
The Effect of GRIT, Work-Life Balance, and Compensation on Turnover Intention on Millennial Employees: The Role of Meditation of Job Satisfaction

Submitted 12/09/24, 1st revision 17/10/24, 2nd revision 28/10/24, accepted 15/11/24

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Abstract:

Purpose: This study aims to investigate the impact of Grit, work-life balance, and compensation on turnover intention among millennial employees, with job satisfaction serving as a mediating variable.

Design/Methodology/Approach: Convenience sampling was employed for data collection, targeting an unspecified population size. Questionnaires were disseminated via Google Forms through various social media platforms such as WhatsApp and Instagram, as well as distributed among acquaintances residing in Jakarta, Bogor, Depok, Tangerang, and Bekasi (JABODETABEK). Out of 120 respondents engaged, 107 met the criteria for inclusion in the analysis. The analysis was done with SMARTPLS version 4.

Findings: The results of this study show that Grit has a positive and significant effect on job satisfaction, work-life balance has a positive and significant effect on job satisfaction. Compensation has a positive effect on job satisfaction while job satisfaction has a negative and significant influence on turnover intention. Grit has a negative and significant effect on turnover intention, Grit has a negative and significant effect on turnover intention through job satisfaction.

Practical Implications: This research not only provides a deeper understanding of the factors that influence workers' decisions to survive or move, but also enriches the literature by providing empirical confirmation of the role of job satisfaction mediation in the relationship between Grit and turnover intention.

Originality/Value: This research is the first study to confirm the role of job satisfaction as a variable that mediates the effect of Grit on turnover intention.

Keywords: Compensation, Grit, Indonesia, job satisfaction, millennial, turnover intention.

JEL codes:

Paper type: Research article.

Acknowledgement: We would like to express our sincere gratitude to all the respondents from Generation Y who participated in this study. Your willingness to share your experiences

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and insights through online surveys made this research possible. We also appreciate the support and encouragement from our colleagues who provided valuable feedback during the research process. Additionally, we extend our thanks to the online platforms that facilitated the distribution and collection of the survey responses. This research was conducted independently without the involvement or support of any specific institutions.

1. Introduction

In an era of business which is full of increasingly fierce competition, companies in various industrial sectors face greater challenges in maintaining and developing a competent workforce. One of the crucial issues that is still a phenomenon of human resource management in organizations is turnover intention (Pradana and Imam, 2015). Turnover intention refers to the employee's decision to leave the company where they work voluntarily (Bothma and Roodt, 2013b; Li Kuean *et al.*, 2010).

Turnover intention is a strong predictor of actual turnover (Apriananda *et al.*, 2023). When employees leave the company, it can have a negative impact on the company, such as the emergence of high costs to replace employees who leave, decreased productivity, and loss of knowledge and experience from employees who leave (Apriananda *et al.*, 2023; Kartika and Purba, 2018).

The millennial generation is projected to be the majority generation in the demographic structure in Indonesia. The total population of Indonesia over the next few years is predicted to continue to increase, from 265 million in 2018 to 282 million in 2024 and reaching 317 million in 2045 (Central Statistics Agency, 2018). IDN Research Institute stated that the population of millennials born between 1983-1998 reached 24 percent, which is 63.4 million from the population of the productive age category (14-64 years), Indonesia is currently in the era of demographic bonuses reflected by the large percentage of productive age population which reaches 67.6 percent of the total population of Indonesia (Utomo, 2019).

This shows that the labour force in Indonesia is dominated by the millennial generation. Those who belong to the millennial generation are usually considered productive and creative at work. However, research on millennials in big cities in Indonesia has shown that millennials have a high turnover rate, with the longest expected term of office for three years (Karjadidjaja and Panggabean, 2023; Oeripto and Ichsan, 2019; Utomo, 2019).

The high turnover rate is also related to the characteristics inherent in the millennial generation. They are often known as "job hopping" in the world of work, which is the tendency to move from one job to another if they feel that the current job does not meet their expectations or values (Gustiva *et al.*, 2023). This is also supported by previous research that shows that the millennial generation, with their "jumping tick" characteristics, is more susceptible to turnover intention compared to the previous generation (Friani and Mulyani, 2018).

