction across cultures and over time is important.
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40 The variables of continuous commitment, task complexity, competence, and personal values
41 have a role in job performance, as shown in Valaei & Jiroudi's research. – deficiencies found in
42 humans (Renyut *et al.*, 2017). Many sides cannot be replaced by machines or digital technology.
43 Technology is used only to help with work. In this case, millennial employees do not doubt their
44 abilities. However, Internet Service Provider (ISP) companies, as a company engaged in the field
45 of Internet connection service companies also really need employees who are highly committed,
46 hardworking, competent, personal value, energetic, productive, innovative, and full of
47 commitment, as well as solid teamwork to achieve the target level of work planned by the
48 company.
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53 Based on the results of interviews and focus groups with human resource development
54 (HRD) Internet service provider (ISP) businesses in Batam City, Riau Islands Province, it was
55 discovered that millennial employee performance was seen as best with individuals who are quick
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to learn, adaptable to technology, enthusiastic and highly curious, and have creative and innovative ideas (Peramesti and Kusmana, 2018). Millennial workers, however, could be more devoted to their employers, which leads to frequent job switching. Low loyalty indicates a weak company commitment, according to (Mohsen, 2016) Employees' commitment to the organization is reflected in their mentality of performance loyalty (Warrick, 2017).

The gap exists in Batam City-based ISP (Internet Service Provider) businesses, where millennials comprise more than 84.8% of the workforce. As a result, the ISP company deals with employees from the millennial age, which currently dominates the workplace and is known for being disloyal or having low company loyalty. As a result, employee turnover is a common occurrence. The following information on turnover for ISP businesses in Batam City is shown in Figure 1:

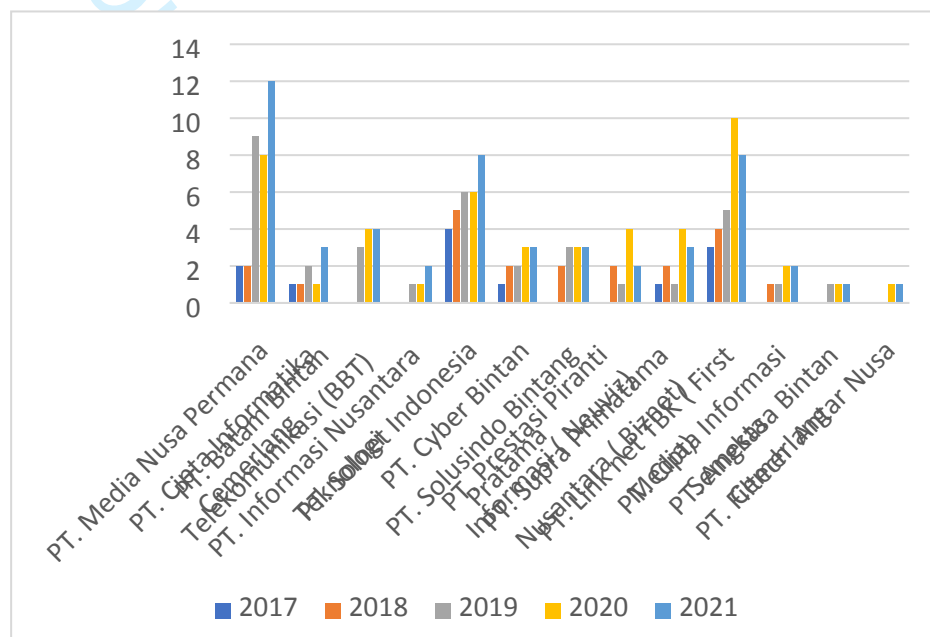


Figure 1. ISP Millennial Employee Turnover Intention in Batam City in 2017-2021

As indicated in Figure 1, Media Nusa Permana, PT Solnet Indonesia, and Link Net Tbk are the three ISP firms with the greatest annual turnover rates. This demonstrates that a poor level of ongoing employee engagement and loyalty is reflected in the employee turnover rate. One of the factors that ISP firms in Batam must take into account is the high turnover rate. High turnover rates will have a detrimental effect on a company's ability to perform.

Along with the development of digital technology and the internet, which is increasingly advanced, it will affect "continued commitment, task competence, professional competence, and personal value," this will affect job satisfaction and the resulting performance. Human resources have always been the main point in the company (Nurhatisyah *et al.*, 2020). Based on several previous studies, Yang&Wang (2014) found that job satisfaction and performance have a positive impact. Meanwhile, Valaei & Rezaei (Valaei and Rezaei, 2016) stated that there is a relationship between job satisfaction, performance, and organizational commitment.

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3 According to a preliminary study based on interviews with several HRDs from ISP
4 companies in Batam, it was discovered that "Millennial" workers performed quite optimally with
5 personal characteristics such as being quick learners, technology-adaptive, high enthusiasm and
6 curiosity, and had creative and innovative ideas, but on average, have low loyalty, resulting in low
7 organizational commitment. The degree of millennial workers' personality and social standing is
8 sufficient to impact moral principles (Catano and Morrow Hines, 2016). Because millennials are
9 highly competent and enthusiastic, business leaders tend to offer them challenging responsibilities.
10 This harms employee job satisfaction and leads to less-than-ideal performance outcomes (Farhan,
11 2021).

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15 Empirically, according to several earlier studies, performance and job happiness are related.
16 Every business aims to engage staff in organizational and business activities to boost output. In
17 the form of maximum job productivity to achieve the predetermined goals. Company management
18 must take note of the employee's commitment to their jobs if they want to attain high
19 production (Masoudinejad and Veitch, 2023). Being loyal is a mental attitude that can motivate
20 someone to be able to control themselves and work harder, faster, and better. A positive work
21 environment will impact productivity and effectiveness.

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25 Companies providing internet connection services, or ISPs, have a clear need for personnel
26 that is dedicated, persistent, hard-working, competent, and personable (Alassaf *et al.*, 2023).
27 Employees must also be motivated, productive, and creative to meet business objectives (Hidayat
28 *et al.*, 2018). The study's findings are anticipated to shed light on how millennial workers perform
29 in Internet service provider companies in Batam City when task complexity, continuous
30 commitment, professional competence, and personal value intervening in job satisfaction are
31 considered. This will allow businesses to modify work practices to better suit millennial
32 characteristics and help workers meet performance goals.

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36 The originality of this study relates to how millennial employees perform under the influence
37 of constant attention due to the negative stereotypes around their personalities. According to
38 previous studies on a commitment to this generation, millennials need a sense of belonging to the
39 organization. Furthermore, millennials prioritize self-improvement more and more mobile, making
40 it simpler to move than stay in an organization (Ismail, 2016). According to the findings of research
41 published in reputable international journals, the follow-up commitment variable is still unutilized
42 in terms of information, updated theory, incompleteness (not related to a comprehensive theory),
43 and from a predefined locus perspective in cases where the research subject is millennial
44 employees.

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48 The Internet Service Provider (ISP) company that serves as the subject of this study's locus
49 delicacy is in desperate need of millennial workers who can adapt to new technology are
50 intelligent, inventive, and creative, have a strong work ethic, and are committed to the
51 organization's vision, mission, and goals. This study aimed to examine the issue from a different
52 perspective by creating the continuance commitment, which has been used as an indicator for
53 millennial workers at ISP companies in Batam. This exogenous or independent variable will
54 directly affect the performance of strategic employees or have an impact through an intervention
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variable based on job satisfaction. Based on the background of the previously described problems, the research problem formulation is How does Millennial Employee Job Satisfaction Affect Performance? This study uses a quantitative method with a sequential explanatory design, and each variable is described in the form of a questionnaire that is distributed to millennial ISP students with a simple random sampling method; the collected data is processed using a Structural Equation Model (SEM) using a Linear Structural Relationship (LISREL) software. The use of descriptive and verifiable analysis to explain the relationship between the variables studied by verifying the accuracy of the data in the study to produce a structured picture of the research, the framework of the research concept is as follows:

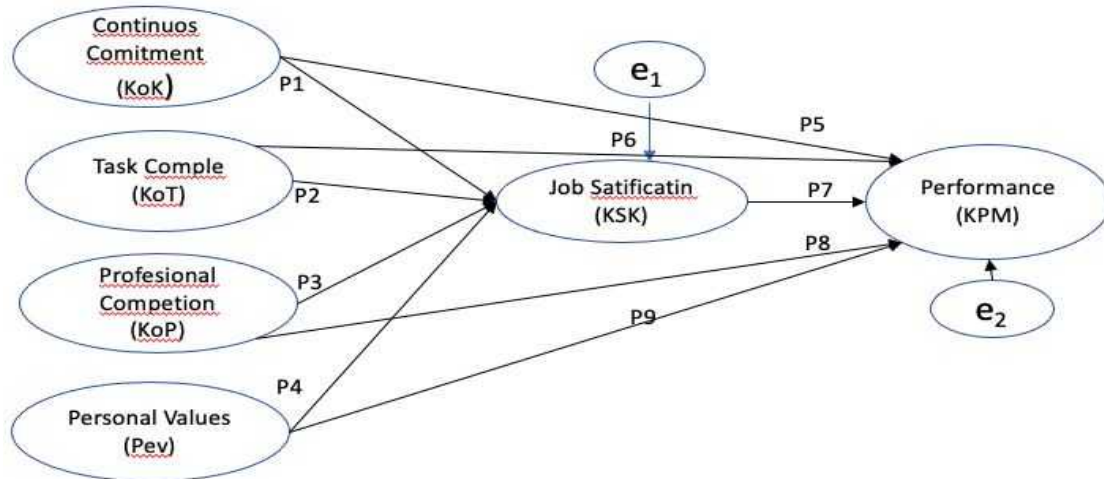


Figure 2. Research Framework

Figure 2 shows the research framework of the research concept, a hypothesis of each variable, and the relationship between variables can be made in Table 1 as follows:

Table 1. Relationships between variables and Indicators

Variable	Indicators	Hypothesis
The commitment continues (Kok)	Losses leave the company, and losses remain in the company	H1(P5). Continuous commitment affects the performance of millennial employees H6(P1). Continuous commitment affects the job satisfaction of milineal employees H10(P1,P7). Continuous commitment affects the performance of millennial employees through job satisfaction
Task Complexity (KoT)	The difficulty of the task and the receipt of the job.	H2 (P6). The complexity of tasks affects the performance of millennial employees H7(P2). The complexity of the task affects the job satisfaction of millennial employees. H11(P2,P7). The complexity of tasks affects the performance of millennial employees through job satisfaction

Professional competence (KoP)	Intellectual (skill, knowledge), Emotional, Social	H3 (P8). Professional competence affects the performance of millennial employees H8 (P3). Professional competence affects the job satisfaction of millennial employees H12 (P3, P7). Professional competence affects the performance of millennial employees through job satisfaction
Personal Value (PeV)	Power, achievement, hedonism, stimulation, self direction, universalism, benevolence, tradition, conformity, security	H4(P9). The personal value affects the performance of millennial employees. H9(P4). The personal value affects the job satisfaction of millennial employees. H13 (P4,P7). The personal value affects the performance of millennial employees through job satisfaction.
Job Satisfaction (KSK)	Satisfaction with work, rewards, supervision of superiors, workload, promotion opportunities	H5(P7). Job satisfaction affects the performance of millennial employees

METHODS

The problem of millennial employee performance in the industrial revolution era was the main variable in this study, mediated by job satisfaction. It was associated with the variables continuity commitment, task complexity, professional competence, and personal values as the variables of the subject in this study. Six variables are examined in this study, and both their direct and indirect impacts are observed. This quantitative research method is a process of finding knowledge using numbers to analyze information about what you want to know (Nardi, 2018). Data collection of this study using the causal model survey method with path analysis techniques (path analysis) (Vowels *et al.*, 2021).

The millennial respondent employees were given questionnaires to complete the data. Two hundred-five responders resulted in the collection of data. All 422 respondents were millennial workers at Batam City ISP (Internet Service Provider) organizations aged 19 to 40. Millennial employees working at ISP (Internet Service Provider) companies in Batam city with employees between 19 and 40 were chosen as respondents for the exogenous questionnaire. In contrast, leaders or HRD completed the endogenous questionnaire. This study was conducted from January to May 2022. ISP companies registered with the Association of Internet Service Providers and those who responded to research request letters are distinguished in Table 2 as the companies where the research was done.

Table 2. Reaserch Sample

No	Companies	Millenial Employees
1	PT. Informasi Nusantara Teknologi	22
2	PT. Batam Bintang Telekomunikasi (BBT)	17
3	PT. Media Nusa Permana	45
4	PT. Solnet Indonesia	73
5	PT. Cipta Informatika Cemerlang	55
6	PT. Cyber Bintan	21
7	PT. Solusindo Bintang Pratama	16
8	PT. Prestasi Piranti Informasi (Neuviz)	11
9	PT. Supra Primatama Nusantara (Biznet)	5
10	PT. Link net TBK (First Media)	112
11	PT. Cipta Informasi Semesta	18
12	PT. Angkasa Bintan Cemerlang	15
13	PT. Filtech Antar Nusa	12
Total		422

This study used a sample from a population of ISP companies in Batam by employing a questionnaire as the primary data collector for research on this population or sample. The Slovin method was used for sampling, and a research instrument was used for data collecting. The population and sampling were obtained by employing questionnaires to evaluate personal value variables, professional competence, work complexity, ongoing commitment, job satisfaction, and performance using validity and reliability test data. Given the size of the population, the Slovin formula is used to get the sample size as follows:

$$n = N / (1 + Ne^2) = 422 / (1 + 422 \cdot 0.05^2) = 205$$

Techniques for gathering data involve questionnaires, including hard and soft questions. A closed-statement instrument was used to measure the variables, and they were graded on a Likert scale from 1 to 5. Each remark was followed by a question asking respondents to rank their agreement or disagreement with it. The validity and reliability of the instrument were assessed before it was utilized to collect research data from 30 millennial ISP staff respondents who had participated in trial runs but were no longer used as research participants. The reliability test calculation employs the Cronbach alpha instrument. In contrast, the validity test calculation uses the product-moment correlation because the item scale is a scale of five, similar to the Likert model scale.

Empirical review is used in theoretical analysis. In an earlier study, the Structural Equation Model (SEM) approach was used for data analysis and theoretical mapping, and LISREL was used for descriptive analysis. The measurement model (outer model) and the structural model are utilized for SEM-LISREL analysis (inner model) (Zhang, 2022). The verification analysis carried out in this study aims to determine the relationship between the independent variables of

commitment, task complexity, competence, and personal value through job satisfaction and the dependent variable of millennial employee performance, which will be tested using hypothesis analysis (Sutija, 2017).

RESULT AND DISCUSSION

This study analyzes Influence, Continuous Commitment, Task Complexity, Professional Competence, and Personal Values, With Job Satisfaction as an Intervening (intermediary/mediation variable) and Their Impact on the Performance of Millennial Employees of Internet Service Provider (ISP) Companies in Batam City. The study results were obtained from processing questionnaire data with a population of respondents. This research study was millennial employees of ISP companies in Batam City with a total population of 422 respondents. According to Sugiyono (2017) considering that the population is very large, the Slovin formula is used to calculate the sample size as follows: $n = N / (1 + Ne^2) = 422 / (1 + 422 \cdot 0.5^2) = 205$, with the graph of respondents as follows:

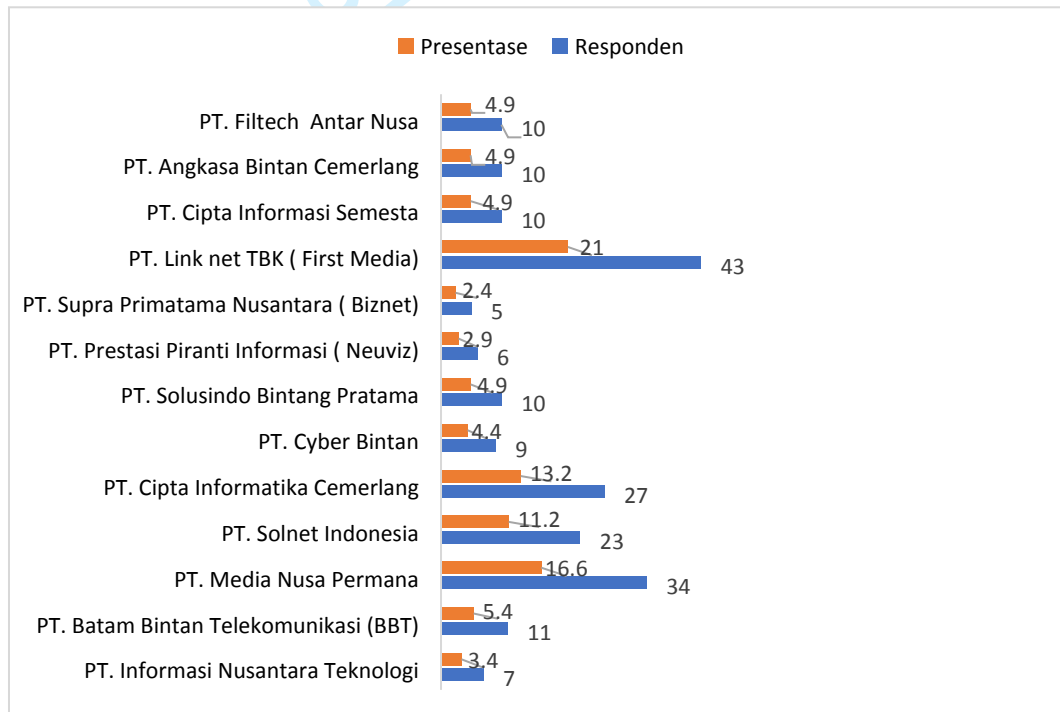


Figure 3. Presentation Grafik Respondents

From the response chart of respondents in figure 3, millennial employees of ISP First Media company filled out 43 questionnaires, 21% of the total sample, and the least was Biznet company, as much as 2.4%, five questionnaires from the whole sample. This study used probability sampling because sampling provided equal opportunities for ISP companies in Batam City. Random sampling sample technique: Questionnaires are distributed randomly to millennial ISP employees for their independent questionnaires, and dependent questionnaires are given to HRD / Employee leaders who fill out separate variable questionnaires.

The results of the Analysis of Sem data with LISREL Software show the match of the model with the results of the Goodness Of Fit (GOF) test figure 3, where the previous model had passed the Confirmatory Factor Analysis test; this measurement ensured that there were no offending estimates (values that exceed the acceptable limit) according to the reference Holmes-Smith and Row (2017) GOF tests together a model consisting of independent variables and dependent variables, here are the RESULTS of GOF tests:

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Normed Fit Index (NFI) = 0.98
Non-Normed Fit Index (NNFI) = 1.00
Parsimony Normed Fit Index (PNFI) = 0.91
Comparative Fit Index (CFI) = 1.00
Incremental Fit Index (IFI) = 1.00
Relative Fit Index (RFI) = 0.98
Goodness of Fit Index (GFI) = 0.80
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Figure 4. GOF Model Matchability Test Results

From the results of the goodness of fit test on figure 4, it can be seen that the T-statistic > from T-table 0.9 shows a good fit level of match, where the Normed Fit Index (NFI) value in this model is 0.98. This value is above the fit criteria. The NFI value ≥ 0.90 , meaning that the model match is good because the NFI value is above the good fit criteria. For the Non-Normed Fit Index (NNFI) value in this model of 1.00, this value is above the NNFI fit criteria ≥ 0.90 , then NNFI has a reasonable model match rate because the NNFI value is above the good fit criterion. The Parsimony Normed Fit Index (PNFI) value of 0.91 is above the fit criteria that should be $\text{PNFI} \geq 0.90$, so the model match is a good fit. Furthermore, in the Comparative Fit Index (CFI) criteria, the output fit shows a CFI value of 1,000, indicating a perfect model match because the CFI meets the requirements, namely the $\text{CFI} \geq 0.90$.

An Incremental Fit Index (IFI) value of 1.00 meets the fit criteria because the matter is above the minimum $\text{IFI} \geq 0.90$. Nilai Relative Fit Index (RFI) of 0.98 shows the model's fit is perfect because the RFI value ≥ 0.90 ; this value is a good fit. The Goodness-of-Fit Indices (GFI) value is 0.8. This value is below the excellent fit standard, but still within the marginal fit limit; for the Adjusted Goodness of Fit (AGFI) value of $0.96 \geq 0.90$, this value is a good fit. From the output results of the Goodness of Fit Test, GOF, it can be concluded that the structural model in this study can be declared fit. After testing the overall suitability of the model, the next stage is to test the hypothesis with the following results in Figure 5:

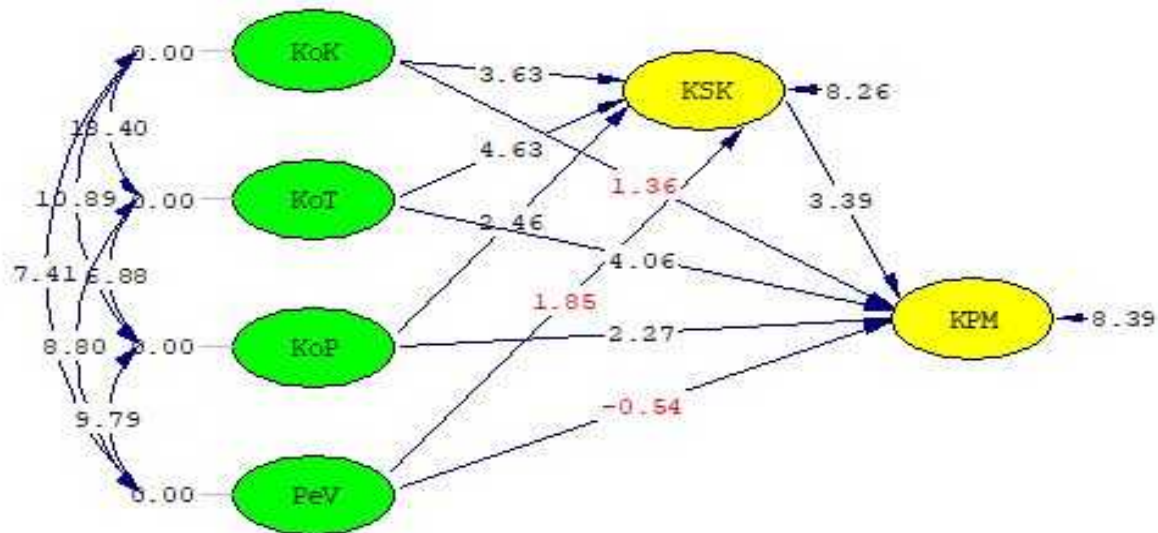


Figure 5. Hypothesis test results

Source: 2021 Research Data

From the path diagram of figure 5, the results of model testing show that the relationship between exogenous and endogenous variables has a t-value with a number in black and red, which means that if the war is black, the t-value value ≥ 1.96 so that it shows that the relationship between exogenous and endogenous variables is directly significant. While the red one, because the T-Value value ≤ 1.96 , this means that it offers its connection instantly insignificant. The results of testing this statistical hypothesis are as follows:

Structural Equations

$$\text{KSK} = 0.26 \cdot \text{KoK} + 0.38 \cdot \text{KoT} + 0.18 \cdot \text{KoP} + 0.11 \cdot \text{PeV}, \text{ Errorvar.} = 0.38, R^2 = 0.62$$

(0.071)	(0.081)	(0.072)	(0.061)	(0.046)
3.63	4.63	2.46	1.85	8.26

$$\text{KPM} = 0.28 \cdot \text{KSK} + 0.10 \cdot \text{KoK} + 0.36 \cdot \text{KoT} + 0.17 \cdot \text{KoP} - 0.034 \cdot \text{PeV}, \text{ Errorvar.} = 0.39, R^2 = 0.61$$

(0.081)	(0.074)	(0.088)	(0.074)	(0.063)	(0.047)
3.39	1.36	4.06	2.27	-0.54	8.39

Indirect Effects of KSI on ETA

	KoK	KoT	KoP	PeV
KSK	---	---	---	---
KPM	0.07 (0.03) 2.49	0.10 (0.04) 2.74	0.05 (0.02) 2.00	0.03 (0.02) 1.62

Figure 6. statistical hypothesis testing results

Based on the results of the hypothesis testing of a direct relationship to job satisfaction (KSK) with the influence of exogenous variables (continuous commitment (KoK), task complexity (KoT), professional competence (KoP), personal value (PeV), job satisfaction was obtained R square 0.62, means that there is the model fit Then the results of the millennial employee performance test (KPM) on endogenous variables (performance) and the relationship between variables with exogenous influences (continuous commitment (KoK), task complexity (KoT), professional competence (KoP), personal value (PeV) obtained R square 0.61 this also shows a suitable model. According to (Alassaf *et al.*, 2023) the R-Square value is categorized as strong if more than 0.67, moderate if more than 0.33 but lower than 0.67, and weak if more than 0.19 but lower than 0.33. The path coefficient value of the effect of continuous commitment (KoK) on the performance of millennial employees (KPM) of 0.10 is insignificant at t-statistics $1.36 <$ of the t-table standard of 1.96. The path coefficient value of the effect of continuous commitment (KoK) on job satisfaction (KsK) was 0.26 significant at t-statistics $1.363 <$ t-table 1.96. The path coefficient value with intervening job satisfaction to continuous commitment in influencing the performance of isp millennial employees in Batam city (KoK*KSK→KPM) of 0.10 is significant at t-statistics $2.74 >$ t-table 0.96.