Millennials show a distinctive preference for work. They are looking for jobs that provide a good work-life balance, opportunities for personal growth and development, and meaningful work (Adiawaty, 2019). They also pay special attention to factors such as involvement in relationships with colleagues and superiors, as well as the level of job satisfaction (Karjadidjaja and Panggabean, 2023). When millennial employees find a company that suits their preferences, they will feel satisfied with their work, and it will motivate them to remain loyal to the company (Gallup, 2020).

Therefore, it is important for companies to understand the factors that affect the turnover intention of millennial employees to take effective action in minimizing turnover and retaining potential employees.

Job satisfaction is the main factor in the process that leads to turnover intention and actual turnover (Ladelsky and Lee, 2023). Job satisfaction increases along with the level of employee involvement in their work and the intrinsic level of motivation they have (Cole and Castro, 2023). Young employees are ready to change jobs when the benefits and development space provided by the job do not meet their expectations and meet their needs (Chen *et al.*, 2023).

Job satisfaction is a concept that plays an important role and is empirically proven to have a significant impact on improving employee performance. To create a healthy work environment and retain their employees, organizations need to identify and address issues that affect employee satisfaction (Khalid and Sahibzada, 2023). Factors that can affect employee job satisfaction levels include compensation, work-life balance, and Grit (Adriano and Callaghan, 2020; Idris *et al.*, 2020).

One of the factors that can affect job satisfaction is compensation (Bahrudin and Yusuf, 2022; Kim, Gehart and Fang, 2022; Millena and Mon, 2022). Incentives as part of compensation indeed represent a smaller contributor to employee satisfaction, but salary is the most crucial factor that affects job satisfaction (Munap *et al.*, 2013). When employees feel that the salary they receive is quite large, they tend to feel satisfied with their work (Aman-Ullah *et al.*, 2023). Compensation has a significant negative relationship with turnover intention (Aman-Ullah *et al.*, 2023). Companies that provide better compensation can lower the employee's intention to find another job with higher compensation (Raihan and Chaerudin, 2021).

Therefore, it can be concluded that compensation received either materially or non-materially can be used to estimate job satisfaction and can reduce turnover intention (Idris *et al.*, 2020).

In addition to adequate compensation, work-life balance is also an important factor that affects job satisfaction (Acharya and Padmavathy, 2018; Cahyani and Emilisa, 2023; Nair *et al.*, 2021; Nasir *et al.*, 2023). Millennials are very concerned about the balance between work and personal life in their assessment of job satisfaction (Karjadidjaja and Panggabean, 2023; Zhang, 2022). The balance between work and personal life significantly impacts the level of job satisfaction in various industries.

The better the level of balance between an employee's work and personal life, the higher the level of job satisfaction they can feel for their work (Adriano and Callaghan, 2020). Therefore, organizations need to realize and understand the need for work-life balance which is a priority for the millennial generation to increase their job satisfaction.

Furthermore, a person's persistence in facing obstacles in his work is also a factor that affects job satisfaction and a person's intention to change jobs. The concept of persistence is known as "Grit". Grit is the level of perseverance, enthusiasm, and perseverance of individuals in achieving their long-term goals (Duckworth *et al.*, 2007; Salisu *et al.*, 2020). Grit is a factor that comes from within a person that can affect job satisfaction (Citha *et al.*, 2022; Dugan *et al.*, 2019; C. Yang *et al.*, 2023).

Research conducted by Cho and Kim (2022) found that increased Grit in nurses affects their job satisfaction and makes them do their best for the organization and work sincerely on their duties (Cho and Kim, 2022). Adopting the concept of Grit into everyday life and work can provide significant benefits. This can not only improve employee performance and satisfaction but also give them the psychological understanding needed to face severe challenges and uncertainty in everyday life and get a deeper meaning to their work and personal life (Agrawal *et al.*, 2022).

Some previous studies also have found that Grit can affect turnover intention (Cho and Kim, 2022; Yang *et al.*, 2023). Apriananda *et al.* (2023) stated that there is a significant relationship between the level of Grit and the intention to switch jobs of nurses. High Grit allows them to face challenges with strong determination, maintain determination despite failures and have a positive view of work tasks.

Individuals with high Grit are more likely to be loyal to the organization and achieve job goals (Apriananda *et al.*, 2023). In addition, there have been many previous studies that have revealed that Grit can affect turnover intention (Agrawal *et al.*, 2022; Cho and Kim, 2022; Singh and Chukkali, 2021; Yang *et al.*, 2023) and job satisfaction (Chen *et al.*, 2023; Dibiku, 2023; Hermawati and Sambung, 2022; Holter *et al.* (2022), furthermore job satisfaction also affects turnover intention

(McGinley and Mattila, 2020; Yang and Jang, 2023). This shows that the relationship between the three variables is causal. The fulfillment of the causal relationship is a condition for a worthy variable to become a mediation variable (Hayes, 2023).

Nevertheless, there has been no specific research examining job satisfaction as a mediator in the relationship between Grit and turnover intention. This has encouraged us to investigate the impact of Grit on job satisfaction and its relationship with turnover intention.

Therefore, research is needed to investigate the effect of Grit on turnover intentions mediated through job satisfaction. This research is also aimed at understanding the direct influence between job satisfaction and Grit on turnover intention, as well as the influence between Grit, work-life balance, and compensation on job satisfaction in the Millennial generation, especially in the Jakarta, Bogor, Depok, Tangerang and Bekasi (JABODETABEK) areas.

2. Literature Review

In this research, we adopt the Human Resource Management (HRM) theoretical framework and employee loyalty theory to investigate the psychological dynamics among variables. Both frameworks are pertinent for comprehending various aspects under scrutiny in this study, including turnover intention, work-life balance, job satisfaction, and Grit among millennial employees. Human Resource Management Theory (HRM) encompasses processes such as recruitment, selection, training, development, performance management, compensation, and talent management processes, aimed at achieving organizational goals effectively and efficiently through the integration of HRM practices relevant to the characteristics and preferences of the millennial generation.

This approach fosters the creation of a work environment conducive to employee development, satisfaction, balance, and the optimization of employee performance and retention (Opatha, 2021; Robbins and Judge, 2017). Additionally, the concept of loyalty holds significant relevance given the unique characteristics of the millennial generation, such as their drive for achievement, desire for recognition, and emphasis on career development. However, they are also recognized as a group more inclined to seek job variety and more vulnerable to job changes. Loyalty is reflected in levels of job satisfaction, commitment to the organization, and willingness to remain in the same position for an extended period (Abd-El-Salam, 2023).

2.1 Turnover Intention

Turnover intention, as defined by Mobley (1997, as cited in Ning *et al.*, 2023a), pertains to an individual's inclination or desire to voluntarily leave from their current job or transition to another workplace based on personal volition. Additionally, it can

be construed as a conscientious determination and a resolute inclination to disengage from the organization, marking the culmination of a sequence of individual deliberations pertaining to the process of identity evolution within the occupational sphere (Tett and Mayer, as cited in Astuti and Helmi, 2021; Bothma and Roodt, 2013a).

Concurrently, Jacobs and Roodt (2011) posit that turnover intention is a cognitive deliberation involving the alignment of one's work-related attitudes with the decision to either remain in or exit a position, constituting a pivotal catalyst for subsequent employee conduct. Turnover intention is characterized by thinking of quitting, Intention to Search for Alternatives, and Intention to Quit (Bothma and Roodt, 2013a).

2.2 Job Satisfaction

Spector (as cited in Orpina, Abdul Jalil, and T'ng, 2022) defined job satisfaction as an individual's affective appraisal of their work, encapsulating sentiments, and attitudes towards diverse facets of their professional milieu. It reflects the extent to which individuals perceive contentment, happiness, or discontentment with their occupation, predicated on their subjective interpretations of various work-related dimensions such as remuneration, workplace environment, career advancement prospects, and interpersonal dynamics.

Job satisfaction also can be defined as a positive emotional state that appears when individuals assess their work or work experience. In other words, it reflects the feelings of satisfaction and happiness that individuals feel when they evaluate the work they do or the work experience they experience (Locke as cited in, Khalida and Safitri, 2018a) is comprehensive evaluation comprises both cognitive dimensions, involving individual perceptions and assessments of work; and affective dimensions, encapsulating emotional responses elicited by work experiences (Judge *et al.*, 2000a, 2020a; Judge and Kammeyer-Mueller, 2012).

2.3 Grit

Grit is a composite trait comprising perseverance, passion, and cognitive resilience, facilitating individuals in the pursuit of their long-term goals through sustained exertions and without giving up easily, even encountered obstacles and challenges.