DISCUSSION

The research results on the first hypothesis (H1) Continuous commitment to the performance of ISP millennial employees in Batam City has no significant effect. This is under the characteristics of millennial employees who are not loyal (Pella, 2016). The measurement of the first indicator states that the loss of leaving the company states that millennial employees in the ISP company feel that problems that occur in the company do not become employee problems if there are obstacles in realizing the company's vision and mission such as lack of the achievement of the company's sales target, or the overload of costs of various divisions, millennial employees think this is not an employee problem that must also be found a solution.

Employees who do not have a high continuous commitment will change careers in other companies, and this is in line with the theory (Gin Choi *et al.*, 2013), which states that, this millennial generation is very hopeful and looking for the meaning of work to the work they do, the average millennial generation will change up to twenty times during their lifetime. millennials are not loyal to the company; instead, they were dedicated to their friends. An attitudinal or affective approach, which emphasizes the significance of alignment between millennial employees' values and goals and the company's values and objectives, differs theory of the relationship between organizational commitment and performance (Al-Jabari and Ghazzawi, 2019; Botella-Carrubi *et al.*, 2021; Khajuria and Khan, 2022).

Companies must be able to convince millennial employees that their personal goals are the same as the company's goals; this will be the higher the continuous commitment of millennial employees. The direct effect of continuous commitment on job satisfaction is significant, meaning that millennial employees will feel at a loss leaving the company because the company has got the desired things according to the indicators of job satisfaction, satisfaction with the work produced,

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3 satisfaction with rewards, satisfaction with superior supervision, satisfaction with colleagues and
4 have the opportunity to be promoted to a position if it makes a good performance.
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6 This follows millennial employees' characteristics, in line with research (Dwiyanti and
7 Bagia, 2020). With high commitment, employees will have high job satisfaction. Millennial
8 employees with increased responsibility have a responsible attitude to work in the company,
9 obeying the company's work standards. Job satisfaction has a close relationship that is intertwined,
10 so job satisfaction as an intervening variable of continuous commitment to the performance of
11 millennial employees at ISPs has a significant effect. Staying afloat is a measure of the constant
12 burden of millennial employees to remain in the company. It illustrates the confidence of
13 millennial employees in the company's vision and mission, wanting to advance the company, and
14 the intensity of millennial employees deciding to stay at work. This is emphasized by Auer
15 Antoncic's (2011) commitment, and employee loyalty makes the company grow.
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20 The path coefficient value of the effect of task complexity (KoT) on the performance of
21 millennial employees (KPM) was 0.36 significant at t-statistics $4.06 > t\text{-table } 1.96$. The path
22 coefficient value of the effect of task complexity (KoT) on job satisfaction (KsK) was 0.38
23 significant at t-statistic $4.63 > t\text{-table } 1.96$. The path coefficient value with intervening job
24 satisfaction to the complexity of tasks in influencing the performance of isp millennial employees
25 in Batam city (KoT *KSK \rightarrow KPM) was 0.07 significant at t-statistic $2.49 > t\text{-table } 1.96$. Job
26 satisfaction can moderate task complexity's influence on mental employees' performance at ISP in
27 Batam city.
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31 The complexity of the task on the performance of millennial employees in the ISP company
32 in Batam City has a significant effect. The responsibilities of millennial workers at ISPs are
33 comparatively complex. Nonetheless, the organization has offered training to clarify what degree
34 of comprehension and how the activity is organized. This raises the level of expertise among
35 millennial workers at ISPs. Nonetheless, the complexity of millennial employees' tasks at ISP firms
36 is substantial. However, the fact that they work as a team to fulfill their duties as internet service
37 providers ensures that their performance is still at its best and steadily improving. Contrary to
38 Sanusi & Iskandar's findings, (Mohd-Sanusi and Mohd-Iskandar, 2007; Rudyanto, 2016). indicates
39 that difficult activities might have a negative impact on employee performance. However, high
40 degrees of difficulty and variety in assignments have been shown to impact employee performance
41 negatively, according to Rudyanto Research (Rudyanto, 2016).
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47 Millennial workers can work well with work orders that are structured, have operational
48 work standards, and are given rewards and attention from superiors, thus the complexity of the
49 task on job satisfaction, either directly or as an intervening factor, has a big impact on this.
50 Allowing millennial employees to create on their own can automatically increase work
51 satisfaction, and satisfied millennial employees are more likely to perform well and have strong
52 loyalty to the organization. A successful business must guarantee a positive working environment
53 for its employees (Siagian, 2022).
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3 Employee job satisfaction will suffer if superiors treat them unfairly regarding job
4 assignments, promotions, wages, and evaluation reports compared to other coworkers (Putri, 2020;
5 Warella *et al.*, 2021). . According to a different study, performance and employee happiness are
6 strongly correlated (Chrisdianto *et al.*, 2021). ISP organizations must ensure that all evaluations
7 are conducted fairly to avoid millennial employees developing a negative impression of the
8 business. The company's millennial employees can assess the quality of their work and choose
9 whether the working environment meets their standards.
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12 The influence of professional competence (KoP) on millennial employees' performance
13 (KPM) had a path coefficient value of 0.17, which was significant at t-statistics $2.27 > t\text{-table } 1.96$.
14 The performance of isp millennial employees in Batam City was influenced by the path coefficient
15 value with intervening job satisfaction and professional competence (KoP *KSK KPM), which
16 was 0.05 significant at a t-statistic of $2.00 > t\text{-table } 1.96$. Professional competence's impact on the
17 performance of mental personnel at ISP Batam City might be moderated by job satisfaction. The
18 relationship between professional competence (KoP) and work satisfaction (KsK) among
19 millennial employees has a path coefficient value of 0.18, significant at t-statistics $2.46 > t\text{-table } 1.96$.
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25 Professional competence has a significant effect on the performance of millennial employees
26 and a substantial impact on job satisfaction. Implementing millennial employees also has a
27 considerable effect when intervened by job satisfaction. The test results indicate that the higher the
28 level of professional competence of millennial employees of ISP companies in Batam City, the
29 higher their performance. The professional competence of millennial employees can be shown by
30 the intellectual, emotional, and social indicators possessed by the Batam City ISP
31 employees. Academic competence is seen from knowledge and skills in the fields of information
32 technology, internet networks, and coding, as well as experience as an IT, while emotional
33 competence is how a millennial employee is confident, can adapt well, obeys regulations, and is
34 consistent in carrying out duties as an employee of an ISP company.
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38 Competency indicators other than skills and knowledge are social competencies. The social
39 competence possessed by millennial employees in ISP companies is shown by the ability to
40 communicate well and work with (teamwork, ready to help colleagues who need help completing
41 work. This research supports research (Renyut *et al.*, 2017; Suhardi, 2018) which states that
42 competence significantly affects employee performance. In line with research by Laura Book
43 (2019), social values in the characteristics of the millennial generation are considered to support
44 teamwork behavior in organizations. Efforts to achieve specific work targets and overall
45 organizational performance certainly require teamwork.
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49 This necessity of cooperation seems contradictory when considering the value of focusing
50 on the personal. However, research (Myers and Sadaghiani, 2010) explains that the millennial
51 generation shows good group cooperation abilities because cooperation at work is another form of
52 fun social activity for millennials. They are proving a positive relationship between job satisfaction
53 and job performance. Job satisfaction is also closely related to the performance of millennial
54 employees.
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3 The path coefficient personal value (PeV) value to the performance of millennial employees
4 (KPM) of 0.094 was insignificant at t-statistic $-0.54 < t\text{-table } 1.96$. The path coefficient unique
5 value (PeV) value to job satisfaction (KsK) of millennial employees of 0.11 was negligible at t-
6 statistics $1.86 < t\text{-table } 1.96$, insignificant because T-statistics were smaller than T-tables. The
7 path coefficient value with intervening job satisfaction with personal value in influencing the
8 performance of isp millennial employees in Batam City (PeV *KSK \rightarrow KPM) of 0.03 is
9 insignificant at t-statistics $1.62 < t\text{-table } 1.96$. The personal value variable has no significant effect
10 on job satisfaction and is not substantial on performance through intervening job satisfaction of
11 millennial staff in the ISP environment.
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15 This indicates that for millennial employees in the ISP company environment in Batam City,
16 the variables of personal value values have two dimensions, namely terminal values and
17 instrumental values with indicators of power, achievement, hedonism, stimulation, soft direction,
18 universalism, benevolence, tradition, conformity, and security do not have too much impact on the
19 performance of millennial employees. The results of this study are different and do not support
20 previous studies; it was found that personal value variables affect employee performance (Gery *et*
21 *al.*, 2015). Meanwhile, in this study, personal values did not affect employee performance.
22 Contrary to Grace Research (2017), employees' personality dimension significantly affects
23 employee performance and job satisfaction and identifies very important for every organization.
24 If employees are satisfied with their work, the entire organization's performance will be affected
25 because employees are the main driver for any organization.
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30 The effect of job satisfaction on the performance of millennial employees shows the path
31 coefficient value of the impact of job satisfaction (KsK) on the performance of millennial
32 employees (KPM) of 0.28 significantly at t-statistics $3.39 > t\text{-table } 1.96$. There is a significant
33 influence between job satisfaction and the implementation of millennial employees. Job
34 satisfaction substantially affects the performance of isp millennial employees in Batam City. Job
35 satisfaction is measured by five indicators: rewards, superior supervision, satisfaction with
36 colleagues, and promotion opportunities. The significant effect of job satisfaction on the
37 performance of millennial employees of ISP Batam City. This means that performance will be
38 excellent if given rewards, supervision, and appreciation by superiors for their performance so that
39 millennial employees become satisfied with the like.
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44 The study's findings also demonstrated that coworker satisfaction and advancement
45 measures influence performance elements. As a result, millennial workers will perform at their
46 highest level, act responsibly, satisfy online customers, and encounter few complaints about their
47 work. According to a study (Sutama and Stiven, 2010), a high level of job satisfaction will also
48 impact employee performance. Our outcome is consistent with that research. A study's findings
49 (Saputra *et al.*, 2016) indicate that a worker's performance would improve if their sense of dignity
50 grows. This is consistent with studies (Javed *et al.*, 2014) that show a connection between job
51 happiness and employee performance.
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54 Millennial employee performance is influenced by continuous commitment, task complexity,
55 professional competence, and personal values 61%. The remaining 39% is influenced by other
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3 variables not studied in this study. While the influence of continuous commitment variables, task
4 complexity, professional competence, and personal values on millennial employee job satisfaction
5 with an R-square value of 62% means that millennial employee job satisfaction variables are
6 influenced by continuous commitment variables, task complexity, professional competence, and
7 personal values of 62%, the remaining 38% is influenced by other variables not examined.
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10 The findings in this study show that the variable of continuous commitment only affects the
11 performance of millennial employees if through intervening job satisfaction. Variables of task
12 complexity and professional competence have a significant effect on the performance of millennial
13 employees directly or intervening by job satisfaction. The variable of job satisfaction directly also
14 has a significant effect on performance, for the personal value variable does not affect the
15 performance of millennial employees either directly or by intervening job satisfaction. Millennial
16 employees who are competent, get job satisfaction with work, against rewards, for superior
17 supervision, promotion of positions and colleagues will be loyal to the company. This confirms
18 that the performance of millennial employees at ISPs likes to work in a team work, a pleasant
19 atmosphere and get a high salary in accordance with their professional competence as an IT.
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24 According to the analysis of this study's findings, firms, especially those that employ many
25 millennials, should optimize their human resources to improve their overall performance. Paying
26 attention to the variable work happiness is one of the recommended tactics businesses can use to
27 maximize the performance of millennial employees. This is because satisfied employees will
28 perform better, stay with the company longer, be more likely to be supervised by superiors and
29 coworkers and receive promotions. After all, their satisfaction has been met. This has important
30 ramifications for committing totally to the business.
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33 In addition, millennial employees need to increase their professional competence. By
34 increasing competence, millennial employees will be okay with complex assignments as long as
35 the work assignments are under their competencies and are well structured. The performance of
36 millennial employees at ISP companies in Batam is not too concerned with personality or personal
37 matters, so this does not affect the performance of millennial employees. The other things that are
38 needed and affect the performance of millennial employees are colleagues. This is because
39 millennial employees tend to work with solid teamwork. ISP companies have employees
40 dominated by the millennial generation, so companies need to develop a management model that
41 is responsive to the characteristics of millennial employees.
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45 Companies are expected to be able to select highly committed employees through a good
46 recruitment process by including the commitment variable in the selection instrument. In addition,
47 it is necessary to develop programs that are expected to increase the performance of employees
48 who are low to high so that they can support the company's performance as a whole. Companies
49 also need periodic surveys of job satisfaction, as the results of this study prove that job satisfaction
50 greatly influences the performance of millennial employees. The more satisfied millennial
51 employees are, the better continuous commitment will be generated. Companies also need to pay
52 close attention to employee characteristics in terms of age and developing values, especially for
53 the millennial generation, which is increasingly dominant in many companies in the population.
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CONCLUSION

According to the study, the continuous commitment variable does not directly affect performance. However, it does affect job satisfaction, which in turn affects the performance of millennial employees of internet service provider companies in Batam City. The complexity of activities and professional competencies affects millennial ISP employees' performance and job satisfaction directly or indirectly. Intervening work satisfaction can moderate exogenous variables versus endogenous variables. Testing the structure model of the direct influence of continuous commitment, task complexity, professional competence, and personal value variables on millennial employees' performance with an R-square value of 61%. The remaining 39% was influenced by other variables not studied in this study, and job satisfaction with an R-square value of 62%, the remaining 38%. The structure model is suitable.

According to this report, organizations with numerous millennial employees should optimize their human resources to boost performance. To enhance millennial employee performance, firms should consider work pleasure. Millennial employees must also improve their professional skills and create a management model that fits their needs. Businesses should also improve low-performing employees' performance and measure job satisfaction. Thirdly, organizations should focus on employee age and values.

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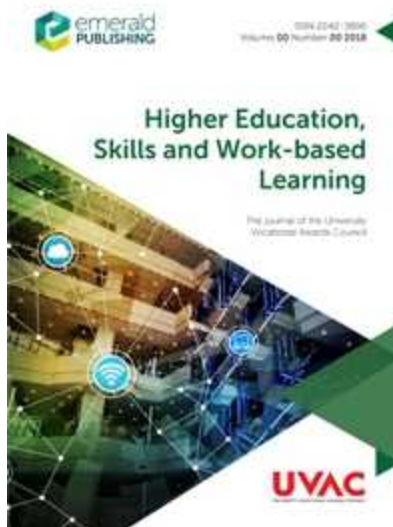
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HOW DOES MILLENNIAL EMPLOYEE JOB SATISFACTION AFFECT PERFORMANCE?

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HOW DOES MILLENNIAL EMPLOYEE JOB SATISFACTION AFFECT PERFORMANCE?

ABSTRACT:

Purpose - This study aims to test and analyze the effect of continuous commitment, Task Complexity, Competence, and personal Value on employee performance millennial intervening job satisfaction.

Design/methodology/approach - This research method is quantitative with a sequential explanatory design, then data collection through a questionnaire, with a sample of 205 respondents—data analysis using Structural Equation Model (SEM) with the software Linear Structural Relationship (LISREL).

Findings - The results of research on the performance of millennial employees with intervening work satisfaction showed that continuous commitment (2.49), task complexity (2.74), and professional competence (2.0) had a significant effect. This means that the performance of millennial employees will increase if they get job satisfaction. With satisfaction, the commitment and competence of millennial employees are high. While the research results for the performance of millennial employees have a direct influence, only professional competence (2.27) and task complexity (4.06) are significant. This means that as high as professional competence is characterized by intellectual, emotional mood, and attitude, owned by millennial employees, the resulting performance is increased even with complex tasks.

Originality/Value - This research's contribution to millennial workers is to help them improve and develop their performance, allowing them to compete more effectively. The findings of this study have significance for enhancing organizational performance so that businesses can maximize the performance of millennial employees by paying attention to job satisfaction, professional competence, and personal values.

Keywords; Employability, Personal development planning, Competence and skills

INTRODUCTION

Companies that want to succeed and maintain their position in the market need to carry out strategic planning, optimization, and resources (Bashkirova *et al.*, 2023). Employee performance plays an important factor in determining company performance. Human resources are an important source of growth for organizations (Morin *et al.*, 2023). To best utilize human resources, align employees' knowledge, skills, and abilities with their assigned organizational roles (Farooqui and Nagendra, 2014). Nielsen and Montemari, (2012) states that with intellectual capital, organizations will be able to improve their performance; as a result, humans are the most important resource enabling organizations to improve financial/non-financial performance (Nordenmark *et al.*, 2023). Humans as employees are an important resource for every organization, and adequate HR

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3 management can help organizations achieve their goals and objectives (Abdul-Halim *et al.*, 2016).
4 Millennials who are employees in various organizations have a significant and strategic position.
5 According to Ranaweera & Dharmasiri (2016), research on the millennial generation's
6 performance has not been studied much.
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9 Employee performance among millennials is characterized by hard work, lack of
10 commitment, and low loyalty (Auer Antoncic and Antoncic, 2011). Millennial workers must feel
11 valued for them to contemplate staying with the organization. In addition to worrying about
12 workplace bullying, millennial employees also worry about bureaucracy, hierarchy, and the
13 environment. Employees born between 1983 and 1994 and in the millennial generation range in
14 age from 24 to 39 years (Sarwono and Bernarto, 2020). According to research findings (Goetzel
15 *et al.*, 2018) 62% of 1000 employees polled stated they would feel more at ease if a company
16 leader discussed mental health and showed concern for the issue. Only 26% of respondents to a
17 survey believe that workplace policies to address mental health issues have been adopted. The
18 challenge for millennial company employees is to follow the company's hierarchy. According to
19 Wardaya's (2020) research results, as many as 43% of millennial employees like to work hard,
20 while 57% do not like hierarchy. Millennial employees like a comfortable and pleasant work
21 environment to increase productivity (Ruangkanjanases and Chen, 2019).
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26 This study aims to test and analyze the influence of continuous commitment, task
27 complexity, professional competence, and personal value on the performance of millennial
28 employees through intervening job satisfaction. Continuity commitment is the individual's desire
29 to survive and leave the company hard (Al-Jabari and Ghazzawi, 2019). It is based on a person's
30 concern about losing something obtained so far within the organization, such as salary, facilities,
31 and others (Nurhatisyah *et al.*, 2020). It is defined as the desire to remain a member of the
32 organization because of awareness of the costs associated with leaving it. Indicators to measure
33 continuance commitment include finding it difficult to leave, feeling disturbed when they leave,
34 continuing to work for the company, and the scarcity of alternative workplaces available
35 (Mehmood *et al.*, 2023). Besides, task complexity is a task that needs to be more structured, easier
36 to understand, and ambiguous (Riyanto *et al.*, 2023). This affects performance because of the
37 amount of information and stages of work that must be done. The four indicators of task
38 complexity are difficulty level, information clarity, amount of irrelevant information, and high
39 ambiguity (Jurij *et al.*, 2023). In IT, the relevance of task complexity can be illustrated in the
40 context of the System Development Life Cycle (SDLC) (Morin *et al.*, 2023). Two aspects can
41 form task difficulty: the difficulty level and task structure (Shah *et al.*, 2023).
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47 On the other hand, competence means a person's ability or capacity to perform various tasks
48 in a job, determined by intellectual ability and physical ability (Myers and Sadaghiani, 2010).
49 Knowledge, abilities, self-concept, motives, and traits can measure this. Professional competence
50 is the ability or capacity of a person to carry out various tasks in a job and is related to the
51 effectiveness of individual performance (Myers and Sadaghiani, 2010). Personal Values also
52 influence a person's competence. Personal values are individual concepts and beliefs that originate
53 from cognitive structures and are closely related to affective or guided behavior (Han *et al.*, 2023).
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3 Individuals hold relatively stable sets of universal values to evaluate objects, events, others, and
4 themselves and to choose and justify their actions. According to the Five Factor Theory (FFT),
5 values are basic endogenous tendencies not influenced by the environment (Saputra *et al.*, 2016).
6 There are five definitions of values: beliefs, goals to be achieved, standards, criteria, and a
7 hierarchy based on the importance scale (Ruangkanjanases and Chen, 2019).
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10 Continuous commitment, task complexity, professional competence, and personal values are
11 one unit that is interrelated with one another, which function to see employee performance. This
12 study analyzes millennial performance as measured through intervening job satisfaction can affect
13 Continuous commitment, task complexity, professional competence, and personal values.
14 Millennial performance, according to Luthan, is the quantity or quality of something produced or
15 services provided by individuals who do the work (Soelton *et al.*, 2021). The factors that influence
16 performance are personal factors, indicated by skill level, competency, motivation, and individual
17 commitment (Junaidi and Mildawati, 2022) (Riwukore *et al.*, 2022). Meanwhile, three factors
18 influence performance (Arifin *et al.*, 2019; Hidayat *et al.*, 2018); a) individual factors, including
19 abilities, skills, family background, work experience, social level, and demographics of a person;
20 b) psychological factors, including perceptions, roles, attitudes, personality, motivation, and job
21 satisfaction; c) organizational factors, including organizational structure, job design, leadership,
22 and reward systems. Job satisfaction is a positive feeling about one's job that results from
23 evaluating its characteristics. This is influenced by individual, social, and major factors in work,
24 such as wages, supervision, job security, and opportunities for advancement. *Job satisfaction* is an
25 emotional condition that leads to a person's positive attitude in assessing problems and everything
26 encountered in the work environment (Farooqui and Nagendra, 2014).
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33 Practically Human Resources (HR) has always been the main point in the company. Based
34 on several previous studies, performance has a relationship with job satisfaction. Yang & Hwang
35 found that job satisfaction and performance affect each other positively and reciprocally (Sarwono
36 and Bernarto, 2020). Meanwhile, (Valaei and Rezaei, 2016) stated that there is a relationship
37 between job satisfaction and performance and organizational commitment. Job satisfaction is
38 among the most important factors in human resource development that leads to greater
39 organizational efficiency. Furthermore, (Javed *et al.*, 2014) claim that aspects of job satisfaction
40 vary by country and change over time. However, studying job satisfaction across cultures and over
41 time is important.
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45 The variables of continuous commitment, task complexity, competence, and personal values
46 have a role in job performance, as shown in Valaei & Jiroudi's research. – deficiencies found in
47 humansc (Renyt *et al.*, 2017). Many sides cannot be replaced by machines or digital technology.
48 Technology is used only to help with work. In this case, millennial employees do not doubt their
49 abilities (Fantahun *et al.*, 2023). However, Internet Service Provider (ISP) companies, as a
50 company engaged in the field of Internet connection service companies also really need employees
51 who are highly committed, hardworking, competent, personal value, energetic, productive,
52 innovative, and full of commitment, as well as solid teamwork to achieve the target level of work
53 planned by the company (Nurhatisyah *et al.*, 2020).
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Based on the results of interviews and focus groups with human resource development (HRD) Internet service provider (ISP) businesses in Batam City, Riau Islands Province, it was discovered that millennial employee performance was seen as best with individuals who are quick to learn, adaptable to technology, enthusiastic and highly curious, and have creative and innovative ideas (Peramesti and Kusmana, 2018). Millennial workers, however, could be more devoted to their employers, which leads to frequent job switching. Low loyalty indicates a weak company commitment, according to (Mohsen, 2016) Employees' commitment to the organization is reflected in their mentality of performance loyalty (Warrick, 2017).