This psychological attribute serves as a pivotal factor in enabling individuals to maintain focus, endure, and persevere in the pursuit of success across their endeavors (Duckworth and Quinn, 2009; Singh and Chukkali, 2021). There are several indicators to describe a person's Grit level, such as Maintaining interest in the long term, resilience in completing difficult tasks, and more effort to achieve goals (Duckworth and Quinn, 2009).

2.4 Work-Life Balance

Work-life balance in the current study is refers to an individual's subjective evaluation of the balance between work demands and their personal life, which includes time, engagement, and satisfaction, and it is influenced by individual efforts and changes in the work environment (Brough *et al.*, 2014).

Hence, work-life balance is an important that reflects the balance between the demands of an individual's work and personal life which is described through three measurable components, including the influence of work on personal life, the influence of personal life on work, and individual efforts to improve the balance between the two (Fisher-McAuley *et al.*, as cited in Adriano and Callaghan, 2020). In this study, the concept of work-life balance used the theory of Brough *et al.* (2014) that measured by several characteristics, including resource possess, subjective evaluation, and resource gain or loss.

2.5 Compensations

Compensation refers to the total rewards received by employees for the services rendered (Mondy, as cited in Erfeni, 2023) Compensation may include salary, allowances, and other incentives that play a crucial role in employee job satisfaction (Kim *et al.*, 2022). Compensation is divided into two dimensions: direct compensation, which comprises wages paid by the company in the form of salary, wages, incentives, and bonuses; and indirect compensation, which consists of financial rewards paid indirectly, such as social security, health benefits, insurance, vacation, retirement, and other allowances (Bharata, 2016; Dessler, 2011).

2.6 The Relationship between Variables

2.6.1 Grit–job satisfaction

The relationship between Grit and job satisfaction has become a significant focus of research. Individuals with high Grit levels tend to have higher levels of job satisfaction and are able to overcome obstacles in the workplace better as well as their perseverance in achieving the goal of increasing their perception of work (Yang *et al.*, 2023).

Furthermore, Cho and Kim (2022) found that Grit can improve work performance in nurses. This study results showed that nurses with a high level of Grit tend to experience increased work performance through their job satisfaction in achieving goals. In addition, several research confirmed that individuals with high Grit levels are more likely to feel satisfied with their work (Agrawal *et al.*, 2022; Gustari and Widodo, 2022). Based on the previous explanation, we propose the following hypothesis:

H1: Grit is positively related and influence significantly on job satisfaction.

2.6.2 Work-life balance–job satisfaction

Work-life balance refers to the condition where employees are able to manage their time both at work and outside of work adequately to fulfill family, social, and personal needs (Bumhira *et al.*, 2017). Thus, employees who achieve a balance between work and personal life tend to experience higher job satisfaction (Acharya and Padmavathy, 2018). Work-life balance can predict employee job satisfaction and reduce turnover intention due to employees feel they have sufficient control over their time both at work and outside of work (Cahyani and Emilisa, 2023; Nasir *et al.*, 2023). Based on a review of several research findings, we propose second hypothesis as follows:

H2: Work-life balance has a positive and significant influence on job satisfaction.

2.6.3 Compensation–job satisfaction

Research by Kim *et al.* (2022) shows that competitive and fair compensation correlates positively with job satisfaction. Employees who feel that they are compensated equal to their contributions tend to have higher job satisfaction. Another study conducted by Millena and Mon (2022) confirmed these findings by showing that good compensation is a strong predictor of job satisfaction.

In addition, research by Bahrin and Yusuf (2022) found that fair compensation and in accordance with individual contributions is positively associated with high job satisfaction, which can reduce the individual's desire to switch jobs. Based on the above explanation, it can be concluded that compensation is related to job satisfaction, therefore we propose the third hypothesis in this study as follows:

H3: Compensation has a positive and significant effect on job satisfaction.

2.6.4 Job satisfaction–turnover intention

Job satisfaction is related to employees' turnover intention within an organization. Employees who feel satisfied with their jobs tend to have lower turnover intentions (Chen *et al.*, 2023). Furthermore, research by Hermawati *et al.* (2022) found that job satisfaction has a significant negative impact on turnover intention. Therefore, an organization's success in enhancing employee job satisfaction will decrease turnover intentions among employees. Based on the above exposition, it can be concluded that job satisfaction is linked to turnover intention. Hence, we propose the fourth hypothesis in this study as follows:

H4: Job satisfaction has a significant negative influence on turnover intention.

2.6.5 Grit–turnover intention

Employees with higher levels of Grit tend to be able to endure in their jobs (Apriananda *et al.*, 2023). Grit assists employees in persevering despite encountering obstacles and disappointments by viewing setbacks and challenges as pathways to achieve success. Employees with high levels of Grit are inclined to remain within

the organization and achieve their job goals or targets, rather than quitting and leaving the organization (Lacap, 2020).

Furthermore, research conducted by McGinley *et al.* (2020) found that the level of Grit can predict the retention rates of employees in the workplace. Employees with high levels of Grit will persist in something they pursue in the long term, both diligently and consistently, in normal situations as well as when facing various challenges, and employees with high levels of Grit tend to remain loyal to their jobs, willing to work diligently and persistently, and continuously improve and enhance the quality of their performance. Based on the results of several studies, we propose the fifth hypothesis in this study as follows:

H5: Grit has a negative and significant effect on Turnover Intention.

2.6.6 Job satisfaction as mediator between Grit and turnover intention

Previous studies have indicated that Grit can influence job satisfaction (Agrawal *et al.*, 2022; Cho and Kim, 2022; Gustari and Widodo, 2022; Yang *et al.*, 2023). Furthermore, several prior studies have found that job satisfaction can affect turnover intention (Chen *et al.*, 2023; Dibiku, 2023; Hermawati and Sambung, 2022; Holter *et al.*, 2022). Simultaneously, some previous research has also identified that Grit can influence turnover intention (McGinley *et al.*, 2020; Yang and Jang, 2023).

Thus, it is plausible that the relationship between Grit, job satisfaction, and turnover intention is causal (Grit influences job satisfaction, job satisfaction influences turnover intention, and Grit influences turnover intention). Therefore, in this study, we assume that job satisfaction can mediate the relationship between Grit and turnover intention, by proposing the following sixth hypothesis:

H6: Grit affects Turnover Intention through Job Satisfaction as mediator.

3. Materials and Methods

In this study, the research design follows a cross-sectional strategy in which this approach is used to answer research questions by looking at data at one point in time (Creswell, 2015). This research uses a quantitative study approach in which some data is collected and analyzed to test the hypothesis that is formed (Hair *et al.*, 2021).

3.1 Data Collection

The respondents to this study are millennial generation, namely those 27-42 years old in 2023 and at least two years of work experience or in an organization in the JABODETABEK area. Because the population of this study did not have an exact number, we used non-probability sampling techniques, especially convenience sampling, by spreading questionnaires in the form of google forms through social

media such as Whatsapp and Instagram. The data collection is carried out through primary data by deploying structured questions using the 1 to 5 Likert Scale. Respondents can choose the level of approval from "Strongly Disagree" to "Strongly Agree".

The sample size of about 107 respondents was determined using the Cochran formula with an error rate of 10% which is considered suitable for use when the number of the population is not known with certainty (Sugiyono, 2017). The study used online questionnaires to reach a wider audience, ensuring easy and efficient participation in research.

The measuring tools to be used in this study include Grit measured using the Grit scale with 5 items developed by Duckworth and Quinn (2009), to measure work-life balance used The Work-Life Balance Scale with 4 items developed by Brough *et al.* (2014) with a reliability coefficient value of 0.84, compensation measured using a compensation scale with 5 items developed by Bharata (2016), this scale refers to Dessler's theory (2011), job satisfaction is measured using the Short Index of Job Satisfaction Scale (SIJS) with 5 items developed by Judge *et al.* (2000b) and have been validated by Sinval and Moroco (2020) with a realibility coefficient value of 0.82.

This scale is a short version of the Job Satisfaction Index scale which is a refinement of the original scale of the job index satisfaction scale, the last about the intention to switch jobs is measured using the Turnover Intention Scale (TIS) with 6 items developed by Bothma and Roodt (2013b) with a reality coefficient value of 0.8, this scale is a scale that refers to Mobley's theory (1997, as cited in Ning *et al.*, 2023b). All of these measuring tools have been tested for validity and reliability in previous research.

3.2 Data Analysis

The data collected will be processed using SMART PLS version 4 statistical analysis software, which is one of the effective analytical tools to analyze the relationship between variables in quantitative research.