The gap exists in Batam City-based ISP (Internet Service Provider) businesses, where millennials comprise more than 84.8% of the workforce (Nurhatisyah *et al.*, 2020). As a result, the ISP company deals with employees from the millennial age, which currently dominates the workplace and is known for being disloyal or having low company loyalty. As a result, employee turnover is a common occurrence. The following information on turnover for ISP businesses in Batam City is shown in Figure 1:

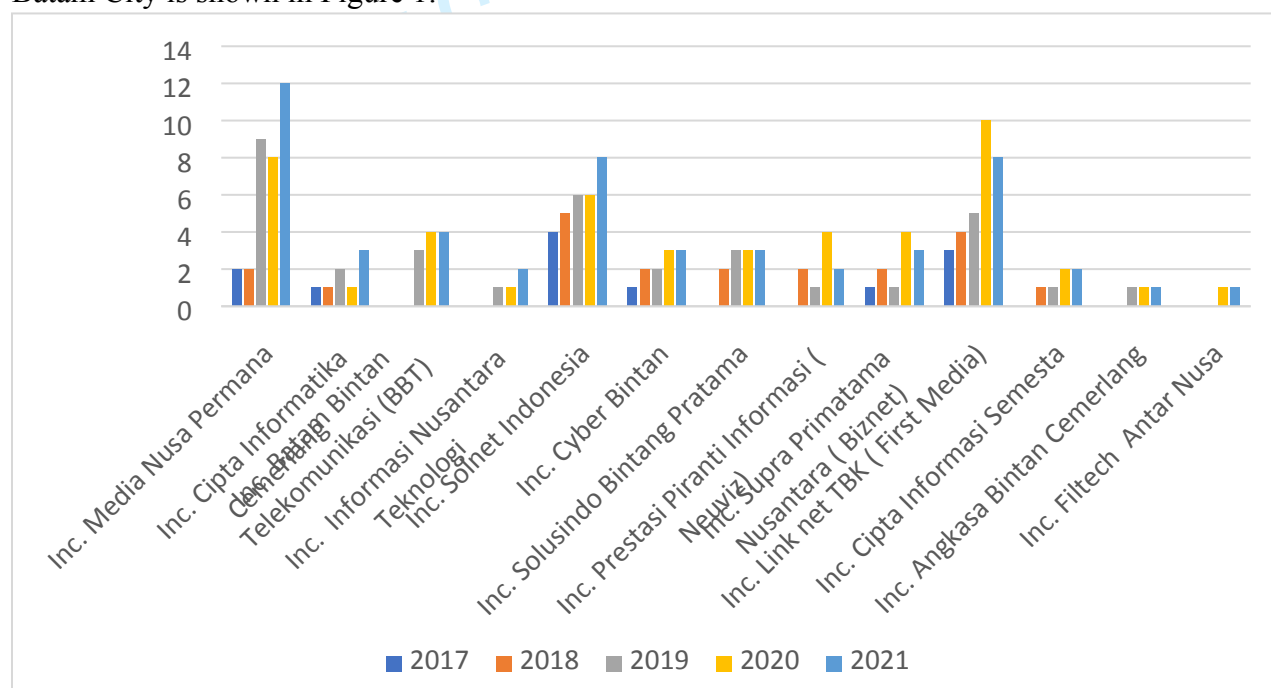


Figure 1. ISP Millennial Employee Turnover Intention in Batam City in 2017-2021

As indicated in Figure 1, Inc. Media Nusa Permana, Inc. Solinet Indonesia, and Inc. Link Net TBK are the three ISP firms with the greatest annual turnover rates. This demonstrates that a poor level of ongoing employee engagement and loyalty is reflected in the employee turnover rate (Khajuria and Khan, 2022). One of the factors that ISP firms in Batam must take into account is the high turnover rate. High turnover rates will have a detrimental effect on a company's ability to perform.

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3 Along with the development of digital technology and the internet, which is increasingly
4 advanced, it will affect "continued commitment, task competence, professional competence, and
5 personal value," this will affect job satisfaction and the resulting performance (Valaei and Rezaei,
6 2016). Human resources have always been the main point in the company (Nurhatsiyah *et al.*,
7 2020). Based on several previous studies, Yang&Wang (2014) found that job satisfaction and
8 performance have a positive impact. Meanwhile, Valaei & Rezaei (Valaei and Rezaei, 2016) stated
9 that there is a relationship between job satisfaction, performance, and organizational commitment.

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12 According to a preliminary study based on interviews with several HRDs from ISP
13 companies in Batam, it was discovered that "Millennial" workers performed quite optimally with
14 personal characteristics such as being quick learners, technology-adaptive, high enthusiasm and
15 curiosity, and had creative and innovative ideas, but on average, have low loyalty, resulting in low
16 organizational commitment (Farhan, 2021). The degree of millennial workers' personality and
17 social standing is sufficient to impact moral principles (Catano and Morrow Hines, 2016). Because
18 millennials are highly competent and enthusiastic, business leaders tend to offer them challenging
19 responsibilities. This harms employee job satisfaction and leads to less-than-ideal performance
20 outcomes (Farhan, 2021).

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23 Empirically, according to several earlier studies, performance and job happiness are related.
24 Every business aims to engage staff in organizational and business activities to boost output. In
25 the form of maximum job productivity to achieve the predetermined goals(Sarwono and Bernarto,
26 2020). Company management must take note of the employee's commitment to their jobs if they
27 want to attain high production (Masoudinejad and Veitch, 2023). Being loyal is a mental attitude
28 that can motivate someone to be able to control themselves and work harder, faster, and better. A
29 positive work environment will impact productivity and effectiveness.

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32 Companies providing internet connection services, or ISPs, have a clear need for personnel
33 that is dedicated, persistent, hard-working, competent, and personable (Alassaf *et al.*, 2023).
34 Employees must also be motivated, productive, and creative to meet business objectives(Hidayat
35 *et al.*, 2018). The study's findings are anticipated to shed light on how millennial workers perform
36 in Internet service provider companies in Batam City when task complexity, continuous
37 commitment, professional competence, and personal value intervening in job satisfaction are
38 considered. This will allow businesses to modify work practices to better suit millennial
39 characteristics and help workers meet performance goals.

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42 The originality of this study relates to how millennial employees perform under the influence
43 of constant attention due to the negative stereotypes around their personalities. According to
44 previous studies on a commitment to this generation, millennials need a sense of belonging to the
45 organization (Morin *et al.*, 2023; Nordenmark *et al.*, 2023). Furthermore, millennials prioritize
46 self-improvement more and more mobile, making it simpler to move than stay in an organization
47 (Ismail, 2016). According to the findings of research published in reputable international
48 journals(Alassaf *et al.*, 2023; Mayr and Teller, 2023; Nemțeanu and Dabija, 2023; Shin and Kwon,
49 2023; Thielmann *et al.*, 2023), the follow-up commitment variable is still unutilized in terms of
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information, updated theory, incompleteness (not related to a comprehensive theory), and from a predefined locus perspective in cases where the research subject is millennial employees.

The Internet Service Provider (ISP) company that serves as the subject of this study's locus delicacy is in desperate need of millennial workers who can adapt to new technology, are intelligent, inventive, and creative, have a strong work ethic, and are committed to the organization's vision, mission, and goals (Menti *et al.*, 2023). This study aimed to examine the issue from a different perspective by creating the continuance commitment, which has been used as an indicator for millennial workers at ISP companies in Batam. This exogenous or independent variable will directly affect the performance of strategic employees or have an impact through an intervention variable based on job satisfaction (Shin and Kwon, 2023). Based on the background of the previously described problems, the research problem formulation is How does Millennial Employee Job Satisfaction Affect Performance?

Although the context of the difficulties offered provides a relatively broad perspective of the problem's dimensions, the challenges are presented clearly and focused on this research's limitations; First, this research focuses on a single exogenous variable—job satisfaction—as an intermediate between the endogenous variable—millennial employee performance—and the four exogenous variables—continuous commitment, complexity of work, professional competence, and personal values. The second focus of this study is the ISPs operating as Incorporated Companies in Batam City. This study uses a quantitative method with a sequential explanatory design, and each variable is described in the form of a questionnaire that is distributed to millennial ISP employees with a simple random sampling method; the collected data is processed using a Structural Equation Model (SEM) using a Linear Structural Relationship (LISREL) software. The use of descriptive and verifiable analysis to explain the relationship between the variables studied by verifying the accuracy of the data in the study to produce a structured picture of the research, the framework of the research concept is as follows:

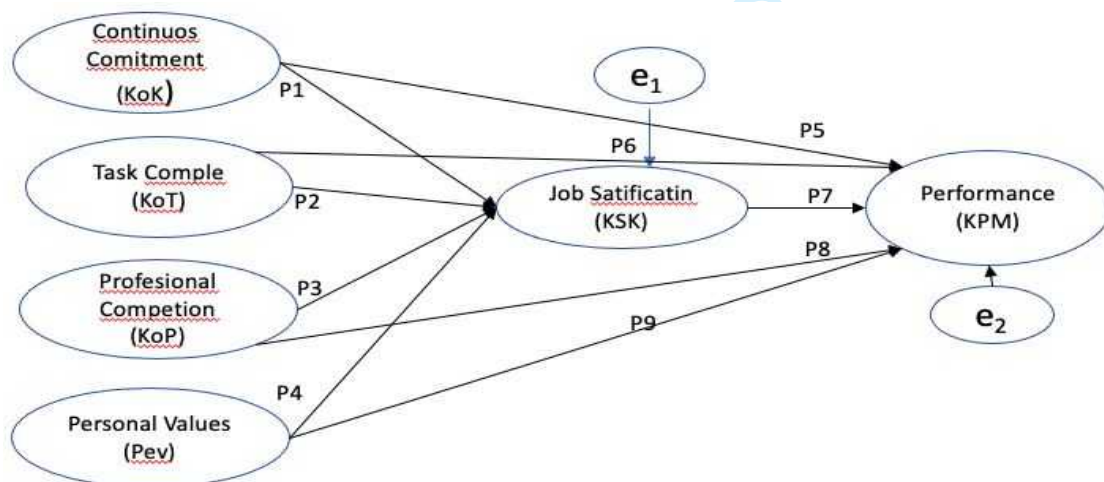


Figure 2. Research Framework

Figure 2 shows the research framework of the research concept, a hypothesis of each variable, and the relationship between variables can be made in Table 1 as follows:

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Table 1. Relationships between variables and Indicators

Variable	Indicators	Hypothesis
The commitment continues (Kok)	Losses leave the company, and losses remain in the company	H1(P5). Continuous commitment affects the performance of millennial employees H6(P1). Continuous commitment affects the job satisfaction of millennial employees H10(P1,P7). Continuous commitment affects the performance of millennial employees through job satisfaction
Task Complexity (KoT)	The difficulty of the task and the receipt of the job.	H2 (P6). The complexity of tasks affects the performance of millennial employees H7(P2). The complexity of the task affects the job satisfaction of millennial employees. H11(P2,P7). The complexity of tasks affects the performance of millennial employees through job satisfaction
Professional competence (KoP)	Intellectual (skill, knowledge), Emotional, Social	H3 (P8). Professional competence affects the performance of millennial employees H8 (P3). Professional competence affects the job satisfaction of millennial employees H12 (P3, P7). Professional competence affects the performance of millennial employees through job satisfaction
Personal Value (PeV)	Power, achievement, hedonism, stimulation, self direction, universalism, benevolence, tradition, conformity, security	H4(P9). The personal value affects the performance of millennial employees. H9(P4). The personal value affects the job satisfaction of millennial employees. H13 (P4,P7). The personal value affects the performance of millennial employees through job satisfaction.
Job Satisfaction (KSK)	Satisfaction with work, rewards, supervision of superiors, workload, promotion opportunities	H5(P7). Job satisfaction affects the performance of millennial employees

METHODS

The problem of millennial employee performance in the industrial revolution era was the main variable in this study, mediated by job satisfaction. It was associated with the variables continuity commitment, task complexity, professional competence, and personal values as the variables of the subject in this study. Six variables are examined in this study, and both their direct

and indirect impacts are observed. This quantitative research method is a process of finding knowledge using numbers to analyze information about what you want to know (Nardi, 2018). Data collection of this study using the causal model survey method with path analysis techniques (path analysis) (Vowels *et al.*, 2021).

The millennial respondent employees were given questionnaires to complete the data. Two hundred-five responders resulted in the collection of data. All 422 respondents were millennial workers at Batam City ISP (Internet Service Provider) organizations aged 19 to 40. Millennial employees working at ISP (Internet Service Provider) companies in Batam city with employees between 19 and 40 were chosen as respondents for the exogenous questionnaire. In contrast, leaders or HRD completed the endogenous questionnaire. The study on job satisfaction of millennial employees in Batam City was approved by the respondents and according to the ethical approval standards of the Institutional Review Board (IRB), ensuring that this research complies with ethical guidelines for research involving human subjects and relevant laws and regulations. This research was conducted from January to May 2022. ISP companies registered with the Internet Service Providers Association and which responded to research request letters are distinguished in Table 2 as the companies where the research was conducted.

Table 2. Reaserch Sample

No	Incorporated Companies (Inc.)	Millenial Employees
1	Inc. Informasi Nusantara Teknologi	22
2	Inc Batam Bintang Telekomunikasi (BBT)	17
3	Inc . Media Nusa Permana	45
4	Inc . Solnet Indonesia	73
5	Inc . Cipta Informatika Cemerlang	55
6	Inc . Cyber Bintang	21
7	Inc . Solusindo Bintang Pratama	16
8	Inc . Prestasi Piranti Informasi (Neuviz)	11
9	Inc . Supra Primatama Nusantara (Biznet)	5
10	Inc . Link net TBK (First Media)	112
11	Inc . Cipta Informasi Semesta	18
12	Inc . Angkasa Bintang Cemerlang	15
13	Inc . Filtech Antar Nusa	12
Total		422

This study used a sample from a population of ISP companies in Batam by employing a questionnaire as the primary data collector for research on this population or sample. The Slovin method was used for sampling, and a research instrument was used for data collecting (Bloomfield and Fisher, 2019). The population and sampling were obtained by employing questionnaires to evaluate personal value variables, professional competence, work complexity, ongoing commitment, job satisfaction, and performance using validity and reliability test data. Given the

size of the population, the Slovin formula is used to get the sample size as follows(Sürücü and MASLAKÇI, 2020):

$$n = N / (1 + Ne^2) = 422 / (1 + 422 \cdot 0.5^2) = 205$$

Techniques for gathering data involve questionnaires, including hard and soft questions. A closed-statement instrument was used to measure the variables, and they were graded on a Likert scale from 1 to 5 (Haas and Hadjar, 2020). Each remark was followed by a question asking respondents to rank their agreement or disagreement with it. The validity and reliability of the instrument were assessed before it was utilized to collect research data from 30 millennial ISP staff respondents who had participated in trial runs but were no longer used as research participants. The reliability test calculation employs the Cronbach alpha instrument(Sürücü and MASLAKÇI, 2020). In contrast, the validity test calculation uses the product-moment correlation because the item scale is a scale of five, similar to the Likert model scale.

Empirical review is used in theoretical analysis. In an earlier study, the Structural Equation Model (SEM) approach was used for data analysis and theoretical mapping, and LISREL was used for descriptive analysis. The measurement model (outer model) and the structural model are utilized for SEM-LISREL analysis (inner model) (Zhang, 2022). The verification analysis carried out in this study aims to determine the relationship between the independent variables of commitment, task complexity, competence, and personal value through job satisfaction and the dependent variable of millennial employee performance, which will be tested using hypothesis analysis (Sutija, 2017).

RESULT

This study analyzes Influence, Continuous Commitment, Task Complexity, Professional Competence, and Personal Values, With Job Satisfaction as an Intervening (intermediary/mediation variable) and Their Impact on the Performance of Millennial Employees of Internet Service Provider (ISP) Companies in Batam City. The study results were obtained from processing questionnaire data with a population of respondents. This research study was millennial employees of ISP companies in Batam City with a total population of 422 respondents. According to Sugiyono (2017) considering that the population is very large, the Slovin formula is used to calculate the sample size as follows: $n = N / (1 + Ne^2) = 422 / (1 + 422 \cdot 0.5^2) = 205$, with the graph of respondents as follows:

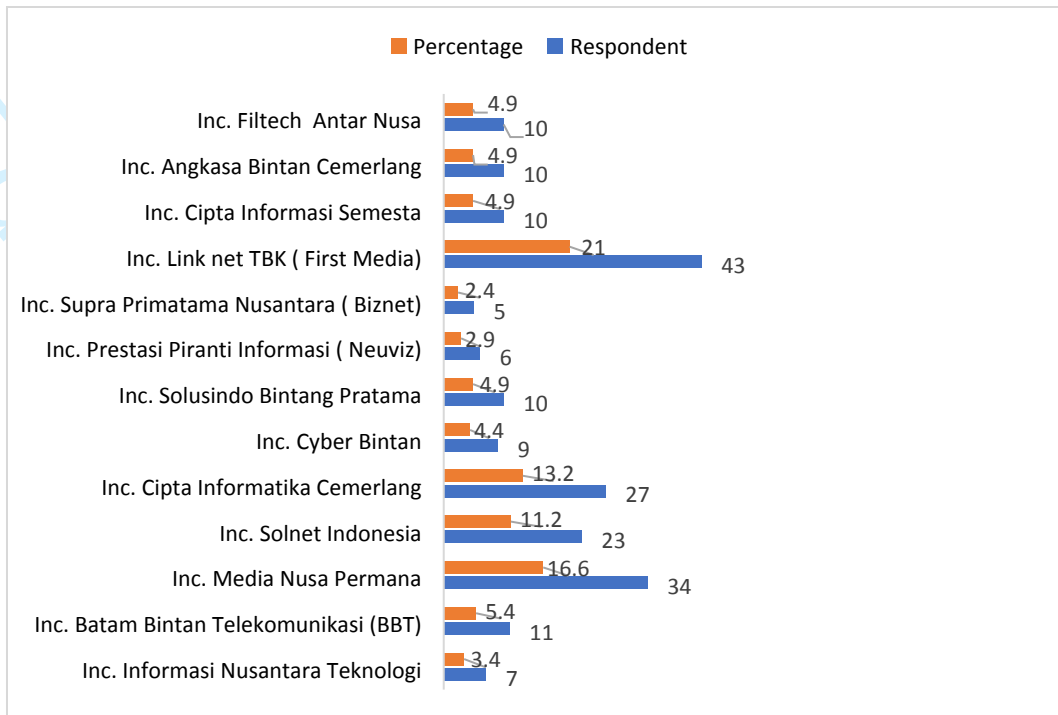


Figure 3. Presentation Grafik Respondents

From the response chart of respondents in figure 3, millennial employees of ISP First Media company filled out 43 questionnaires, 21% of the total sample, and the least was Biznet company, as much as 2.4%, five questionnaires from the whole sample. This study used probability sampling because sampling provided equal opportunities for ISP companies in Batam City. Random sampling sample technique: Questionnaires are distributed randomly to millennial ISP employees for their independent questionnaires, and dependent questionnaires are given to HRD / Employee leaders who fill out separate variable questionnaires.