4. Results

4.1 Descriptive Analysis

Questionnaires were disseminated via Google Forms through various social media platforms such as WhatsApp and Instagram, as well as distributed among acquaintances residing in Jakarta, Bogor, Depok, Tangerang, and Bekasi (JABODETABEK). Out of 120 respondents engaged, 107 met the criteria for inclusion in the analysis. The following table is the characteristics of respondents in this study.

Table 1. *Characteristics of respondents*

Characteristics	Categories	Frequency	Percentage
Gender	Woman	63	59%
	Man	44	41%
Age	27-32 years old	47	44%
	33-38 years old	33	31%
	39-42 years old	27	25%
Occupations	Civil servants	41	38%
	Private Employee	42	39%
	BUMN Employee	13	12%
	Others	11	10%
Position	Middle management	17	16%
	Staff	82	77%
	Top management	4	4%
	Board of Director/ Commissioner	4	4%
Industrial Sector	Consumer goods	4	4%
	Government and Public Service	10	9%
	Education	12	11%
	Information Technology	14	13%
	Health and Pharmacy	34	32%
	Finance and Banking	17	16%
	Others	16	15%
Income (IDR)	< 3.000.000	16	15%
	3.000.001-5.000.000	35	33%
	5.000.001-10.000.000	30	28%
	10.000.001-15.000.000	18	17%
	>15.000.000	8	7%
The length of work	2-5 years	43	40%
	6-10 years	21	20%

	>10 years	43	40%
Status	Married	71	66%
	Single	36	34%

Source: Own study.

Table 1 describes the profile of the respondents in the study in detail. In the gender aspect, the majority of participants in this study were women (59%). The dominating age range is the 27-32 year-old category (44%).

In terms of work, the majority of respondents work as private employees, with a total of 42 people (39%). The dominating position is the staff (77%). The industrial sector where respondents work is dominated by the Health and Pharmaceutical industry (32%).

In the income category, the majority of respondents have an income between 3,000,001 to 5,000,000 (33%). The length of work of the respondents showed a fairly even distribution, with the majority in the category of 2-5 years and >10 years (40%). The marital status of the respondents who dominated was marriage (66%). This information provides a brief and clear overview of the characteristics that dominate in this study.

4.2 Validity and Reliability Test

Validity and reliability tests are carried out on research data from all respondents. The limit of the loading factor value to fulfill the validity test criteria is above 0.5 (Hair *et al.*, 2021). Furthermore, in this study a limit was set for AVE values above 0.5 and the limit for composite reliability values was 0.7. The results of the validity and reliability test can be seen in the following Table 2:

Table 2. AVE value and composite reliability

Variable	AVE (>0,5)	Composite Reliability
Turnover intention	0.579	0.891
Job Satisfaction	0.711	0.925
Grit	0.711	0.952
Work-Life Balance	0.786	0.936
Compensation	0.587	0.876

Source: Own study.

Table 2 indicates that the value of the loading factor for the questionnaire item is more than 0.5 and all AVE values in each variable are more than 0.5. This shows that all variables and items in this study have fulfill convergent validity. Furthermore, the test results on the composite reliability for each variable are also more than 0.7. This shows that all variables have met the reliability test limit.

Table 3. *Htmt discriminant validity*

	CS	GT	JS	TI	WLB
CS	–				
GT	0.821	–			
JS	0.800	0.730	–		
TI	0.665	0.722	0.703	–	
WLB	0.718	0.573	0.672	0.514	–

CS-compensation, GT-Grit, JS-job satisfaction, TI-turnover intention, WLB-work-life balance

Source: *Own study.*

Assessments are also made of discriminatory validity using the fornell larcker method, where the AVE value for each construct must be greater than the correlation between the construct and other constructions. In addition, to get clearer results, we also use the HTMT method where the construct is considered valid if the loading does not exceed the value of 0.9 (Hair, 2021). Table 3 also shows that all constructs have a loading value below 0.90. Therefore, all variables can be categorized to be valid because they have met the criteria of descriptive validity.