The results of the Analysis of Sem data with LISREL Software show the match of the model with the results of the Goodness Of Fit (GOF) test figure 3, where the previous model had passed the Confirmatory Factor Analysis test; this measurement ensured that there were no offending estimates (values that exceed the acceptable limit) according to the reference Holmes-Smith and Row (2017) GOF tests together a model consisting of independent variables and dependent variables, here are the RESULTS of GOF tests:

```

Normed Fit Index (NFI) = 0.98
Non-Normed Fit Index (NNFI) = 1.00
Parsimony Normed Fit Index (PNFI) = 0.91
Comparative Fit Index (CFI) = 1.00
Incremental Fit Index (IFI) = 1.00
Relative Fit Index (RFI) = 0.98
Goodness of Fit Index (GFI) = 0.80

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Figure 4. GOF Model Matchability Test Results

From the results of the goodness of fit test on figure 4, it can be seen that the T-statistic > from T-table 0.9 shows a good fit level of match, where the Normed Fit Index (NFI) value in this model is 0.98. This value is above the fit criteria. The NFI value ≥ 0.90 , meaning that the model match is good because the NFI value is above the good fit criteria (Fowler and Lapp, 2019). For the Non-Normed Fit Index (NNFI) value in this model of 1.00, this value is above the NNFI fit criteria ≥ 0.90 , then NNFI has a reasonable model match rate because the NNFI value is above the good fit criterion (King *et al.*, 2021). The Parsimony Normed Fit Index (PNFI) value of 0.91 is above the fit criteria that should be $\text{PNFI} \geq 0.90$, so the model match is a good fit. Furthermore, in the Comparative Fit Index (CFI) criteria, the output fit shows a CFI value of 1,000, indicating a perfect model match because the CFI meets the requirements, namely the $\text{CFI} \geq 0.90$.

An Incremental Fit Index (IFI) value of 1.00 meets the fit criteria because the matter is above the minimum $\text{IFI} \geq 0.90$. (Faems, 2020). A Relative Fit Index (RFI) Value of 0.98 shows the model's fit is perfect because the RFI value ≥ 0.90 ; this value is a good fit. The Goodness-of-Fit Indices (GFI) value is 0.8. This value is below the excellent fit standard, but still within the marginal fit limit; for the Adjusted Goodness of Fit (AGFI) value of $0.96 \geq 0.90$, this value is a good fit. From the output results of the Goodness of Fit Test, GOF, it can be concluded that the structural model in this study can be declared fit. After testing the overall suitability of the model, the next stage is to test the hypothesis with the following results in Figure 5:

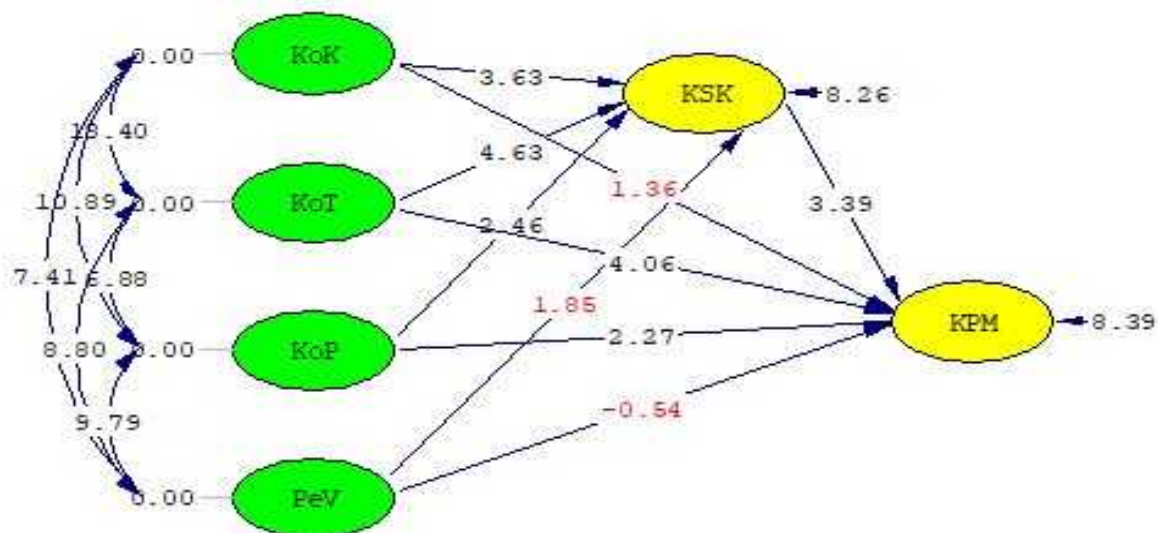


Figure 5. Hypothesis test results

From the path diagram of figure 5, the results of model testing show that the relationship between exogenous and endogenous variables has a t-value with a number in black and red, which means that if the war is black, the t-value value ≥ 1.96 so that it shows that the relationship between

exogenous and endogenous variables is directly significant. While the red one, because the T-Value value ≤ 1.96 , this means that it offers its connection instantly insignificant. The results of testing this statistical hypothesis are as follows:

Structural Equations

$$\text{KSK} = 0.26 \cdot \text{KoK} + 0.38 \cdot \text{KoT} + 0.18 \cdot \text{KoP} + 0.11 \cdot \text{PeV}, \text{ Errorvar.} = 0.38, R^2 = 0.62$$

(0.071)	(0.081)	(0.072)	(0.061)	(0.046)
3.63	4.63	2.46	1.85	8.26

$$\text{KPM} = 0.28 \cdot \text{KSK} + 0.10 \cdot \text{KoK} + 0.36 \cdot \text{KoT} + 0.17 \cdot \text{KoP} - 0.034 \cdot \text{PeV}, \text{ Errorvar.} = 0.39, R^2 = 0.61$$

(0.081)	(0.074)	(0.088)	(0.074)	(0.063)	(0.047)
3.39	1.36	4.06	2.27	-0.54	8.39

Indirect Effects of KSI on ETA

	KoK	KoT	KoP	PeV
KSK	--	--	--	--
KPM	0.07 (0.03) 2.49	0.10 (0.04) 2.74	0.05 (0.02) 2.00	0.03 (0.02) 1.62

Figure 6. statistical hypothesis testing results

Based on the results of the hypothesis testing of a direct relationship to job satisfaction (KSK) with the influence of exogenous variables (continuous commitment (KoK), task complexity (KoT), professional competence (KoP), personal value (PeV), job satisfaction was obtained R square 0.62, means that there is the model fit Then the results of the millennial employee performance test (KPM) on endogenous variables (performance) and the relationship between variables with exogenous influences (continuous commitment (KoK), task complexity (KoT), professional competence (KoP), personal value (PeV) obtained R square 0.61 this also shows a suitable model. According to (Alassaf *et al.*, 2023) the R-Square value is categorized as strong if more than 0.67, moderate if more than 0.33 but lower than 0.67, and weak if more than 0.19 but lower than 0.33. The path coefficient value of the effect of continuous commitment (KoK) on the performance of millennial employees (KPM) of 0.10 is insignificant at t-statistics $1.36 <$ of the t-table standard of 1.96. The path coefficient value of the effect of continuous commitment (KoK) on job satisfaction (KsK) was 0.26 significant at t-statistics $1.363 <$ t-table 1.96. The path coefficient value with intervening job satisfaction to continuous commitment in influencing the performance of isp millennial employees in Batam city (KoK*KSK→KPM) of 0.10 is significant at t-statistics $2.74 >$ t-table 0.96.

DISCUSSION

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3 The research results on the first hypothesis (H1) Continuous commitment to the performance
4 of ISP millennial employees in Batam City has no significant effect. This is under the
5 characteristics of millennial employees who are not loyal (Pella, 2016). The measurement of the
6 first indicator states that the loss of leaving the company states that millennial employees in the
7 ISP company feel that problems that occur in the company do not become employee problems if
8 there are obstacles in realizing the company's vision and mission such as lack of the achievement
9 of the company's sales target, or the overload of costs of various divisions, millennial employees
10 think this is not an employee problem that must also be found a solution.

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13 Employees who do not have a high continuous commitment will change careers in other
14 companies, and this is in line with the theory (Gin Choi *et al.*, 2013), which states that, this
15 millennial generation is very hopeful and looking for the meaning of work to the work they do, the
16 average millennial generation will change up to twenty times during their lifetime. millennials are
17 not loyal to the company; instead, they were dedicated to their friends. An attitudinal or affective
18 approach, which emphasizes the significance of alignment between millennial employees' values
19 and goals and the company's values and objectives, differs theory of the relationship between
20 organizational commitment and performance (Al-Jabari and Ghazzawi, 2019; Botella-Carrubi *et*
21 *al.*, 2021; Khajuria and Khan, 2022).

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24 Companies must be able to convince millennial employees that their personal goals are the
25 same as the company's goals; this will be the higher the continuous commitment of millennial
26 employees (Saputra *et al.*, 2016). The direct effect of continuous commitment on job satisfaction
27 is significant, meaning that millennial employees will feel at a loss leaving the company because
28 the company has got the desired things according to the indicators of job satisfaction, satisfaction
29 with the work produced, satisfaction with rewards, satisfaction with superior supervision,
30 satisfaction with colleagues and have the opportunity to be promoted to a position if it makes a
31 good performance (Ruangkanjanases and Chen, 2019).

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34 This follows millennial employees' characteristics, in line with research (Dwiyanti and
35 Bagia, 2020). With high commitment, employees will have high job satisfaction. Millennial
36 employees with increased responsibility have a responsible attitude to work in the company,
37 obeying the company's work standards (Sutama and Stiven, 2010). Job satisfaction has a close
38 relationship that is intertwined, so job satisfaction as an intervening variable of continuous
39 commitment to the performance of millennial employees at ISPs has a significant effect (Al-Jabari
40 and Ghazzawi, 2019). Staying afloat is a measure of the constant burden of millennial employees
41 to remain in the company. It illustrates the confidence of millennial employees in the company's
42 vision and mission, wanting to advance the company, and the intensity of millennial employees
43 deciding to stay at work. This is emphasized by Auer Antoncic's (2011) commitment, and
44 employee loyalty makes the company grow.

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47 The path coefficient value of the effect of task complexity (KoT) on the performance of
48 millennial employees (KPM) was 0.36 significant at t-statistics $4.06 > t\text{-table } 1.96$. The path
49 coefficient value of the effect of task complexity (KoT) on job satisfaction (KsK) was 0.38
50 significant at t-statistic $4.63 > t\text{-table } 1.96$. The path coefficient value with intervening job
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3 satisfaction to the complexity of tasks in influencing the performance of isp millennial employees
4 in Batam city (KoT *KSK → KPM) was 0.07 significant at t-statistic 2.49 > t-table 1.96. Job
5 satisfaction can moderate task complexity's influence on mental employees' performance at ISP in
6 Batam city.
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9 The complexity of the task on the performance of millennial employees in the ISP company
10 in Batam City has a significant effect. The responsibilities of millennial workers at ISPs are
11 comparatively complex. Nonetheless, the organization has offered training to clarify what degree
12 of comprehension and how the activity is organized. This raises the level of expertise among
13 millennial workers at ISPs. Nonetheless, the complexity of millennial employees' tasks at ISP firms
14 is substantial. However, the fact that they work as a team to fulfill their duties as internet service
15 providers ensures that their performance is still at its best and steadily improving. Contrary to
16 Sanusi & Iskandar's findings, (Mohd-Sanusi and Mohd-Iskandar, 2007; Rudyanto, 2016). indicates
17 that difficult activities might have a negative impact on employee performance. However, high
18 degrees of difficulty and variety in assignments have been shown to impact employee performance
19 negatively, according to Rudyanto Research (Rudyanto, 2016).
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25 Millennial workers can work well with work orders that are structured, have operational
26 work standards, and are given rewards and attention from superiors, thus the complexity of the
27 task on job satisfaction, either directly or as an intervening factor, has a big impact on this (Javed
28 *et al.*, 2014). Allowing millennial employees to create on their own can automatically increase
29 work satisfaction, and satisfied millennial employees are more likely to perform well and have
30 strong loyalty to the organization. A successful business must guarantee a positive working
31 environment for its employees (Siagian, 2022).
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35 Employee job satisfaction will suffer if superiors treat them unfairly regarding job
36 assignments, promotions, wages, and evaluation reports compared to other coworkers (Putri, 2020;
37 Warella *et al.*, 2021). According to a different study, performance and employee happiness are
38 strongly correlated (Chrisdianto *et al.*, 2021). ISP organizations must ensure that all evaluations
39 are conducted fairly to avoid millennial employees developing a negative impression of the
40 business. The company's millennial employees can assess the quality of their work and choose
41 whether the working environment meets their standards.
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45 The influence of professional competence (KoP) on millennial employees' performance
46 (KPM) had a path coefficient value of 0.17, which was significant at t-statistics 2.27 > t-table 1.96.
47 The performance of isp millennial employees in Batam City was influenced by the path coefficient
48 value with intervening job satisfaction and professional competence (KoP *KSK KPM), which
49 was 0.05 significant at a t-statistic of 2.00 > t-table 1.96. Professional competence's impact on the
50 performance of mental personnel at ISP Batam City might be moderated by job satisfaction. The
51 relationship between professional competence (KoP) and work satisfaction (KsK) among
52 millennial employees has a path coefficient value of 0.18, significant at t-statistics 2.46 > t-table
53 1.96.
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3 Professional competence has a significant effect on the performance of millennial employees
4 and a substantial impact on job satisfaction. Implementing millennial employees also has a
5 considerable effect when intervened by job satisfaction. The test results indicate that the higher the
6 level of professional competence of millennial employees of ISP companies in Batam City, the
7 higher their performance. The professional competence of millennial employees can be shown by
8 the intellectual, emotional, and social indicators possessed by the Batam City ISP
9 employees. Academic competence is seen from knowledge and skills in the fields of information
10 technology, internet networks, and coding, as well as experience as an IT, while emotional
11 competence is how a millennial employee is confident, can adapt well, obeys regulations, and is
12 consistent in carrying out duties as an employee of an ISP company.
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17 Competency indicators other than skills and knowledge are social competencies. The social
18 competence possessed by millennial employees in ISP companies is shown by the ability to
19 communicate well and work with (teamwork, ready to help colleagues who need help completing
20 work. This research supports research (Renyut *et al.*, 2017; Suhardi, 2018) which states that
21 competence significantly affects employee performance. In line with research by Laura Book
22 (2019), social values in the characteristics of the millennial generation are considered to support
23 teamwork behavior in organizations. Efforts to achieve specific work targets and overall
24 organizational performance certainly require teamwork.
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27 This necessity of cooperation seems contradictory when considering the value of focusing
28 on the personal. However, research (Myers and Sadaghiani, 2010) explains that the millennial
29 generation shows good group cooperation abilities because cooperation at work is another form of
30 fun social activity for millennials. They are proving a positive relationship between job satisfaction
31 and job performance. Job satisfaction is also closely related to the performance of millennial
32 employees.
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36 The path coefficient personal value (PeV) value to the performance of millennial employees
37 (KPM) of 0.094 was insignificant at t-statistic $-0.54 < t\text{-table } 1.96$. The path coefficient unique
38 value (PeV) value to job satisfaction (KsK) of millennial employees of 0.11 was negligible at t-
39 statistics $1.86 < t\text{-table } 1.96$, insignificant because T-statistics were smaller than T-tables. The
40 path coefficient value with intervening job satisfaction with personal value in influencing the
41 performance of isp millennial employees in Batam City (PeV *KSK → KPM) of 0.03 is
42 insignificant at t-statistics $1.62 < t\text{-table } 1.96$. The personal value variable has no significant effect
43 on job satisfaction and is not substantial on performance through intervening job satisfaction of
44 millennial staff in the ISP environment.
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49 This indicates that the variables of personal value beliefs have two dimensions, including
50 terminal values and instrumental values, with indicators of power, achievement, hedonism,
51 stimulation, soft direction, equality, loyalty, tradition, consistency, and stability having little
52 impact on the performance of millennial employees in the ISP company environment in Batam
53 City. This study's results depend on and contradict those of previous research; it was discovered
54 that personal value variables affect employee performance (Gery *et al.*, 2015). Meanwhile, in this
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3 study, personal values did not affect employee performance. Contrary to Grace Research (2017),
4 employees' personality dimension significantly affects employee performance and job satisfaction
5 and identifies very important for every organization. If employees are satisfied with their work,
6 the entire organization's performance will be affected because employees are the main driver for
7 any organization.
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10 The effect of job satisfaction on the performance of millennial employees shows the path
11 coefficient value of the impact of job satisfaction (KsK) on the performance of millennial
12 employees (KPM) of 0.28 significantly at t-statistics $3.39 > t\text{-table } 1.96$. There is a significant
13 influence between job satisfaction and the implementation of millennial employees. Job
14 satisfaction substantially affects the performance of isp millennial employees in Batam City. Job
15 satisfaction is measured by five indicators: rewards, superior supervision, satisfaction with
16 colleagues, and promotion opportunities. The significant effect of job satisfaction on the
17 performance of millennial employees of ISP Batam City. This means that performance will be
18 excellent if given rewards, supervision, and appreciation by superiors for their performance so that
19 millennial employees become satisfied with the like.
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23 The study's findings also demonstrated that coworker satisfaction and advancement
24 measures influence performance elements. As a result, millennial workers will perform at their
25 highest level, act responsibly, satisfy online customers, and encounter few complaints about their
26 work. According to a study (Sutama and Stiven, 2010), a high level of job satisfaction will also
27 impact employee performance. Our outcome is consistent with that research. A study's findings
28 (Saputra et al., 2016) indicate that a worker's performance would improve if their sense of dignity
29 grows. This is consistent with studies (Javed et al., 2014) that show a connection between job
30 happiness and employee performance.
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34 Millennial employee performance is influenced by continuous commitment, task complexity,
35 professional competence, and personal values 61%. The remaining 39% is influenced by other
36 variables not studied in this study. While the influence of continuous commitment variables, task
37 complexity, professional competence, and personal values on millennial employee job satisfaction
38 with an R-square value of 62% means that millennial employee job satisfaction variables are
39 influenced by continuous commitment variables, task complexity, professional competence, and
40 personal values of 62%, the remaining 38% is influenced by other variables not examined.
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44 The findings in this study show that the variable of continuous commitment only affects the
45 performance of millennial employees if through intervening job satisfaction. Variables of task
46 complexity and professional competence have a significant effect on the performance of millennial
47 employees directly or intervening by job satisfaction. The variable of job satisfaction directly also
48 has a significant effect on performance, for the personal value variable does not affect the
49 performance of millennial employees either directly or by intervening job satisfaction. Millennial
50 employees who are competent, get job satisfaction with work, against rewards, for superior
51 supervision, promotion of positions and colleagues will be loyal to the company. This confirms
52 that the performance of millennial employees at ISPs likes to work in a team work, a pleasant
53 atmosphere and get a high salary in accordance with their professional competence as an IT.
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3 According to the analysis of this study's findings, firms, especially those that employ many
4 millennials, should optimize their human resources to improve their overall performance. Paying
5 attention to the variable work happiness is one of the recommended tactics businesses can use to
6 maximize the performance of millennial employees. This is because satisfied employees will
7 perform better, stay with the company longer, be more likely to be supervised by superiors and
8 coworkers and receive promotions. After all, their satisfaction has been met. This has important
9 ramifications for committing totally to the business.

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12 In addition, millennial employees need to increase their professional competence. By
13 increasing competence, millennial employees will be okay with complex assignments as long as
14 the work assignments are under their competencies and are well structured. The performance of
15 millennial employees at ISP companies in Batam is not too concerned with personality or personal
16 matters, so this does not affect the performance of millennial employees. The other things that are
17 needed and affect the performance of millennial employees are colleagues. This is because
18 millennial employees tend to work with solid teamwork. ISP companies have employees
19 dominated by the millennial generation, so companies need to develop a management model that
20 is responsive to the characteristics of millennial employees.

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25 Companies are expected to be able to select highly committed employees through a good
26 recruitment process by including the commitment variable in the selection instrument. In addition,
27 it is necessary to develop programs that are expected to increase the performance of employees
28 who are low to high so that they can support the company's performance as a whole. Companies
29 also need periodic surveys of job satisfaction, as the results of this study prove that job satisfaction
30 greatly influences the performance of millennial employees. The more satisfied millennial
31 employees are, the better continuous commitment will be generated. Companies also need to pay
32 close attention to employee characteristics in terms of age and developing values, especially for
33 the millennial generation, which is increasingly dominant in many companies in the population.

34 35 36 37 38 **CONCLUSION**

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40 According to the study, the continuous commitment variable does not directly affect
41 performance. However, it does affect job satisfaction, which in turn affects the performance of
42 millennial employees of internet service provider companies in Batam City. The complexity of
43 activities and professional competencies affects millennial ISP employees' performance and job
44 satisfaction directly or indirectly. Intervening work satisfaction can moderate exogenous variables
45 versus endogenous variables. Testing the structure model of the direct influence of continuous
46 commitment, task complexity, professional competence, and personal value variables on
47 millennial employees' performance with an R-square value of 61%. The remaining 39% was
48 influenced by other variables not studied in this study, and job satisfaction with an R-square value
49 of 62%, the remaining 38%. The structure model is suitable.

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54 According to this report, organizations with numerous millennial employees should
55 optimize their human resources to boost performance. To enhance millennial employee

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3 performance, firms should consider work pleasure. Millennial employees must also improve their
4 professional skills and create a management model that fits their needs. Businesses should also
5 improve low-performing employees' performance and measure job satisfaction. Thirdly,
6 organizations should focus on employee age and values.
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8 This research is expected to be of great use in increasing researchers' knowledge in their
9 work, broadening their horizons, and developing their knowledge under the disciplines obtained
10 in Human Resource Management, particularly in organizational behavior. Researchers can
11 investigate how business culture and leadership impact millennial employees' job satisfaction and
12 performance through Longitudinal Studies, Multi-dimensional Measures, and Cross-Cultural
13 Studies.
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16 Employees' opinions of the work environment and how well they fit into the organization
17 are shaped by organizational culture, understood as shared values, beliefs, and norms. Leadership
18 concepts such as transformational or servant leadership can impact employee work satisfaction,
19 which can affect performance. Studying how organizational culture and leadership affect
20 millennials' job happiness and performance can help businesses develop a supportive work
21 environment and successful leadership techniques. In addition, the contribution of this research to
22 millennial employees is to assist them in enhancing and developing their performance while
23 enhancing their competitiveness. Improving the performance of ISP companies in the city of
24 Batam through the management of millennial workers.
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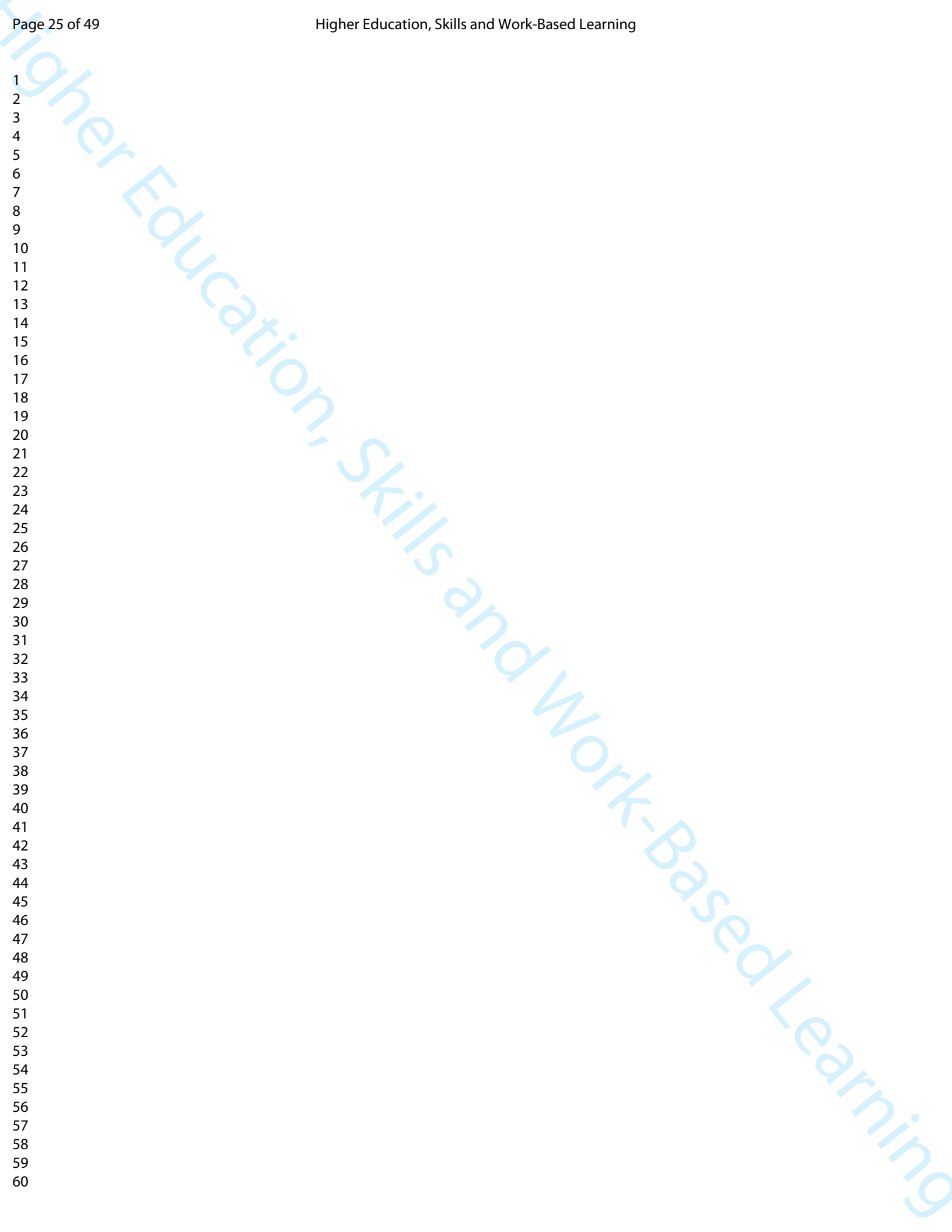
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HOW DOES MILLENNIAL EMPLOYEE JOB SATISFACTION AFFECT PERFORMANCE?

ABSTRACT:

Purpose - This study aims to test and analyze the effect of continuous commitment, Task Complexity, Competence, and personal Value on employee performance millennial intervening job satisfaction.

Design/methodology/approach - This research method is quantitative with a sequential explanatory design, then data collection through a questionnaire, with a sample of 205 respondents—data analysis using Structural Equation Model (SEM) with the software Linear Structural Relationship (LISREL).

Findings - The results of research on the performance of millennial employees with intervening work satisfaction showed that continuous commitment (2.49), task complexity (2.74), and professional competence (2.0) had a significant effect. This means that the performance of millennial employees will increase if they get job satisfaction. With satisfaction, the commitment and competence of millennial employees are high. While the research results for the performance of millennial employees have a direct influence, only professional competence (2.27) and task complexity (4.06) are significant. This means that as high as professional competence is characterized by intellectual, emotional mood, and attitude, owned by millennial employees, the resulting performance is increased even with complex tasks.

Originality/Value - This research's contribution to millennial workers is to help them improve and develop their performance, allowing them to compete more effectively. The findings of this study have significance for enhancing organizational performance so that businesses can maximize the performance of millennial employees by paying attention to job satisfaction, professional competence, and personal values.

Keywords; Employability, Personal development planning, Competence and skills

INTRODUCTION

Companies that want to succeed and maintain their position in the market need to carry out strategic planning, optimization, and resources (Bashkirova *et al.*, 2023). Employee performance plays an important factor in determining company performance. Human resources are an important source of growth for organizations (Morin *et al.*, 2023). To best utilize human resources, align employees' knowledge, skills, and abilities with their assigned organizational roles (Farooqui and Nagendra, 2014) (Farooqui & Nagendra). (Nielsen and Montemari, 2012) (Nielsen & Montemari) states that with intellectual capital, organizations will be able to improve their performance; as a result, humans are the most important resource enabling organizations to improve financial/non-financial performance (Nordenmark *et al.*, 2023). Humans as employees are an important resource

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3 for every organization, and adequate HR management can help organizations achieve their goals
4 and objectives (Abdul-Halim *et al.*, 2016)(~~Abdul-Halim et al.~~). Millennials who are employees in
5 various organizations have a significant and strategic position. According to Ranaweera &
6 Dharmasiri (2016), research on the millennial generation's performance has not been studied much.
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9 ~~Millennial employee performance is synonymous with working smart and hard, low loyalty,~~
10 ~~and less commitment. Millennial employees need to be given appreciation so that it becomes their~~
11 ~~consideration to stay in the company. Millennial employees have anxiety about bureaucracy,~~
12 ~~hierarchy, and the environment, as well as anxiety about bullying in the work environment.~~
13 ~~Millennial employees are those born between 1983 and 1994, aged 24–39 years (Sarwono and~~
14 ~~Bernarto, 2020) Based on the results of research (Goetzel *et al.*, 2018), out of 1000 employees,~~
15 ~~62% of respondents said that they felt more comfortable if someone who had a role as a company~~
16 ~~leader talked about mental health and cared about this topic. Research also shows that only 26%~~
17 ~~feel that measures to address mental health problems have been implemented in the workplace.~~
18 ~~Employee performance among millennials is characterized by hard work, lack of commitment, and~~
19 ~~low loyalty(Auer Antoncic and Antoncic, 2011). Millennial workers must feel valued for them to~~
20 ~~contemplate staying with the organization. In addition to worrying about workplace bullying,~~
21 ~~millennial employees also worry about bureaucracy, hierarchy, and the environment. Employees~~
22 ~~born between 1983 and 1994 and in the millennial generation range in age from 24 to 39 years~~
23 ~~(Sarwono and Bernarto, 2020). According to research findings (Goetzel *et al.*, 2018) 62% of 1000~~
24 ~~employees polled stated they would feel more at ease if a company leader discussed mental health~~
25 ~~and showed concern for the issue. Only 26% of respondents to a survey believe that workplace~~
26 ~~policies to address mental health issues have been adopted.~~The challenge for millennial company
27 employees is to follow the company's hierarchy. According to Wardaya's (2020) research results,
28 as many as 43% of millennial employees like to work hard, while 57% do not like hierarchy.
29 Millennial employees like a comfortable and pleasant work environment to increase productivity
30 (Ruangkanjanases and Chen, 2019).
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38 This study aims to test and analyze the influence of continuous commitment, task
39 complexity, professional competence, and personal value on the performance of millennial
40 employees through intervening job satisfaction. Continuity commitment is the individual's desire
41 to survive and leave the company hard (Al-Jabari and Ghazzawi, 2019). It is based on a person's
42 concern about losing something obtained so far within the organization, such as salary, facilities,
43 and others(Nurhatisyah *et al.*, 2020). It is defined as the desire to remain a member of the
44 organization because of awareness of the costs associated with leaving it. Indicators to measure
45 continuance commitment include finding it difficult to leave, feeling disturbed when they leave,
46 continuing to work for the company, and the scarcity of alternative workplaces available
47 (Mehmood *et al.*, 2023). Besides, task complexity is a task that needs to be more structured, easier
48 to understand, and ambiguous (Riyanto *et al.*, 2023). This affects performance because of the
49 amount of information and stages of work that must be done. The four indicators of task
50 complexity are difficulty level, information clarity, amount of irrelevant information, and high
51 ambiguity(Jurij *et al.*, 2023). In IT, the relevance of task complexity can be illustrated in the
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3 context of the System Development Life Cycle (SDLC) (Morin *et al.*, 2023). Two aspects can
4 form task difficulty: the difficulty level and task structure (Shah *et al.*, 2023).
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6 On the other hand, competence means a person's ability or capacity to perform various tasks
7 in a job, determined by intellectual ability and physical ability (Myers and Sadaghiani, 2010).
8 Knowledge, abilities, self-concept, motives, and traits can measure this. Professional competence
9 is the ability or capacity of a person to carry out various tasks in a job and is related to the
10 effectiveness of individual performance (Myers and Sadaghiani, 2010). Personal Values also
11 influence a person's competence. Personal values are individual concepts and beliefs that originate
12 from cognitive structures and are closely related to affective or guided behavior (Han *et al.*, 2023).
13 Individuals hold relatively stable sets of universal values to evaluate objects, events, others, and
14 themselves and to choose and justify their actions. According to the Five Factor Theory (FFT),
15 values are basic endogenous tendencies not influenced by the environment (Saputra *et al.*, 2016).
16 There are five definitions of values: beliefs, goals to be achieved, standards, criteria, and a
17 hierarchy based on the importance scale (Ruangkanjanases and Chen, 2019).
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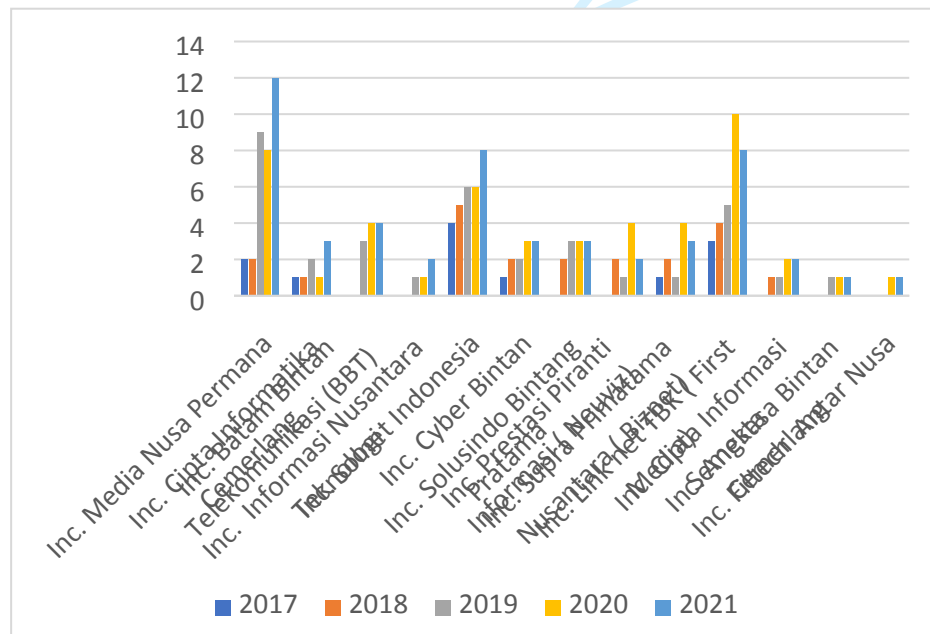
22 Continuous commitment, task complexity, professional competence, and personal values are
23 one unit that is interrelated with one another, which function to see employee performance. This
24 study analyzes millennial performance as measured through intervening job satisfaction can affect
25 Continuous commitment, task complexity, professional competence, and personal values.
26 Millennial performance, according to Luthan, is the quantity or quality of something produced or
27 services provided by individuals who do the work (Soelton *et al.*, 2021). The factors that influence
28 performance are personal factors, indicated by skill level, competency, motivation, and individual
29 commitment (Junaidi and Mildawati, 2022) (Riwukore *et al.*, 2022). Meanwhile, three factors
30 influence performance (Arifin *et al.*, 2019) (Hidayat *et al.*, 2018); a) individual factors, including
31 abilities, skills, family background, work experience, social level, and demographics of a person;
32 b) psychological factors, including perceptions, roles, attitudes, personality, motivation, and job
33 satisfaction; c) organizational factors, including organizational structure, job design, leadership,
34 and reward systems. Job satisfaction is a positive feeling about one's job that results from
35 evaluating its characteristics. This is influenced by individual, social, and major factors in work,
36 such as wages, supervision, job security, and opportunities for advancement. *Job satisfaction* is an
37 emotional condition that leads to a person's positive attitude in assessing problems and everything
38 encountered in the work environment (Farooqui and Nagendra, 2014).
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45 Practically Human Resources (HR) has always been the main point in the company. Based
46 on several previous studies, performance has a relationship with job satisfaction. Yang & Hwang
47 found that job satisfaction and performance affect each other positively and reciprocally (Sarwono
48 and Bernarto, 2020). Meanwhile, (Valaei and Rezaei, 2016) Valaei & Rezaei stated that there is a
49 relationship between job satisfaction and performance and organizational commitment. Job
50 satisfaction is among the most important factors in human resource development that leads to
51 greater organizational efficiency. Furthermore, (Javed *et al.*, 2014) claim that aspects of job
52 satisfaction vary by country and change over time. However, studying job satisfaction across
53 cultures and over time is important.
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The variables of continuous commitment, task complexity, competence, and personal values have a role in job performance, as shown in Valaei & Jiroudi's research. – deficiencies found in humansc_(Renyut *et al.*, 2017). Many sides cannot be replaced by machines or digital technology. Technology is used only to help with work. In this case, millennial employees do not doubt their abilities_(Fantahun *et al.*, 2023). However, Internet Service Provider (ISP) companies, as a company engaged in the field of Internet connection service companies also really need employees who are highly committed, hardworking, competent, personal value, energetic, productive, innovative, and full of commitment, as well as solid teamwork to achieve the target level of work planned by the company_(Nurhatsiyah *et al.*, 2020).

Based on the results of interviews and focus groups with human resource development (HRD) Internet service provider (ISP) businesses in Batam City, Riau Islands Province, it was discovered that millennial employee performance was seen as best with individuals who are quick to learn, adaptable to technology, enthusiastic and highly curious, and have creative and innovative ideas (Peramesti and Kusmana, 2018). Millennial workers, however, could be more devoted to their employers, which leads to frequent job switching. Low loyalty indicates a weak company commitment, according to (Mohsen, 2016) Employees' commitment to the organization is reflected in their mentality of performance loyalty (Warrick, 2017).

The gap exists in Batam City-based ISP (Internet Service Provider) businesses, where millennials comprise more than 84.8% of the workforce_(Nurhatsiyah *et al.*, 2020). As a result, the ISP company deals with employees from the millennial age, which currently dominates the workplace and is known for being disloyal or having low company loyalty. As a result, employee turnover is a common occurrence. The following information on turnover for ISP businesses in Batam City is shown in Figure 1:



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3 **Figure 1.** ISP Millennial Employee Turnover Intention in Batam City in 2017-2021

4 As indicated in Figure 1, Inc. Media Nusa Permana, Inc.PT-Solnet Indonesia, and Inc. Link
5 Net Tbk are the three ISP firms with the greatest annual turnover rates. This demonstrates that a
6 poor level of ongoing employee engagement and loyalty is reflected in the employee turnover rate
7 (Khajuria and Khan, 2022). One of the factors that ISP firms in Batam must take into account is
8 the high turnover rate. High turnover rates will have a detrimental effect on a company's ability to
9 perform.

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13 Along with the development of digital technology and the internet, which is increasingly
14 advanced, it will affect "continued commitment, task competence, professional competence, and
15 personal value," this will affect job satisfaction and the resulting performance (Valaei and Rezaei,
16 2016). Human resources have always been the main point in the company (Nurhatisyah *et al.*,
17 2020). Based on several previous studies, Yang & Wang (2014) found that job satisfaction and
18 performance have a positive impact. Meanwhile, Valaei & Rezaei (Valaei and Rezaei, 2016) stated
19 that there is a relationship between job satisfaction, performance, and organizational commitment.

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23 According to a preliminary study based on interviews with several HRDs from ISP
24 companies in Batam, it was discovered that "Millennial" workers performed quite optimally with
25 personal characteristics such as being quick learners, technology-adaptive, high enthusiasm and
26 curiosity, and had creative and innovative ideas, but on average, have low loyalty, resulting in low
27 organizational commitment (Farhan, 2021). The degree of millennial workers' personality and
28 social standing is sufficient to impact moral principles (Catano and Morrow Hines, 2016). Because
29 millennials are highly competent and enthusiastic, business leaders tend to offer them challenging
30 responsibilities. This harms employee job satisfaction and leads to less-than-ideal performance
31 outcomes (Farhan, 2021).

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35 Empirically, according to several earlier studies, performance and job happiness are related.
36 Every business aims to engage staff in organizational and business activities to boost output. In
37 the form of maximum job productivity to achieve the predetermined goals (Sarwono and Bernarto,
38 2020). Company management must take note of the employee's commitment to their jobs if they
39 want to attain high production (Masoudinejad and Veitch, 2023). Being loyal is a mental attitude
40 that can motivate someone to be able to control themselves and work harder, faster, and better. A
41 positive work environment will impact productivity and effectiveness.

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45 Companies providing internet connection services, or ISPs, have a clear need for personnel
46 that is dedicated, persistent, hard-working, competent, and personable (Alassaf *et al.*, 2023).
47 Employees must also be motivated, productive, and creative to meet business objectives (Hidayat
48 *et al.*, 2018). The study's findings are anticipated to shed light on how millennial workers perform
49 in Internet service provider companies in Batam City when task complexity, continuous
50 commitment, professional competence, and personal value intervening in job satisfaction are
51 considered. This will allow businesses to modify work practices to better suit millennial
52 characteristics and help workers meet performance goals.
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3 The originality of this study relates to how millennial employees perform under the influence
4 of constant attention due to the negative stereotypes around their personalities. According to
5 previous studies on a commitment to this generation, millennials need a sense of belonging to the
6 organization (Morin *et al.*, 2023; Nordenmark *et al.*, 2023). Furthermore, millennials prioritize
7 self-improvement more and more mobile, making it simpler to move than stay in an organization
8 (Ismail, 2016). According to the findings of research published in reputable international
9 journals (Alassaf *et al.*, 2023; Mayr and Teller, 2023; Nemțeanu and Dabija, 2023; Shin and Kwon,
10 2023; Thielmann *et al.*, 2023), the follow-up commitment variable is still unutilized in terms of
11 information, updated theory, incompleteness (not related to a comprehensive theory), and from a
12 predefined locus perspective in cases where the research subject is millennial employees.
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17 The Internet Service Provider (ISP) company that serves as the subject of this study's locus
18 delicacy is in desperate need of millennial workers who can adapt to new technology, are
19 intelligent, inventive, and creative, have a strong work ethic, and are committed to the
20 organization's vision, mission, and goals (Menti *et al.*, 2023). This study aimed to examine the issue
21 from a different perspective by creating the continuance commitment, which has been used as an
22 indicator for millennial workers at ISP companies in Batam. This exogenous or independent
23 variable will directly affect the performance of strategic employees or have an impact through an
24 intervention variable based on job satisfaction (Shin and Kwon, 2023). Based on the background
25 of the previously described problems, the research problem formulation is How does Millennial
26 Employee Job Satisfaction Affect Performance?
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30 Although the context of the difficulties offered provides a relatively broad perspective of
31 the problem's dimensions, the challenges are presented clearly and focused on this research's
32 limitations; First, this research focuses on a single exogenous variable—job satisfaction—as an
33 intermediate between the endogenous variable—millennial employee performance—and the four
34 exogenous variables—continuous commitment, complexity of work, professional competence,
35 and personal values. The second focus of this study is the ISPs operating as Incorporated
36 Companies in Batam City. -This study uses a quantitative method with a sequential explanatory
37 design, and each variable is described in the form of a questionnaire that is distributed to millennial
38 ISP students-employees with a simple random sampling method; the collected data is processed
39 using a Structural Equation Model (SEM) using a Linear Structural Relationship (LISREL)
40 software. The use of descriptive and verifiable analysis to explain the relationship between the
41 variables studied by verifying the accuracy of the data in the study to produce a structured picture
42 of the research, the framework of the research concept is as follows:
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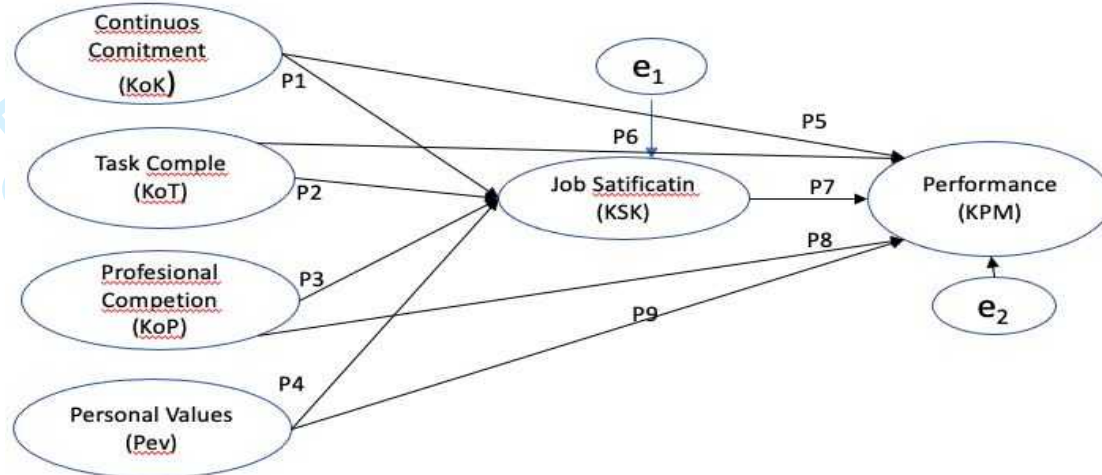


Figure 2. Research Framework

Figure 2 shows the research framework of the research concept, a hypothesis of each variable, and the relationship between variables can be made in Table 1 as follows:

Table 1. Relationships between variables and Indicators

Variable	Indicators	Hypothesis
The commitment continues (Kok)	Losses leave the company, and losses remain in the company	H1(P5). Continuous commitment affects the performance of millennial employees H6(P1). Continuous commitment affects the job satisfaction of milineal employees H10(P1,P7). Continuous commitment affects the performance of millennial employees through job satisfaction
Task Complexity (KoT)	The difficulty of the task and the receipt of the job.	H2 (P6). The complexity of tasks affects the performance of millennial employees H7(P2). The complexity of the task affects the job satisfaction of millennial employees. H11(P2,P7). The complexity of tasks affects the performance of millennial employees through job satisfaction
Professional competence (KoP)	Intellectual (skill, knowledge), Emotional, Social	H3 (P8). Professional competence affects the performance of millennial employees H8 (P3). Professional competence affects the job satisfaction of millennial employees H12 (P3, P7). Professional competence affects the performance of millennial employees through job satisfaction
Personal Value (PeV)	Power, achievement, hedonism, stimulation, self direction, universalism,	H4(P9). The personal value affects the performance of millennial employees.

	benevolence, tradition, conformity, security	H9(P4). The personal value affects the job satisfaction of millennial employees. H13 (P4,P7). The personal value affects the performance of millennial employees through job satisfaction.
Job Satisfaction (KSK)	Satisfaction with work, rewards, supervision of superiors, workload, promotion opportunities	H5(P7). Job satisfaction affects the performance of millennial employees

METHODS

The problem of millennial employee performance in the industrial revolution era was the main variable in this study, mediated by job satisfaction. It was associated with the variables continuity commitment, task complexity, professional competence, and personal values as the variables of the subject in this study. Six variables are examined in this study, and both their direct and indirect impacts are observed. -This quantitative research method is a process of finding knowledge using numbers to analyze information about what you want to know_(Nardi, 2018). Data collection of this study using the causal model survey method with path analysis techniques (path analysis) (Vowels *et al.*, 2021).

The millennial respondent employees were given questionnaires to complete the data. Two hundred-five responders resulted in the collection of data. All 422 respondents were millennial workers at Batam City ISP (Internet Service Provider) organizations aged 19 to 40. Millennial employees working at ISP (Internet Service Provider) companies in Batam city with employees between 19 and 40 were chosen as respondents for the exogenous questionnaire. In contrast, leaders or HRD completed the endogenous questionnaire. The study on job satisfaction of millennial employees in Batam City was approved by the respondents and according to the ethical approval standards of the Institutional Review Board (IRB), ensuring that this research complies with ethical guidelines for research involving human subjects and relevant laws and regulations. This research was conducted from January to May 2022. ISP companies registered with the Internet Service Providers Association and which responded to research request letters are distinguished in Table 2 as the companies where the research was conducted. This study was conducted from January to May 2022. ISP companies registered with the Association of Internet Service Providers and those who responded to research request letters are distinguished in Table 2 as the companies where the research was done.

Table 2. Reaserch Sample

No	<u>Incorporated</u> Companies (<u>Inc.</u>)	Millenial Employees
1	<u>IncPT.</u> Informasi Nusantara Teknologi	22
2	<u>IncPT.</u> Batam Bintan Telekomunikasi (BBT)	17
3	<u>Inc PT.</u> Media Nusa Permana	45
4	<u>Inc PT.</u> Solnet Indonesia	73
5	<u>Inc PT.</u> Cipta Informatika Cemerlang	55
6	<u>Inc PT.</u> Cyber Bintan	21
7	<u>Inc PT.</u> Solusindo Bintang Pratama	16
8	<u>Inc PT.</u> Prestasi Piranti Informasi (Neuviz)	11
9	<u>Inc PT.</u> Supra Primatama Nusantara (Biznet)	5
10	<u>Inc PT.</u> Link net TBK (First Media)	112
11	<u>Inc PT.</u> Cipta Informasi Semesta	18
12	<u>Inc PT.</u> Angkasa Bintan Cemerlang	15
13	<u>Inc PT.</u> Filtech Antar Nusa	12
Total		422

This study used a sample from a population of ISP companies in Batam by employing a questionnaire as the primary data collector for research on this population or sample. The Slovin method was used for sampling, and a research instrument was used for data collecting (Bloomfield and Fisher, 2019). The population and sampling were obtained by employing questionnaires to evaluate personal value variables, professional competence, work complexity, ongoing commitment, job satisfaction, and performance using validity and reliability test data. Given the size of the population, the Slovin formula is used to get the sample size as follows (Sürücü and MASLAKÇI, 2020):

$$n = N / (1 + Ne^2) = 422 / (1 + 422 \cdot 0.05^2) = 205$$

Techniques for gathering data involve questionnaires, including hard and soft questions. A closed-statement instrument was used to measure the variables, and they were graded on a Likert scale from 1 to 5 (Haas and Hadjar, 2020). Each remark was followed by a question asking respondents to rank their agreement or disagreement with it. The validity and reliability of the instrument were assessed before it was utilized to collect research data from 30 millennial ISP staff respondents who had participated in trial runs but were no longer used as research participants. The reliability test calculation employs the Cronbach alpha instrument (Sürücü and MASLAKÇI, 2020). In contrast, the validity test calculation uses the product-moment correlation because the item scale is a scale of five, similar to the Likert model scale.

Empirical review is used in theoretical analysis. In an earlier study, the Structural Equation Model (SEM) approach was used for data analysis and theoretical mapping, and LISREL was used for descriptive analysis. The measurement model (outer model) and the structural model are utilized for SEM-LISREL analysis (inner model) (Zhang, 2022). The verification analysis carried

out in this study aims to determine the relationship between the independent variables of commitment, task complexity, competence, and personal value through job satisfaction and the dependent variable of millennial employee performance, which will be tested using hypothesis analysis (Sutija, 2017).

RESULT AND DISCUSSION

This study analyzes Influence, Continuous Commitment, Task Complexity, Professional Competence, and Personal Values, With Job Satisfaction as an Intervening (intermediary/mediation variable) and Their Impact on the Performance of Millennial Employees of Internet Service Provider (ISP) Companies in Batam City. The study results were obtained from processing questionnaire data with a population of respondents. This research study was millennial employees of ISP companies in Batam City with a total population of 422 respondents. According to Sugiyono (2017) considering that the population is very large, the Slovin formula is used to calculate the sample size as follows: $n = N / (1 + Ne^2) = 422 / (1 + 422 \cdot 0.05^2) = 205$, with the graph of respondents as follows:

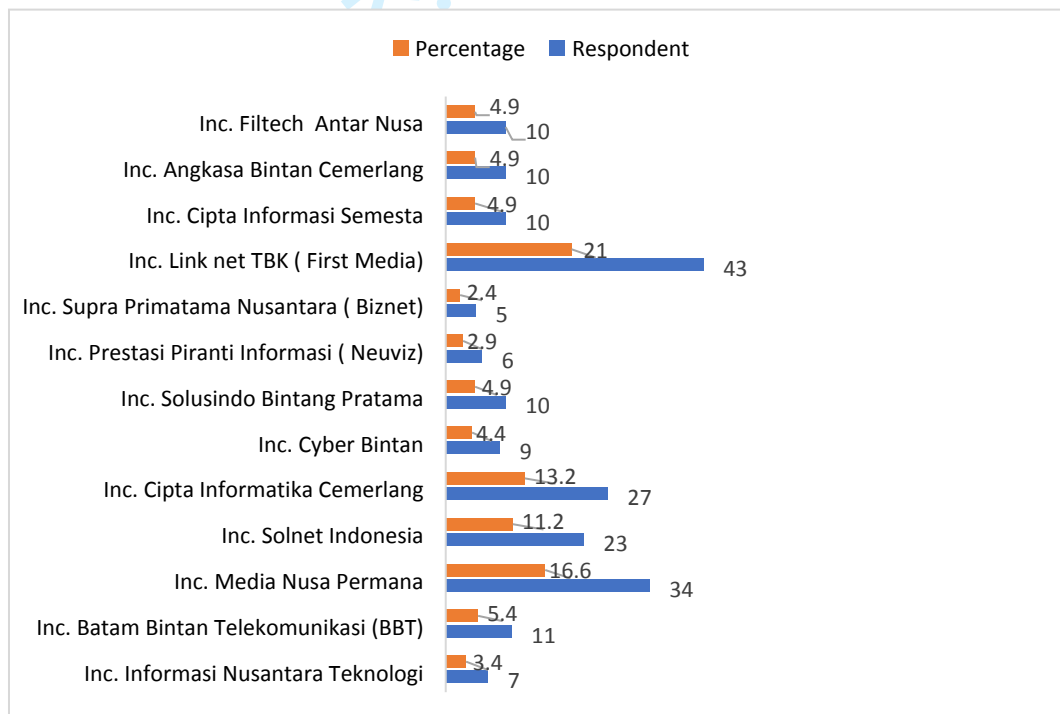


Figure 3. Presentation Grafict Respondents

From the response chart of respondents in figure 3, millennial employees of ISP First Media company filled out 43 questionnaires, 21% of the total sample, and the least was Biznet company, as much as 2.4%, five questionnaires from the whole sample. This study used probability sampling because sampling provided equal opportunities for ISP companies in Batam City. Random sampling sample technique: Questionnaires are distributed randomly to millennial ISP employees

for their independent questionnaires, and dependent questionnaires are given to HRD / Employee leaders who fill out separate variable questionnaires.

The results of the Analysis of Sem data with LISREL Software show the match of the model with the results of the Goodness Of Fit (GOF) test figure 3, where the previous model had passed the Confirmatory Factor Analysis test; this measurement ensured that there were no offending estimates (values that exceed the acceptable limit) according to the reference Holmes-Smith and Row (2017). GOF tests together a model consisting of independent variables and dependent variables, here are the RESULTS of GOF tests:

```

Normed Fit Index (NFI) = 0.98
Non-Normed Fit Index (NNFI) = 1.00
Parsimony Normed Fit Index (PNFI) = 0.91
Comparative Fit Index (CFI) = 1.00
Incremental Fit Index (IFI) = 1.00
Relative Fit Index (RFI) = 0.98
Goodness of Fit Index (GFI) = 0.80

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Figure 4. GOF Model Matchability Test Results

From the results of the goodness of fit test on figure 4, it can be seen that the T-statistic > from T-table 0.9 shows a good fit level of match, where the Normed Fit Index (NFI) value in this model is 0.98. This value is above the fit criteria. The NFI value ≥ 0.90 , meaning that the model match is good because the NFI value is above the good fit criteria (Fowler and Lapp, 2019). For the Non-Normed Fit Index (NNFI) value in this model of 1.00, this value is above the NNFI fit criteria ≥ 0.90 , then NNFI has a reasonable model match rate because the NNFI value is above the good fit criterion (King *et al.*, 2021). The Parsimony Normed Fit Index (PNFI) value of 0.91 is above the fit criteria that should be $\text{PNFI} \geq 0.90$, so the model match is a good fit. Furthermore, in the Comparative Fit Index (CFI) criteria, the output fit shows a CFI value of 1,000, indicating a perfect model match because the CFI meets the requirements, namely the $\text{CFI} \geq 0.90$.

An Incremental Fit Index (IFI) value of 1.00 meets the fit criteria because the matter is above the minimum $\text{IFI} \geq 0.90$ (Faems, 2020). Nilai A Relative Fit Index (RFI) Value of 0.98 shows the model's fit is perfect because the RFI value ≥ 0.90 ; this value is a good fit. The Goodness-of-Fit Indices (GFI) value is 0.8. This value is below the excellent fit standard, but still within the marginal fit limit; for the Adjusted Goodness of Fit (AGFI) value of $0.96 \geq 0.90$, this value is a good fit. From the output results of the Goodness of Fit Test, GOF, it can be concluded that the structural model in this study can be declared fit. After testing the overall suitability of the model, the next stage is to test the hypothesis with the following results in Figure 5:

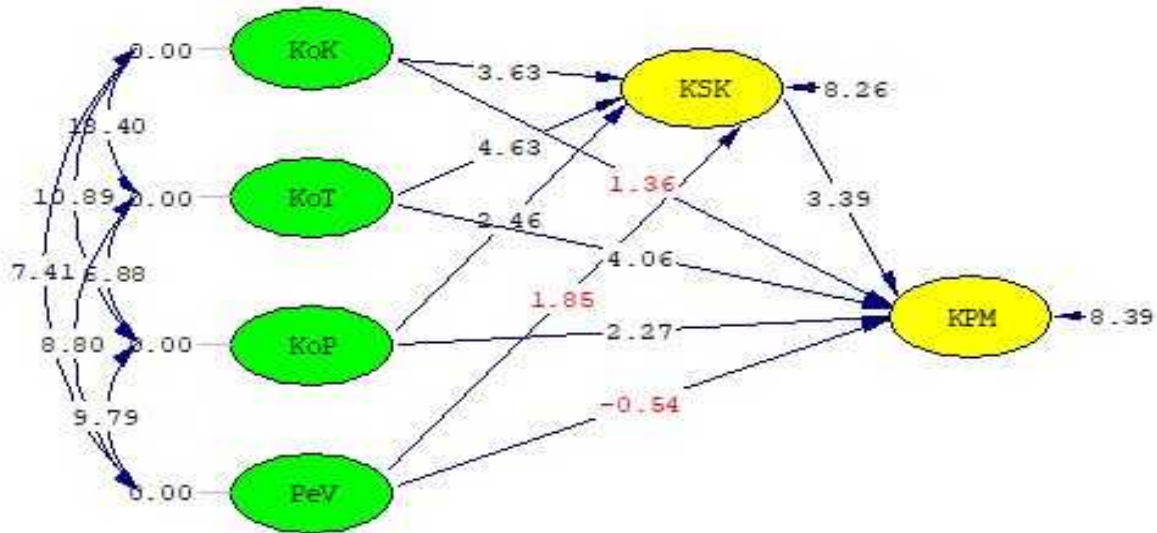


Figure 5. Hypothesis test results

Source: 2021 Research Data

From the path diagram of figure 5, the results of model testing show that the relationship between exogenous and endogenous variables has a t-value with a number in black and red, which means that if the war is black, the t-value value ≥ 1.96 so that it shows that the relationship between exogenous and endogenous variables is directly significant. While the red one, because the T-Value value ≤ 1.96 , this means that it offers its connection instantly insignificant. The results of testing this statistical hypothesis are as follows:

Structural Equations

$$KSK = 0.26 \cdot KoK + 0.38 \cdot KoT + 0.18 \cdot KoP + 0.11 \cdot PeV, \text{ Errorvar.} = 0.38, R^2 = 0.62$$

(0.071)	(0.081)	(0.072)	(0.061)	(0.046)
3.63	4.63	2.46	1.85	8.26

$$KPM = 0.28 \cdot KSK + 0.10 \cdot KoK + 0.36 \cdot KoT + 0.17 \cdot KoP - 0.034 \cdot PeV, \text{ Errorvar.} = 0.39, R^2 = 0.61$$

(0.081)	(0.074)	(0.088)	(0.074)	(0.063)	(0.047)
3.39	1.36	4.06	2.27	-0.54	8.39

Indirect Effects of KSI on ETA

	KoK	KoT	KoP	PeV
KSK	--	--	--	--
KPM	0.07 (0.03) 2.49	0.10 (0.04) 2.74	0.05 (0.02) 2.00	0.03 (0.02) 1.62

Figure 6. statistical hypothesis testing results

Based on the results of the hypothesis testing of a direct relationship to job satisfaction (KSK) with the influence of exogenous variables (continuous commitment (KoK), task complexity (KoT), professional competence (KoP), personal value (PeV), job satisfaction was obtained R square 0.62, means that there is the model fit Then the results of the millennial employee performance test (KPM) on endogenous variables (performance) and the relationship between variables with exogenous influences (continuous commitment (KoK), task complexity (KoT), professional competence (KoP), personal value (PeV) obtained R square 0.61 this also shows a suitable model. According to (Alassaf *et al.*, 2023) the R-Square value is categorized as strong if more than 0.67, moderate if more than 0.33 but lower than 0.67, and weak if more than 0.19 but lower than 0.33. The path coefficient value of the effect of continuous commitment (KoK) on the performance of millennial employees (KPM) of 0.10 is insignificant at t-statistics $1.36 <$ of the t-table standard of 1.96. The path coefficient value of the effect of continuous commitment (KoK) on job satisfaction (KsK) was 0.26 significant at t-statistics $1.363 <$ t-table 1.96. The path coefficient value with intervening job satisfaction to continuous commitment in influencing the performance of isp millennial employees in Batam city (KoK*KSK→KPM) of 0.10 is significant at t-statistics $2.74 >$ t-table 0.96.

DISCUSSION

The research results on the first hypothesis (H1) Continuous commitment to the performance of ISP millennial employees in Batam City has no significant effect. This is under the characteristics of millennial employees who are not loyal (Pella, 2016). The measurement of the first indicator states that the loss of leaving the company states that millennial employees in the ISP company feel that problems that occur in the company do not become employee problems if there are obstacles in realizing the company's vision and mission such as lack of the achievement of the company's sales target, or the overload of costs of various divisions, millennial employees think this is not an employee problem that must also be found a solution.

Employees who do not have a high continuous commitment will change careers in other companies, and this is in line with the theory (Gin Choi *et al.*, 2013), which states that, this millennial generation is very hopeful and looking for the meaning of work to the work they do, the average millennial generation will change up to twenty times during their lifetime. millennials are not loyal to the company; instead, they were dedicated to their friends. An attitudinal or affective approach, which emphasizes the significance of alignment between millennial employees' values and goals and the company's values and objectives, differs theory of the relationship between organizational commitment and performance (Al-Jabari and Ghazzawi, 2019; Botella-Carrubi *et al.*, 2021; Khajuria and Khan, 2022).

Companies must be able to convince millennial employees that their personal goals are the same as the company's goals; this will be the higher the continuous commitment of millennial employees (Saputra *et al.*, 2016). The direct effect of continuous commitment on job satisfaction

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3 is significant, meaning that millennial employees will feel at a loss leaving the company because
4 the company has got the desired things according to the indicators of job satisfaction, satisfaction
5 with the work produced, satisfaction with rewards, satisfaction with superior supervision,
6 satisfaction with colleagues and have the opportunity to be promoted to a position if it makes a
7 good performance (Ruangkanjanases and Chen, 2019).
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10 This follows millennial employees' characteristics, in line with research (Dwiyanti and
11 Bagia, 2020). With high commitment, employees will have high job satisfaction. Millennial
12 employees with increased responsibility have a responsible attitude to work in the company,
13 obeying the company's work standards (Sutama and Stiven, 2010). Job satisfaction has a close
14 relationship that is intertwined, so job satisfaction as an intervening variable of continuous
15 commitment to the performance of millennial employees at ISPs has a significant effect (Al-Jabari
16 and Ghazzawi, 2019). Staying afloat is a measure of the constant burden of millennial employees
17 to remain in the company. It illustrates the confidence of millennial employees in the company's
18 vision and mission, wanting to advance the company, and the intensity of millennial employees
19 deciding to stay at work. This is emphasized by Auer Antoncic's (2011) commitment, and
20 employee loyalty makes the company grow.
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25 The path coefficient value of the effect of task complexity (KoT) on the performance of
26 millennial employees (KPM) was 0.36 significant at t-statistics $4.06 > t\text{-table } 1.96$. The path
27 coefficient value of the effect of task complexity (KoT) on job satisfaction (KsK) was 0.38
28 significant at t-statistic $4.63 > t\text{-table } 1.96$. The path coefficient value with intervening job
29 satisfaction to the complexity of tasks in influencing the performance of isp millennial employees
30 in Batam city (KoT *KSK \rightarrow KPM) was 0.07 significant at t-statistic $2.49 > t\text{-table } 1.96$. Job
31 satisfaction can moderate task complexity's influence on mental employees' performance at ISP in
32 Batam city.
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36 The complexity of the task on the performance of millennial employees in the ISP company
37 in Batam City has a significant effect. The responsibilities of millennial workers at ISPs are
38 comparatively complex. Nonetheless, the organization has offered training to clarify what degree
39 of comprehension and how the activity is organized. This raises the level of expertise among
40 millennial workers at ISPs. Nonetheless, the complexity of millennial employees' tasks at ISP firms
41 is substantial. However, the fact that they work as a team to fulfill their duties as internet service
42 providers ensures that their performance is still at its best and steadily improving. Contrary to
43 Sanusi & Iskandar's findings, (Mohd-Sanusi and Mohd-Iskandar, 2007; Rudyanto, 2016). indicates
44 that difficult activities might have a negative impact on employee performance. However, high
45 degrees of difficulty and variety in assignments have been shown to impact employee performance
46 negatively, according to Rudyanto Research (Rudyanto, 2016).
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52 Millennial workers can work well with work orders that are structured, have operational
53 work standards, and are given rewards and attention from superiors, thus the complexity of the
54 task on job satisfaction, either directly or as an intervening factor, has a big impact on this (Javed
55 *et al.*, 2014). Allowing millennial employees to create on their own can automatically increase
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3 work satisfaction, and satisfied millennial employees are more likely to perform well and have
4 strong loyalty to the organization. A successful business must guarantee a positive working
5 environment for its employees (Siagian, 2022).
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7 Employee job satisfaction will suffer if superiors treat them unfairly regarding job
8 assignments, promotions, wages, and evaluation reports compared to other coworkers (Putri, 2020;
9 Warella *et al.*, 2021). According to a different study, performance and employee happiness are
10 strongly correlated (Chrisdianto *et al.*, 2021). ISP organizations must ensure that all evaluations
11 are conducted fairly to avoid millennial employees developing a negative impression of the
12 business. The company's millennial employees can assess the quality of their work and choose
13 whether the working environment meets their standards.
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17 The influence of professional competence (KoP) on millennial employees' performance
18 (KPM) had a path coefficient value of 0.17, which was significant at t-statistics $2.27 > t\text{-table } 1.96$.
19 The performance of isp millennial employees in Batam City was influenced by the path coefficient
20 value with intervening job satisfaction and professional competence (KoP *KSK KPM), which
21 was 0.05 significant at a t-statistic of $2.00 > t\text{-table } 1.96$. Professional competence's impact on the
22 performance of mental personnel at ISP Batam City might be moderated by job satisfaction. The
23 relationship between professional competence (KoP) and work satisfaction (KsK) among
24 millennial employees has a path coefficient value of 0.18, significant at t-statistics $2.46 > t\text{-table } 1.96$.
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29 Professional competence has a significant effect on the performance of millennial employees
30 and a substantial impact on job satisfaction. Implementing millennial employees also has a
31 considerable effect when intervened by job satisfaction. The test results indicate that the higher the
32 level of professional competence of millennial employees of ISP companies in Batam City, the
33 higher their performance. The professional competence of millennial employees can be shown by
34 the intellectual, emotional, and social indicators possessed by the Batam City ISP
35 employees. Academic competence is seen from knowledge and skills in the fields of information
36 technology, internet networks, and coding, as well as experience as an IT, while emotional
37 competence is how a millennial employee is confident, can adapt well, obeys regulations, and is
38 consistent in carrying out duties as an employee of an ISP company.
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43 Competency indicators other than skills and knowledge are social competencies. The social
44 competence possessed by millennial employees in ISP companies is shown by the ability to
45 communicate well and work with (teamwork, ready to help colleagues who need help completing
46 work. This research supports research (Renyut *et al.*, 2017; Suhardi, 2018) which states that
47 competence significantly affects employee performance. In line with research by Laura Book
48 (2019), social values in the characteristics of the millennial generation are considered to support
49 teamwork behavior in organizations. Efforts to achieve specific work targets and overall
50 organizational performance certainly require teamwork.
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53 This necessity of cooperation seems contradictory when considering the value of focusing
54 on the personal. However, research (Myers and Sadaghiani, 2010) explains that the millennial
55 generation shows good group cooperation abilities because cooperation at work is another form of
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3 fun social activity for millennials. They are proving a positive relationship between job satisfaction
4 and job performance. Job satisfaction is also closely related to the performance of millennial
5 employees.
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7 The path coefficient personal value (PeV) value to the performance of millennial employees
8 (KPM) of 0.094 was insignificant at t-statistic $-0.54 < t\text{-table } 1.96$. The path coefficient unique
9 value (PeV) value to job satisfaction (KsK) of millennial employees of 0.11 was negligible at t-
10 statistics $1.86 < t\text{-table } 1.96$, insignificant because T-statistics were smaller than T-tables. The
11 path coefficient value with intervening job satisfaction with personal value in influencing the
12 performance of isp millennial employees in Batam City (PeV *KSK \rightarrow KPM) of 0.03 is
13 insignificant at t-statistics $1.62 < t\text{-table } 1.96$. The personal value variable has no significant effect
14 on job satisfaction and is not substantial on performance through intervening job satisfaction of
15 millennial staff in the ISP environment.
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20 This indicates that the variables of personal value beliefs have two dimensions, including
21 terminal values and instrumental values, with indicators of power, achievement, hedonism,
22 stimulation, soft direction, equality, loyalty, tradition, consistency, and stability having little
23 impact on the performance of millennial employees in the ISP company environment in Batam
24 City. This study's results depend on and contradict those of previous research; it was discovered
25 that personal value variables affect employee performance. This indicates that for millennial
26 employees in the ISP company environment in Batam City, the variables of personal value values
27 have two dimensions, namely terminal values and instrumental values with indicators of power,
28 achievement, hedonism, stimulation, soft direction, universalism, benevolence, tradition,
29 conformity, and security do not have too much impact on the performance of millennial
30 employees. The results of this study are different and do not support previous studies; it was found
31 that personal value variables affect employee performance(Gery *et al.*, 2015). Meanwhile, in this
32 study, personal values did not affect employee performance. Contrary to Grace Research (2017),
33 employees' personality dimension significantly affects employee performance and job satisfaction
34 and identifies very important for every organization. If employees are satisfied with their work,
35 the entire organization's performance will be affected because employees are the main driver for
36 any organization.
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43 The effect of job satisfaction on the performance of millennial employees shows the path
44 coefficient value of the impact of job satisfaction (KsK) on the performance of millennial
45 employees (KPM) of 0.28 significantly at t-statistics $3.39 > t\text{-table } 1.96$. There is a significant
46 influence between job satisfaction and the implementation of millennial employees. Job
47 satisfaction substantially affects the performance of isp millennial employees in Batam City. Job
48 satisfaction is measured by five indicators: rewards, superior supervision, satisfaction with
49 colleagues, and promotion opportunities. The significant effect of job satisfaction on the
50 performance of millennial employees of ISP Batam City. This means that performance will be
51 excellent if given rewards, supervision, and appreciation by superiors for their performance so that
52 millennial employees become satisfied with the like.
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3 The study's findings also demonstrated that coworker satisfaction and advancement
4 measures influence performance elements. As a result, millennial workers will perform at their
5 highest level, act responsibly, satisfy online customers, and encounter few complaints about their
6 work. According to a study (Sutama and Stiven, 2010), a high level of job satisfaction will also
7 impact employee performance. Our outcome is consistent with that research. A study's findings
8 (Saputra et al., 2016) indicate that a worker's performance would improve if their sense of dignity
9 grows. This is consistent with studies (Javed et al., 2014) that show a connection between job
10 happiness and employee performance.
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14 Millennial employee performance is influenced by continuous commitment, task complexity,
15 professional competence, and personal values 61%. The remaining 39% is influenced by other
16 variables not studied in this study. While the influence of continuous commitment variables, task
17 complexity, professional competence, and personal values on millennial employee job satisfaction
18 with an R-square value of 62% means that millennial employee job satisfaction variables are
19 influenced by continuous commitment variables, task complexity, professional competence, and
20 personal values of 62%, the remaining 38% is influenced by other variables not examined.
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24 The findings in this study show that the variable of continuous commitment only affects the
25 performance of millennial employees if through intervening job satisfaction. Variables of task
26 complexity and professional competence have a significant effect on the performance of millennial
27 employees directly or intervening by job satisfaction. The variable of job satisfaction directly also
28 has a significant effect on performance, for the personal value variable does not affect the
29 performance of millennial employees either directly or by intervening job satisfaction. Millennial
30 employees who are competent, get job satisfaction with work, against rewards, for superior
31 supervision, promotion of positions and colleagues will be loyal to the company. This confirms
32 that the performance of millennial employees at ISPs likes to work in a team work, a pleasant
33 atmosphere and get a high salary in accordance with their professional competence as an IT.
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37 According to the analysis of this study's findings, firms, especially those that employ many
38 millennials, should optimize their human resources to improve their overall performance. Paying
39 attention to the variable work happiness is one of the recommended tactics businesses can use to
40 maximize the performance of millennial employees. This is because satisfied employees will
41 perform better, stay with the company longer, be more likely to be supervised by superiors and
42 coworkers and receive promotions. After all, their satisfaction has been met. This has important
43 ramifications for committing totally to the business.
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47 In addition, millennial employees need to increase their professional competence. By
48 increasing competence, millennial employees will be okay with complex assignments as long as
49 the work assignments are under their competencies and are well structured. The performance of
50 millennial employees at ISP companies in Batam is not too concerned with personality or personal
51 matters, so this does not affect the performance of millennial employees. The other things that are
52 needed and affect the performance of millennial employees are colleagues. This is because
53 millennial employees tend to work with solid teamwork. ISP companies have employees
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3 dominated by the millennial generation, so companies need to develop a management model that
4 is responsive to the characteristics of millennial employees.
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6 Companies are expected to be able to select highly committed employees through a good
7 recruitment process by including the commitment variable in the selection instrument. In addition,
8 it is necessary to develop programs that are expected to increase the performance of employees
9 who are low to high so that they can support the company's performance as a whole. Companies
10 also need periodic surveys of job satisfaction, as the results of this study prove that job satisfaction
11 greatly influences the performance of millennial employees. The more satisfied millennial
12 employees are, the better continuous commitment will be generated. Companies also need to pay
13 close attention to employee characteristics in terms of age and developing values, especially for
14 the millennial generation, which is increasingly dominant in many companies in the population.
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22 CONCLUSION

23 According to the study, the continuous commitment variable does not directly affect performance.
24 However, it does affect job satisfaction, which in turn affects the performance of millennial
25 employees of internet service provider companies in Batam City. The complexity of activities and
26 professional competencies affects millennial ISP employees' performance and job satisfaction
27 directly or indirectly. Intervening work satisfaction can moderate exogenous variables versus
28 endogenous variables. Testing the structure model of the direct influence of continuous
29 commitment, task complexity, professional competence, and personal value variables on
30 millennial employees' performance with an R-square value of 61%. The remaining 39% was
31 influenced by other variables not studied in this study, and job satisfaction with an R-square value
32 of 62%, the remaining 38%. The structure model is suitable.
33

34 ~~According to this report, organizations with numerous millennial employees should optimize their~~
35 ~~human resources to boost performance. To enhance millennial employee performance, firms~~
36 ~~should consider work pleasure. Millennial employees must also improve their professional skills~~
37 ~~and create a management model that fits their needs. Businesses should also improve low-~~
38 ~~performing employees' performance and measure job satisfaction. Thirdly, organizations should~~
39 ~~focus on employee age and values. According to this report, organizations with numerous~~
40 ~~millennial employees should optimize their human resources to boost performance. To enhance~~
41 ~~millennial employee performance, firms should consider work pleasure. Millennial employees~~
42 ~~must also improve their professional skills and create a management model that fits their needs.~~
43 ~~Businesses should also improve low-performing employees' performance and measure job~~
44 ~~satisfaction. Thirdly, organizations should focus on employee age and values.~~
45

46 This research is expected to be of great use in increasing researchers' knowledge in their work,
47 broadening their horizons, and developing their knowledge under the disciplines obtained in
48 Human Resource Management, particularly in organizational behavior. Researchers can
49 investigate how business culture and leadership impact millennial employees' job satisfaction and
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performance through Longitudinal Studies, Multi-dimensional Measures, and Cross-Cultural Studies.

Employees' opinions of the work environment and how well they fit into the organization are shaped by organizational culture, understood as shared values, beliefs, and norms. Leadership concepts such as transformational or servant leadership can impact employee work satisfaction, which can affect performance. Studying how organizational culture and leadership affect millennials' job happiness and performance can help businesses develop a supportive work environment and successful leadership techniques. In addition, the contribution of this research to millennial employees is to assist them in enhancing and developing their performance while enhancing their competitiveness. Improving the performance of ISP companies in the city of Batam through the management of millennial workers.

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How does millennial employee job satisfaction affect performance?

Performance
of millennial
employee

Indrayani Indrayani and Nurhatsiyah Nurhatsiyah

Universitas Batam, Batam, Indonesia

Damsar Damsar

Universitas Andalas, Padang, Indonesia, and

Chablullah Wibisono

Universitas Batam, Batam, Indonesia

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Abstract

Purpose – This study aims to test and analyze the effect of continuous commitment, task complexity, competence and personal value on employee performance millennial intervening job satisfaction.

Design/methodology/approach – This research method is quantitative with a sequential explanatory design, then data collection through a questionnaire, with a sample of 205 respondents—data analysis using Structural Equation Model (SEM) with the software Linear Structural Relationship (LISREL).

Findings – The results of research on the performance of millennial employees with intervening work satisfaction showed that continuous commitment (2.49), task complexity (2.74) and professional competence (2.0) had a significant effect. This means that the performance of millennial employees will increase if they get job satisfaction. With satisfaction, the commitment and competence of millennial employees are high. While the research results for the performance of millennial employees have a direct influence, only professional competence (2.27) and task complexity (4.06) are significant. This means that as high as professional competence is characterized by intellectual, emotional mood and attitude, owned by millennial employees, the resulting performance is increased even with complex tasks.

Research limitations/implications – The findings of this study have significance for enhancing organizational performance so that businesses can maximize the performance of millennial employees by paying attention to job satisfaction, professional competence and personal values.

Originality/value – This research's contribution to millennial workers is to help them improve and develop their performance, allowing them to compete more effectively. The findings of this study have significance for enhancing organizational performance so that businesses can maximize the performance of millennial employees by paying attention to job satisfaction, professional competence and personal values.

Keywords Employability, Personal development planning, Competence and skills

Paper type Research paper

Introduction

Companies that want to succeed and maintain their position in the market need to carry out strategic planning, optimization and resources (Bashkirova *et al.*, 2023). Employee performance plays an important factor in determining company performance. Human resources are an important source of growth for organizations (Morin *et al.*, 2023). To best utilize human resources, align employees' knowledge, skills and abilities with their assigned organizational roles (Farooqui and Nagendra, 2014). Nielsen and Montemari (2012) state that with intellectual capital, organizations will be able to improve their performance; as a result, humans are the most important resource enabling organizations to improve financial/non-

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financial performance (Nordenmark *et al.*, 2023). Humans as employees are an important resource for every organization, and adequate HR management can help organizations achieve their goals and objectives (Abdul-Halim *et al.*, 2016). Millennials who are employees in various organizations have a significant and strategic position. According to Ranaweera and Dharmasiri (2016), research on the millennial generation's performance has not been studied much.

Employee performance among millennials is characterized by hard work, lack of commitment and low loyalty (Auer Antoncic and Antoncic, 2011). Millennial workers must feel valued for them to contemplate staying with the organization. In addition to worrying about workplace bullying, millennial employees also worry about bureaucracy, hierarchy and the environment. Employees born between 1983 and 1994 and in the millennial generation range in age from 24 to 39 years (Sarwono and Bernarto, 2020). According to research findings (Goetzel *et al.*, 2018) 62% of 1000 employees polled stated they would feel more at ease if a company leader discussed mental health and showed concern for the issue. Only 26% of respondents to a survey believe that workplace policies to address mental health issues have been adopted. The challenge for millennial company employees is to follow the company's hierarchy. According to research results, as many as 43% of millennial employees like to work hard, while 57% do not like hierarchy. Millennial employees like a comfortable and pleasant work environment to increase productivity (Ruangkanjanases and Chen, 2019).

This study aims to test and analyze the influence of continuous commitment, task complexity, professional competence and personal value on the performance of millennial employees through intervening job satisfaction. Continuity commitment is the individual's desire to survive and leave the company hard (Al-Jabari and Ghazzawi, 2019). It is based on a person's concern about losing something obtained so far within the organization, such as salary, facilities and others (Nurhatisyah *et al.*, 2020). It is defined as the desire to remain a member of the organization because of awareness of the costs associated with leaving it. Indicators to measure continuance commitment include finding it difficult to leave, feeling disturbed when they leave, continuing to work for the company and the scarcity of alternative workplaces available (Mehmood *et al.*, 2023). Besides, task complexity is a task that needs to be more structured, easier to understand and ambiguous (Riyanto *et al.*, 2023). This affects performance because of the amount of information and stages of work that must be done. The four indicators of task complexity are difficulty level, information clarity, amount of irrelevant information and high ambiguity (Jurij *et al.*, 2023). In IT, the relevance of task complexity can be illustrated in the context of the System Development Life Cycle (SDLC) (Morin *et al.*, 2023). Two aspects can form task difficulty: the difficulty level and task structure (Shah *et al.*, 2023).

On the other hand, competence means a person's ability or capacity to perform various tasks in a job, determined by intellectual ability and physical ability (Myers and Sadaghiani, 2010). Knowledge, abilities, self-concept, motives and traits can measure this. Professional competence is the ability or capacity of a person to carry out various tasks in a job and is related to the effectiveness of individual performance (Myers and Sadaghiani, 2010). Personal values also influence a person's competence. Personal values are individual concepts and beliefs that originate from cognitive structures and are closely related to affective or guided behavior (Han *et al.*, 2023). Individuals hold relatively stable sets of universal values to evaluate objects, events, others, and themselves and to choose and justify their actions. According to the Five Factor Theory (FFT), values are basic endogenous tendencies not influenced by the environment (Saputra *et al.*, 2016). There are five definitions of values: beliefs, goals to be achieved, standards, criteria and a hierarchy based on the importance scale (Ruangkanjanases and Chen, 2019).

Continuous commitment, task complexity, professional competence and personal values are one unit that is interrelated with one another, which function to see employee performance. This study analyzes millennial performance as measured through intervening job satisfaction can affect continuous commitment, task complexity, professional competence and personal values. Millennial performance, according to Luthan, is the quantity or quality of something produced or services provided by individuals who do the work (Soelton *et al.*, 2021). The factors that influence performance are personal factors, indicated by skill level, competency, motivation and individual commitment (Junaidi and Mildawati, 2022; Riwukore *et al.*, 2022). Meanwhile, three factors influence performance (Arifin *et al.*, 2019; Hidayat *et al.*, 2018); a) individual factors, including abilities, skills, family background, work experience, social level and demographics of a person; b) psychological factors, including perceptions, roles, attitudes, personality, motivation and job satisfaction; c) organizational factors, including organizational structure, job design, leadership and reward systems. Job satisfaction is a positive feeling about one's job that results from evaluating its characteristics. This is influenced by individual, social and major factors in work, such as wages, supervision, job security and opportunities for advancement. Job satisfaction is an emotional condition that leads to a person's positive attitude in assessing problems and everything encountered in the work environment (Farooqui and Nagendra, 2014).

Practically Human Resources (HR) has always been the main point in the company. Based on several previous studies, performance has a relationship with job satisfaction. Yang and Hwang found that job satisfaction and performance affect each other positively and reciprocally (Sarwono and Bernarto, 2020). Meanwhile Valaei and Rezaei (2016) stated that there is a relationship between job satisfaction and performance and organizational commitment. Job satisfaction is among the most important factors in HR development that leads to greater organizational efficiency. Furthermore Javed *et al.* (2014) claim that aspects of job satisfaction vary by country and change over time. However, studying job satisfaction across cultures and over time is important.

Due to the weak employee performance on company performance, practically Human Resources (HR) is always the main point. Many technological developments overcome the deficiencies that exist in humans (Renyut *et al.*, 2017). Many sides cannot be replaced by machines or digital technology. Technology is used only to help with work. In this case, millennial employees do not doubt their abilities (Fantahun *et al.*, 2023). However, Internet Service Provider (ISP) companies, as a company engaged in the field of Internet connection service companies also really need employees who are highly committed, hardworking, competent, personal value, energetic, productive, innovative and full of commitment, as well as solid teamwork to achieve the target level of work planned by the company (Nurhatisyah *et al.*, 2020).

Based on the results of interviews and focus groups with human resource development (HRD) ISP businesses in Batam City, Riau Islands Province, it was discovered that millennial employee performance was seen as best with individuals who are quick to learn, adaptable to technology, enthusiastic and highly curious, and have creative and innovative ideas (Peramesti and Kusmana, 2018). Millennial workers, however, could be more devoted to their employers, which leads to frequent job switching. Low loyalty indicates a weak company commitment, according to Mohsen (2016). Employees' commitment to the organization is reflected in their mentality of performance loyalty (Warrick, 2017).

The gap exists in Batam City-based ISP businesses, where millennials comprise more than 84.8% of the workforce (Nurhatisyah *et al.*, 2020). As a result, the ISP company deals with employees from the millennial age, which currently dominates the workplace and is known for being disloyal or having low company loyalty. As a result, employee turnover is a common occurrence. The following information on turnover for ISP businesses in Batam City is shown in Figure 1:

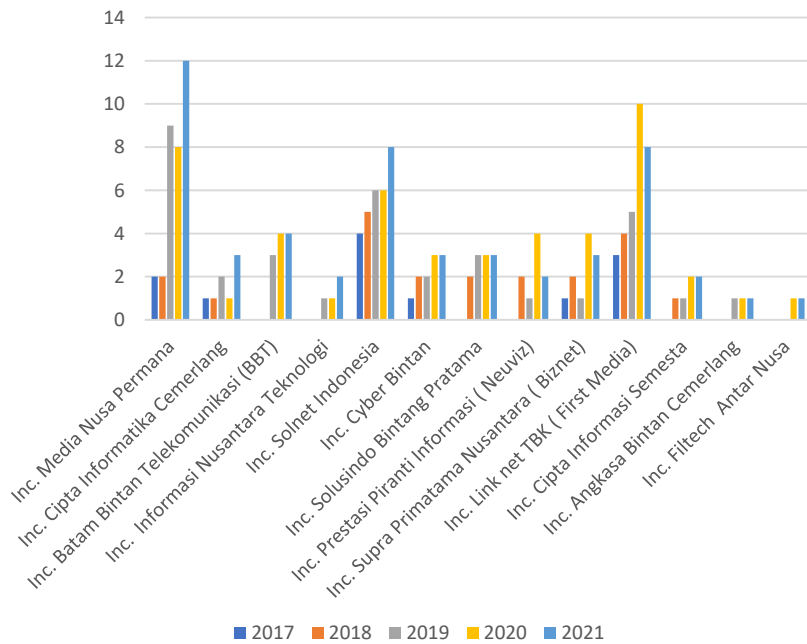


Figure 1. ISP millennial employee turnover intention in Batam city in 2017–2021

Source(s): Data processed by the author, 2022

As indicated in [Figure 1](#), Inc. Media Nusa Permana, Inc.Solnet Indonesia, and Inc. Link Net TBk are the three ISP firms with the greatest annual turnover rates. This demonstrates that a poor level of ongoing employee engagement and loyalty is reflected in the employee turnover rate ([Khajuria and Khan, 2022](#)). One of the factors that ISP firms in Batam must take into account is the high turnover rate. High turnover rates will have a detrimental effect on a company’s ability to perform.

Along with the development of digital technology and the Internet, which is increasingly advanced, it will affect “continued commitment, task competence, professional competence and personal value,” this will affect job satisfaction and the resulting performance ([Valaei and Rezaei, 2016](#)). Human resources have always been the main point in the company ([Nurhatsiyah et al., 2020](#)). Based on several previous studies, [Yang and Hwang \(2014\)](#) found that job satisfaction and performance have a positive impact. Meanwhile, [Valaei and Rezaei \(2016\)](#) stated that there is a relationship between job satisfaction, performance and organizational commitment.

According to a preliminary study based on interviews with several HRDs from ISP companies in Batam, it was discovered that “Millennial” workers performed quite optimally with personal characteristics such as being quick learners, technology-adaptive, high enthusiasm and curiosity, and had creative and innovative ideas, but on average, have low loyalty, resulting in low organizational commitment ([Farhan, 2021](#)). The degree of millennial workers’ personality and social standing is sufficient to impact moral principles ([Catano and Morrow Hines, 2016](#)). Because millennials are highly competent and enthusiastic, business leaders tend to offer them challenging responsibilities. This harms employee job satisfaction and leads to less-than-ideal performance outcomes ([Farhan, 2021](#)).

Empirically, according to several earlier studies, performance and job happiness are related. Every business aims to engage staff in organizational and business activities to boost output. In the form of maximum job productivity to achieve the predetermined goals (Sarwono and Bernarto, 2020). Company management must take note of the employee's commitment to their jobs if they want to attain high production (Masoudinejad and Veitch, 2023). Being loyal is a mental attitude that can motivate someone to be able to control themselves and work harder, faster and better. A positive work environment will impact productivity and effectiveness.

Companies providing Internet connection services, or ISPs, have a clear need for personnel that is dedicated, persistent, hard-working, competent and personable (Allassaf *et al.*, 2023). Employees must also be motivated, productive and creative to meet business objectives (Hidayat *et al.*, 2018). The study's findings are anticipated to shed light on how millennial workers perform in ISP companies in Batam City when task complexity, continuous commitment, professional competence and personal value intervening in job satisfaction are considered. This will allow businesses to modify work practices to better suit millennial characteristics and help workers meet performance goals.

The originality of this study relates to how millennial employees perform under the influence of constant attention due to the negative stereotypes around their personalities. According to previous studies on a commitment to this generation, millennials need a sense of belonging to the organization (Morin *et al.*, 2023; Nordenmark *et al.*, 2023). Furthermore, millennials prioritize self-improvement more and more mobile, making it simpler to move than stay in an organization (Ismail, 2016). According to the findings of research published in reputable international journals (Allassaf *et al.*, 2023; Mayr and Teller, 2023; Nemțeanu and Dabija, 2023; Shin and Kwon, 2023; Thielmann *et al.*, 2023), the follow-up commitment variable is still unutilized in terms of information, updated theory, incompleteness (not related to a comprehensive theory) and from a predefined locus perspective in cases where the research subject is millennial employees.

The ISP company that serves as the subject of this study's locus delicacy is in desperate need of millennial workers who can adapt to new technology, are intelligent, inventive, and creative, have a strong work ethic, and are committed to the organization's vision, mission and goals (Menti *et al.*, 2023). This study aimed to examine the issue from a different perspective by creating the continuance commitment, which has been used as an indicator for millennial workers at ISP companies in Batam. This exogenous or independent variable will directly affect the performance of strategic employees or have an impact through an intervention variable based on job satisfaction (Shin and Kwon, 2023). Based on the background of the previously described problems, the research problem formulation is How does Millennial Employee Job Satisfaction Affect Performance?

Although the context of the difficulties offered provides a relatively broad perspective of the problem's dimensions, the challenges are presented clearly and focused on this research's limitations; First, this research focuses on a single exogenous variable—job satisfaction—as an intermediate between the endogenous variable—millennial employee performance—and the four exogenous variables—continuous commitment, complexity of work, professional competence and personal values. The second focus of this study is the ISPs operating as Incorporated Companies in Batam City. This study uses a quantitative method with a sequential explanatory design, and each variable is described in the form of a questionnaire that is distributed to millennial ISP employees with a simple random sampling method; the collected data is processed using a Structural Equation Model (SEM) using a Linear Structural Relationship (LISREL) software. The use of descriptive and verifiable analysis to explain the relationship between the variables studied by verifying the accuracy of the data in the study to produce a structured picture of the research, the framework of the research concept is as follows:

Figure 2 shows the research framework of the research concept, a hypothesis of each variable and the relationship between variables can be made in Table 1 as follows:

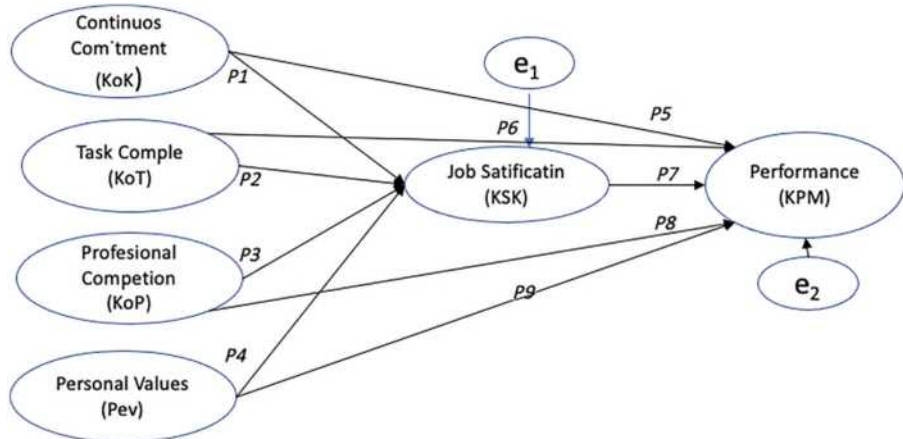


Figure 2.
Research Framework

Source(s): Data processed by the author, 2022

Methods

The problem of millennial employee performance in the industrial revolution era was the main variable in this study, mediated by job satisfaction. It was associated with the variables continuity commitment, task complexity, professional competence and personal values as the variables of the subject in this study. Six variables are examined in this study, and both their direct and indirect impacts are observed. This quantitative research method is a process of finding knowledge using numbers to analyze information about what you want to know (Nardi, 2018). Data collection of this study using the causal model survey method with path analysis techniques (path analysis) (Vowels *et al.*, 2022).

The millennial respondent employees were given questionnaires to complete the data. Two hundred-five responders resulted in the collection of data. All 422 respondents were millennial workers at Batam City ISP organizations aged 19 to 40. Millennial employees working at ISP companies in Batam city with employees between 19 and 40 were chosen as respondents for the exogenous questionnaire. In contrast, leaders or HRD completed the endogenous questionnaire. The study on job satisfaction of millennial employees in Batam City was approved by the respondents and according to the ethical approval standards of the Institutional Review Board (IRB), ensuring that this research complies with ethical guidelines for research involving human subjects and relevant laws and regulations. This research was conducted from January to May 2022. ISP companies registered with the ISPs Association and which responded to research request letters are distinguished in Table 2 as the companies where the research was conducted.

This study used a sample from a population of ISP companies in Batam by employing a questionnaire as the primary data collector for research on this population or sample. The Slovin method was used for sampling, and a research instrument was used for data collecting (Bloomfield and Fisher, 2019). The population and sampling were obtained by employing questionnaires to evaluate personal value variables, professional competence, work complexity, ongoing commitment, job satisfaction, and performance using validity and reliability test data. Given the size of the population, the Slovin formula is used to get the sample size as follows (Sürücü and Maslakçı, 2020):

Performance
of millennial
employee

Variable	Indicators	Hypothesis
The commitment continues (Kok)	Losses leave the company, and losses remain in the company	H1(P5). Continuous commitment affects the performance of millennial employees H6(P1). Continuous commitment affects the job satisfaction of millennial employees H10(P1, P7). Continuous commitment affects the performance of millennial employees through job satisfaction
Task Complexity (KoT)	The difficulty of the task and the receipt of the job	H2 (P6). The complexity of tasks affects the performance of millennial employees H7(P2). The complexity of the task affects the job satisfaction of millennial employees H11(P2,P7). The complexity of tasks affects the performance of millennial employees through job satisfaction
Professional competence (KoP)	Intellectual (skill, knowledge), Emotional, Social	H3 (P8). Professional competence affects the performance of millennial employees H8 (P3). Professional competence affects the job satisfaction of millennial employees H12 (P3, P7). Professional competence affects the performance of millennial employees through job satisfaction
Personal Value (PeV)	Power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, security	H4 (P9). The personal value affects the performance of millennial employees H9 (P4). The personal value affects the job satisfaction of millennial employees H13 (P4, P7). The personal value affects the performance of millennial employees through job satisfaction
Job Satisfaction (KSK)	Satisfaction with work, rewards, supervision of superiors, workload, promotion opportunities	H5 (P7). Job satisfaction affects the performance of millennial employees

Table 1.
Relationships between variables and indicators

Note(s): Table by authors

No	Incorporated companies (Inc.)	Millennial employees
1	Inc. Informasi Nusantara Teknologi	22
2	Inc Batam Bintang Telekomunikasi (BBT)	17
3	Inc. Media Nusa Permana	45
4	Inc. Solnet Indonesia	73
5	Inc. Cipta Informatika Cemerlang	55
6	Inc. Cyber Bintang	21
7	Inc. Solusindo Bintang Pratama	16
8	Inc. Prestasi Piranti Informasi (Neuviz)	11
9	Inc. Supra Primatama Nusantara (Biznet)	5
10	Inc. Link net TBK (First Media)	112
11	Inc. Cipta Informasi Semesta	18
12	Inc. Angkasa Bintang Cemerlang	15
13	Inc. Filtech Antar Nusa	12
Total		422

Table 2.
Research sample

Note(s): Table by authors

$$n = N / (1 + Ne^2) = 422 / (1 + 422.0.52) = 205$$

Techniques for gathering data involve questionnaires, including hard and soft questions. A closed-statement instrument was used to measure the variables, and they were graded on a Likert scale from 1 to 5 (Haas and Hadjar, 2020). Each remark was followed by a question asking respondents to rank their agreement or disagreement with it. The validity and reliability of the instrument were assessed before it was utilized to collect research data from 30 millennial ISP staff respondents who had participated in trial runs but were no longer used as research participants. The reliability test calculation employs the Cronbach alpha instrument (Sürücü and Maslakçı, 2020). In contrast, the validity test calculation uses the product-moment correlation because the item scale is a scale of five, similar to the Likert model scale.

Empirical review is used in theoretical analysis. In an earlier study, the Structural Equation Model (SEM) approach was used for data analysis and theoretical mapping, and LISREL was used for descriptive analysis. The measurement model (outer model) and the structural model are utilized for SEM-LISREL analysis (inner model) (Zhang, 2022). The verification analysis carried out in this study aims to determine the relationship between the independent variables of commitment, task complexity, competence, and personal value through job satisfaction and the dependent variable of millennial employee performance, which will be tested using hypothesis analysis (Sutija, 2017).

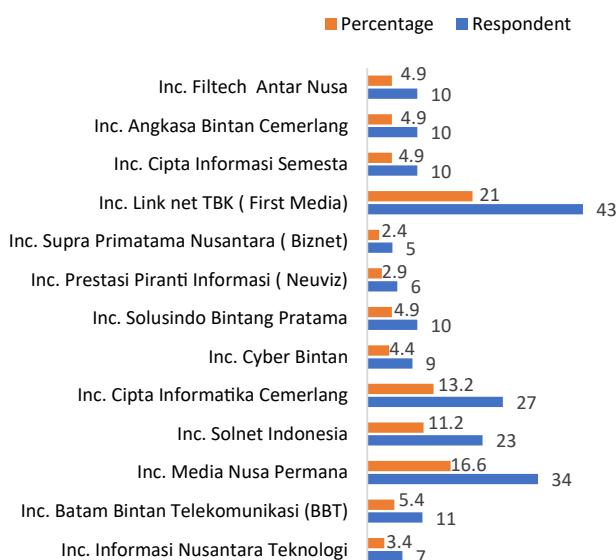
Result

This study analyzes Influence, Continuous Commitment, Task Complexity, Professional Competence, and Personal Values, With Job Satisfaction as an Intervening (intermediary/mediation variable) and Their Impact on the Performance of Millennial Employees of (ISP) Companies in Batam City. The study results were obtained from processing questionnaire data with a population of respondents. This research study was millennial employees of ISP companies in Batam City with a total population of 422 respondents. According to Sugiyono (2017) considering that the population is very large, the Slovin formula is used to calculate the sample size as follows: $n = N / (1 + Ne^2) = 422 / (1 + 422.0.5^2) = 205$, with the graph of respondents as follows:

From the response chart of respondents in Figure 3, millennial employees of ISP First Media company filled out 43 questionnaires, 21% of the total sample, and the least was Biznet company, as much as 2.4%, five questionnaires from the whole sample. This study used probability sampling because sampling provided equal opportunities for ISP companies in Batam City. Random sampling sample technique: Questionnaires are distributed randomly to millennial ISP employees for their independent questionnaires, and dependent questionnaires are given to HRD/employee leaders who fill out separate variable questionnaires.

The results of the analysis of SEM data with LISREL Software show the match of the model with the results of the Goodness Of Fit (GOF) test Figure 3, where the previous model had passed the confirmatory factor analysis test; this measurement ensured that there were no offending estimates (values that exceed the acceptable limit) according to the reference GOF tests together a model consisting of independent variables and dependent variables, here are the results of GOF tests:

From the results of the GOF test on Figure 4, it can be seen that the T -statistic > from T -table 0.9 shows a good fit level of match, where the Normed Fit Index (NFI) value in this model is 0.98. This value is above the fit criteria. The NFI value ≥ 0.90 , meaning that the model match is good because the NFI value is above the good fit criteria (Fowler and Lapp, 2019). For the Non-Normed Fit Index (NNFI) value in this model of 1.00, this value is above the NNFI fit criteria ≥ 0.90 , then NNFI has a reasonable model match rate because the NNFI value is above the good



Source(s): Data processed by the author, 2022

Figure 3.
Presentation Grafic
respondents

Normed Fit Index (NFI) = 0.98
 Non-Normed Fit Index (NNFI) = 1.00
 Parsimony Normed Fit Index (PNFI) = 0.91
 Comparative Fit Index (CFI) = 1.00
 Incremental Fit Index (IFI) = 1.00
 Relative Fit Index (RFI) = 0.98
 Goodness of Fit Index (GFI) = 0.80

Source(s): Data processed by the author, 2022

Figure 4.
GOF model
matchability test
results

fit criterion (King *et al.*, 2021). The Parsimony Normed Fit Index (PNFI) value of 0.91 is above the fit criteria that should be $PNFI \geq 0.90$, so the model match is a good fit. Furthermore, in the Comparative Fit Index (CFI) criteria, the output fit shows a CFI value of 1,000, indicating a perfect model match because the CFI meets the requirements, namely the $CFI \geq 0.90$.

An Incremental Fit Index (IFI) value of 1.00 meets the fit criteria because the matter is above the minimum $IFI \geq 0.90$ (Faems, 2020). A Relative Fit Index (RFI) value of 0.98 shows the model's fit is perfect because the RFI value ≥ 0.90 ; this value is a good fit. The Goodness-of-Fit Indices (GFI) value is 0.8. This value is below the excellent fit standard, but still within the marginal fit limit; for the Adjusted Goodness of Fit (AGFI) value of $0.96 \geq 0.90$, this value is a good fit. From the output results of the GOF Test, it can be concluded that the structural model in this study can be declared fit. After testing the overall suitability of the model, the next stage is to test the hypothesis with the following results in Figure 5:

From the path diagram of Figure 5, the results of model testing show that the relationship between exogenous and endogenous variables has a *t*-value with a number in black and red, which means that if the war is black, the *t*-value value ≥ 1.96 so that it shows that the relationship between exogenous and endogenous variables is directly significant. While the red one, because the *T*-value < 1.96 , this means that it offers its connection instantly insignificant. The results of testing this statistical hypothesis are as follows:

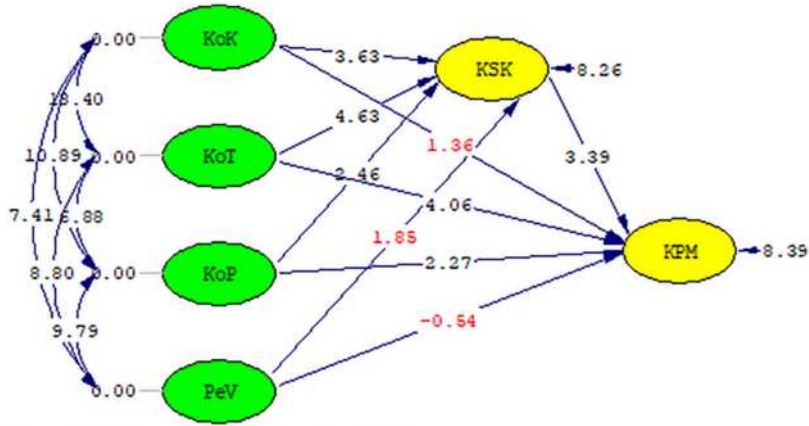


Figure 5. Hypothesis test results

Source(s): Data processed by the author, 2022

Based on Figure 6 show the results of the hypothesis testing of a direct relationship to job satisfaction (KSK) with the influence of exogenous variables (continuous commitment (KoK), task complexity (KoT), professional competence (KoP), personal value (PeV), job satisfaction was obtained R square 0.62, means that there is the model fit Then the results of the millennial employee performance test (KPM) on endogenous variables (performance) and the relationship between variables with exogenous influences (continuous commitment (KoK), task complexity (KoT), professional competence (KoP), personal value (PeV) obtained R square 0.61 this also shows a suitable model. According to Alassaf *et al.* (2023) the R -Square value is categorized as strong if more than 0.67, moderate if more than 0.33 but lower than 0.67, and weak if more than 0.19 but lower than 0.33. The path coefficient value of the effect of continuous commitment (KoK) on the performance of millennial employees (KPM) of 0.10 is insignificant at t -statistics $1.36 <$ of the t -table standard of 1.96. The path coefficient value of

Structural Equations

$$KSK = 0.26 * KoK + 0.38 * KoT + 0.18 * KoP + 0.11 * PeV, \text{ Errorvar.} = 0.38, R^2 = 0.62$$

(0.071) (0.081) (0.072) (0.061) (0.046)

3.63 4.63 2.46 1.85 8.26

$$KPM = 0.28 * KSK + 0.10 * KoK + 0.36 * KoT + 0.17 * KoP - 0.034 * PeV, \text{ Errorvar.} = 0.39, R^2 = 0.61$$

(0.081) (0.074) (0.088) (0.074) (0.063) (0.047)

3.39 1.36 4.06 2.27 -0.54 8.39

Indirect Effects of KSI on ETA

	KoK	KoT	KoP	PeV
KSK	---	---	---	---
KPM	0.07 (0.03) 2.49	0.10 (0.04) 2.74	0.05 (0.02) 2.00	0.03 (0.02) 1.62

Figure 6. Statistical hypothesis testing results

Source(s): Data processed by the author, 2022

the effect of continuous commitment (KoK) on job satisfaction (KsK) was 0.26 significant at t -statistics $1.363 < t$ -table 1.96. The path coefficient value with intervening job satisfaction to continuous commitment in influencing the performance of ISP millennial employees in Batam city (KoK*KSK→KPM) of 0.10 is significant at t -statistics $2.74 > t$ -table 0.96.

Discussion

The research results on the first hypothesis (H1): Continuous commitment to the performance of ISP millennial employees in Batam City has no significant effect. This is under the characteristics of millennial employees who are not loyal (Pella, 2016). The measurement of the first indicator states that the loss of leaving the company states that millennial employees in the ISP company feel that problems that occur in the company do not become employee problems if there are obstacles in realizing the company's vision and mission such as lack of the achievement of the company's sales target, or the overload of costs of various divisions, millennial employees think this is not an employee problem that must also be found a solution.

Employees who do not have a high continuous commitment will change careers in other companies, and this is in line with the theory (Gin Choi *et al.*, 2013), which states that, this millennial generation is very hopeful and looking for the meaning of work to the work they do, the average millennial generation will change up to twenty times during their lifetime. Millennials are not loyal to the company; instead, they were dedicated to their friends. An attitudinal or affective approach, which emphasizes the significance of alignment between millennial employees' values and goals and the company's values and objectives, differs theory of the relationship between organizational commitment and performance (Al-Jabari and Ghazzawi, 2019; Botella-Carrubi *et al.*, 2021; Khajuria and Khan, 2022).

Companies must be able to convince millennial employees that their personal goals are the same as the company's goals; this will be the higher the continuous commitment of millennial employees (Saputra *et al.*, 2016). The direct effect of continuous commitment on job satisfaction is significant, meaning that millennial employees will feel at a loss leaving the company because the company has got the desired things according to the indicators of job satisfaction, satisfaction with the work produced, satisfaction with rewards, satisfaction with superior supervision, satisfaction with colleagues and have the opportunity to be promoted to a position if it makes a good performance (Ruangkanjanases and Chen, 2019).

This follows millennial employees' characteristics, in line with research (Dwiyanti and Bagia, 2020). With high commitment, employees will have high job satisfaction. Millennial employees with increased responsibility have a responsible attitude to work in the company, obeying the company's work standards (Sutama and Stiven, 2010). Job satisfaction has a close relationship that is intertwined, so job satisfaction as an intervening variable of continuous commitment to the performance of millennial employees at ISPs has a significant effect (Al-Jabari and Ghazzawi, 2019). Staying afloat is a measure of the constant burden of millennial employees to remain in the company. It illustrates the confidence of millennial employees in the company's vision and mission, wanting to advance the company and the intensity of millennial employees deciding to stay at work. This is emphasized by Auer Antoncic's (2011) commitment, and employee loyalty makes the company grow.

The path coefficient value of the effect of task complexity (KoT) on the performance of millennial employees (KPM) was 0.36 significant at t -statistics $4.06 > t$ -table 1.96. The path coefficient value of the effect of task complexity (KoT) on job satisfaction (KsK) was 0.38 significant at t -statistic $4.63 > t$ -table 1.96. The path coefficient value with intervening job satisfaction to the complexity of tasks in influencing the performance of ISP millennial employees in Batam city (KoT *KSK → KPM) was 0.07 significant at t -statistic $2.49 > t$ -table 1.96. Job satisfaction can moderate task complexity's influence on mental employees' performance at ISP in Batam city.

The complexity of the task on the performance of millennial employees in the ISP Company in Batam City has a significant effect. The responsibilities of millennial workers at ISPs are comparatively complex. Nonetheless, the organization has offered training to clarify what degree of comprehension and how the activity is organized. This raises the level of expertise among millennial workers at ISPs. Nonetheless, the complexity of millennial employees' tasks at ISP firms is substantial. However, the fact that they work as a team to fulfill their duties as ISPs ensures that their performance is still at its best and steadily improving. Contrary to Sanusi and Iskandar's findings [Mohd-Sanusi and Mohd-Iskandar \(2007\)](#) and [Rudyanto \(2016\)](#) Indicate that difficult activities might have a negative impact on employee performance. However, high degrees of difficulty and variety in assignments have been shown to impact employee performance negatively, according to Rudyanto Research ([Rudyanto, 2016](#)).

Millennial workers can work well with work orders that are structured, have operational work standards, and are given rewards and attention from superiors, thus the complexity of the task on job satisfaction, either directly or as an intervening factor, has a big impact on this ([Javed et al., 2014](#)). Allowing millennial employees to create on their own can automatically increase work satisfaction, and satisfied millennial employees are more likely to perform well and have strong loyalty to the organization. A successful business must guarantee a positive working environment for its employees ([Siagian, 2022](#)).

Employee job satisfaction will suffer if superiors treat them unfairly regarding job assignments, promotions, wages and evaluation reports compared to other coworkers ([Putri, 2020](#); [Warella et al., 2021](#)). According to a different study, performance and employee happiness are strongly correlated ([Chrisdianto et al., 2021](#)). ISP organizations must ensure that all evaluations are conducted fairly to avoid millennial employees developing a negative impression of the business. The company's millennial employees can assess the quality of their work and choose whether the working environment meets their standards.

The influence of professional competence (KoP) on millennial employees' performance (KPM) had a path coefficient value of 0.17, which was significant at t -statistics $2.27 > t$ -table 1.96. The performance of ISP millennial employees in Batam City was influenced by the path coefficient value with intervening job satisfaction and professional competence (KoP *KSK KPM), which was 0.05 significant at a t -statistic of $2.00 > t$ -table 1.96. Professional competence's impact on the performance of mental personnel at ISP Batam City might be moderated by job satisfaction. The relationship between professional competence (KoP) and work satisfaction (KsK) among millennial employees has a path coefficient value of 0.18, significant at t -statistics $2.46 > t$ -table 1.96.

Professional competence has a significant effect on the performance of millennial employees and a substantial impact on job satisfaction. Implementing millennial employees also has a considerable effect when intervened by job satisfaction. The test results indicate that the higher the level of professional competence of millennial employees of ISP companies in Batam City, the higher their performance. The professional competence of millennial employees can be shown by the intellectual, emotional and social indicators possessed by the Batam City ISP employees. Academic competence is seen from knowledge and skills in the fields of information technology, Internet networks, and coding, as well as experience as an IT, while emotional competence is how a millennial employee is confident, can adapt well, obeys regulations and is consistent in carrying out duties as an employee of an ISP company.

Competency indicators other than skills and knowledge are social competencies. The social competence possessed by millennial employees in ISP companies is shown by the ability to communicate well and work with (teamwork, ready to help colleagues who need help completing work). This research supports research ([Renyut et al., 2017](#); [Suhardi, 2018](#)) which states that competence significantly affects employee performance. In line with research by Laura book (2019), social values in the characteristics of the millennial generation

are considered to support teamwork behavior in organizations. Efforts to achieve specific work targets and overall organizational performance certainly require teamwork.

This necessity of cooperation seems contradictory when considering the value of focusing on the personal. However, research (Myers and Sadaghiani, 2010) explains that the millennial generation shows good group cooperation abilities because cooperation at work is another form of fun social activity for millennials. They are proving a positive relationship between job satisfaction and job performance. Job satisfaction is also closely related to the performance of millennial employees.

The path coefficient personal value (PeV) value to the performance of millennial employees (KPM) of 0.094 was insignificant at t -statistic $-0.54 < t$ -table 1.96. The path coefficient unique value (PeV) value to job satisfaction (KsK) of millennial employees of 0.11 was negligible at t -statistics $1.86 < t$ -table 1.96, insignificant because T -statistics were smaller than T -tables. The path coefficient value with intervening job satisfaction with personal value in influencing the performance of ISP millennial employees in Batam City (PeV *KSK → KPM) of 0.03 is insignificant at t -statistics $1.62 < t$ -table 1.96. The personal value variable has no significant effect on job satisfaction and is not substantial on performance through intervening job satisfaction of millennial staff in the ISP environment.

This indicates that the variables of personal value beliefs have two dimensions, including terminal values and instrumental values, with indicators of power, achievement, hedonism, stimulation, soft direction, equality, loyalty, tradition, consistency and stability having little impact on the performance of millennial employees in the ISP company environment in Batam City. This study's results depend on and contradict those of previous research; it was discovered that personal value variables affect employee performance (Gery *et al.*, 2015). Meanwhile, in this study, personal values did not affect employee performance. Contrary to Grace Research (2017), employees' personality dimension significantly affects employee performance and job satisfaction and identifies very important for every organization. If employees are satisfied with their work, the entire organization's performance will be affected because employees are the main driver for any organization.

The effect of job satisfaction on the performance of millennial employees shows the path coefficient value of the impact of job satisfaction (KsK) on the performance of millennial employees (KPM) of 0.28 significantly at t -statistics $3.39 > t$ -table 1.96. There is a significant influence between job satisfaction and the implementation of millennial employees. Job satisfaction substantially affects the performance of ISP millennial employees in Batam City. Job satisfaction is measured by five indicators: rewards, superior supervision, satisfaction with colleagues and promotion opportunities. The significant effect of job satisfaction on the performance of millennial employees of ISP Batam City. This means that performance will be excellent if given rewards, supervision and appreciation by superiors for their performance so that millennial employees become satisfied with the like.

The study's findings also demonstrated that coworker satisfaction and advancement measures influence performance elements. As a result, millennial workers will perform at their highest level, act responsibly, satisfy online customers and encounter few complaints about their work. According to a study (Sutama and Stiven, 2010), a high level of job satisfaction will also impact employee performance. Our outcome is consistent with that research. A study's findings (Saputra *et al.*, 2016) indicate that a worker's performance would improve if their sense of dignity grows. This is consistent with studies (Javed *et al.*, 2014) that show a connection between job happiness and employee performance.

Millennial employee performance is influenced by continuous commitment, task complexity, professional competence and personal values 61%. The remaining 39% is influenced by other variables not studied in this study. While the influence of continuous commitment variables, task complexity, professional competence and personal values on

millennial employee job satisfaction with an *R*-square value of 62% means that millennial employee job satisfaction variables are influenced by continuous commitment variables, task complexity, professional competence and personal values of 62%, the remaining 38% is influenced by other variables not examined.

The findings in this study show that the variable of continuous commitment only affects the performance of millennial employees if through intervening job satisfaction. Variables of task complexity and professional competence have a significant effect on the performance of millennial employees directly or intervening by job satisfaction. The variable of job satisfaction directly also has a significant effect on performance, for the personal value variable does not affect the performance of millennial employees either directly or by intervening job satisfaction. Millennial employees who are competent, get job satisfaction with work, against rewards, for superior supervision, promotion of positions and colleagues will be loyal to the company. This confirms that the performance of millennial employees at ISPs likes to work in a team work, a pleasant atmosphere and get a high salary in accordance with their professional competence as an IT.

According to the analysis of this study's findings, firms, especially those that employ many millennials, should optimize their human resources to improve their overall performance. Paying attention to the variable work happiness is one of the recommended tactics businesses can use to maximize the performance of millennial employees. This is because satisfied employees will perform better, stay with the company longer, be more likely to be supervised by superiors and coworkers and receive promotions. After all, their satisfaction has been met. This has important ramifications for committing totally to the business.

In addition, millennial employees need to increase their professional competence. By increasing competence, millennial employees will be okay with complex assignments as long as the work assignments are under their competencies and are well structured. The performance of millennial employees at ISP companies in Batam is not too concerned with personality or personal matters, so this does not affect the performance of millennial employees. The other things that are needed and affect the performance of millennial employees are colleagues. This is because millennial employees tend to work with solid teamwork. ISP companies have employees dominated by the millennial generation, so companies need to develop a management model that is responsive to the characteristics of millennial employees.

Companies are expected to be able to select highly committed employees through a good recruitment process by including the commitment variable in the selection instrument. In addition, it is necessary to develop programs that are expected to increase the performance of employees who are low to high so that they can support the company's performance as a whole. Companies also need periodic surveys of job satisfaction, as the results of this study prove that job satisfaction greatly influences the performance of millennial employees. The more satisfied millennial employees are, the better continuous commitment will be generated. Companies also need to pay close attention to employee characteristics in terms of age and developing values, especially for the millennial generation, which is increasingly dominant in many companies in the population.

Conclusion

According to the study, the continuous commitment variable does not directly affect performance. However, it does affect job satisfaction, which in turn affects the performance of millennial employees of ISP companies in Batam City. The complexity of activities and professional competencies affects millennial ISP employees' performance and job satisfaction directly or indirectly. Intervening work satisfaction can moderate exogenous variables vs

endogenous variables. Testing the structure model of the direct influence of continuous commitment, task complexity, professional competence and personal value variables on millennial employees' performance with an R -square value of 61%. The remaining 39% was influenced by other variables not studied in this study, and job satisfaction with an R -square value of 62%, the remaining 38%. The structure model is suitable.

According to this report, organizations with numerous millennial employees should optimize their human resources to boost performance. To enhance millennial employee performance, firms should consider work pleasure. Millennial employees must also improve their professional skills and create a management model that fits their needs. Businesses should also improve low-performing employees' performance and measure job satisfaction. Thirdly, organizations should focus on employee age and values.

This research is expected to be of great use in increasing researchers' knowledge in their work, broadening their horizons and developing their knowledge under the disciplines obtained in Human Resource Management, particularly in organizational behavior. Researchers can investigate how business culture and leadership impact millennial employees' job satisfaction and performance through Longitudinal Studies, Multi-dimensional Measures and Cross-Cultural Studies.

Employees' opinions of the work environment and how well they fit into the organization are shaped by organizational culture, understood as shared values, beliefs and norms. Leadership concepts such as transformational or servant leadership can impact employee work satisfaction, which can affect performance. Studying how organizational culture and leadership affect millennials' job happiness and performance can help businesses develop a supportive work environment and successful leadership techniques. In addition, the contribution of this research to millennial employees is to assist them in enhancing and developing their performance while enhancing their competitiveness. Improving the performance of ISP companies in the city of Batam through the management of millennial workers.

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Corresponding author

Indrayani Indrayani can be contacted at: indrayani@univbatam.ac.id

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