4.3 Turnover Intention and Associated Variables

We utilized SmartPLS version 4 using bootstrapping technique to prove hypothesis in this study, including the structural model. Testing with this bootstrapping technique aims to find out the direction of the relationship and the significance of the relationship in each latent variable. In this study, whether or not the hypothesis is accepted is determined based on t-statistics and p-value values. If the t-statistic value > 1.96 and the p-value < 0.05 then the hypothesis is accepted. The following are the results of p-value, t-tatistic and specific indirect effects values:

Table 4. *Path coefficient results*

Hypothesis	Path	Path coefficient	T-statistics	p values	Results
H1	GT → JS	0.324	4.479	0.000	Accepted
H2	WLB → JS	0.252	3.161	0.002	Accepted
H3	CS → JS	0.300	2.691	0.007	Accepted
H4	JS → TI	-0.358	3.253	0.001	Accepted
H5	GT → TI	-0.422	3.974	0.000	Accepted
H6	GT → JS → TI	-0.116	2.429	0.015	Accepted

CS-compensation, GT-Grit, JS-job satisfaction, TI-turnover intention, WLB-work-life balance

Source: *Own study.*

From the data contained in Table 4 above, it can be seen that from the six hypotheses in this study, all the hypotheses are acceptable ($p < 0.05$; $t > 1.96$), as well as the direction are all in accordance with the hypothesis that has been proposed in this study.

5. Discussion

Based on the results of the hypothesis test (H1) it was found that Grit has a positive and significant effect on job satisfaction. That is, the higher the persistence and perseverance that employees have, the higher the level of job satisfaction they have.

The findings show that the ability to maintain long-term interest, resilience in completing difficult tasks and more effort to achieve goals are indicators that affect employee job satisfaction levels. Furthermore, the results of the descriptive analysis show that the highest item average value in the Grit variable is in item 5 (I finish everything that I start) and 6 (Obstacles don't discourage me). This can be interpreted that most of the respondents have persistence and perseverance in the various problems they face and in the end it can lead to satisfaction with their work.

The findings in this study refute research conducted by Salisu *et al.* (2020) which found that Grit had no effect on job satisfaction. Furthermore, the findings in this study also confirm previous research conducted by Cho and Kim (2022) which suggested that individuals with high Grit levels are more likely to be satisfied with their work. The research explains that when a person continues to strive to achieve their goals without giving up, this has a positive impact on their level of job satisfaction.

That is, such persistence not only helps individuals achieve their job targets or objectives, but also contributes to increase their satisfaction with the work they do now or they have done. In the context of organisational psychology and human resources, Grit plays an important role in increasing job satisfaction. High Grit individuals tend to be able to deal with stress, maintain focus on long-term goals, and manage job challenges effectively (Cho and Kim, 2022; Dugan *et al.*, 2019; Yang *et al.*, 2023).

Furthermore, the hypothesis test (H2) identified similar results, that it was found work-life balance has a positive and significant effect on job satisfaction. This means that the higher the balance between work and personal life owned by millennial employees, the higher the level of job satisfaction they have.

Based on the results of the descriptive analysis, the highest average value in the work-life balance variable was found in the WLB4 item (My work provides an opportunity for me to live a life outside of work). This shows that most respondents agree that their current job provides an opportunity for them to live a life outside of work. The findings from this study are also in line with previous research which stated that work-life balance affects job satisfaction (Cahyani and Emilisa, 2023; Nair *et al.*, 2021; Nasir *et al.*, 2023).

Research conducted by Acharya and Padmavathy (2018) found that employees who manage to achieve a balance between work and personal life tend to have a higher

level of job satisfaction. The research reveals that the balance between work and personal life gives employees the opportunity to enjoy quality time with family, pursue hobbies, and take care of themselves and further increase the feeling of job satisfaction. In addition, work-life balance also has a positive impact, one of them is stress reduction.

Employees who can allocate time in balance between work and personal life tend to experience lower stress levels, which directly contributes to increased job satisfaction (Nasir *et al.*, 2023). Work-life balance not only improves the quality of life of employees, but also increases motivation and involvement in the work, having a positive impact on job satisfaction. Employees who achieve a balance between work and personal life are more focussed and efficient, resulting in better energy and time management to improve work quality and increase job satisfaction (Cahyani and Emilisa, 2023).

Based on the results of the hypothesis test (H3) shows that compensation has a positive effect on job satisfaction. This indicates that direct compensation such as wages, salaries, and incentives, as well as indirect compensation such as benefits and facilities provided by the company.

They are indicators that can present a positive assessment and feeling of millennial employees towards their work. This is also illustrated by the results of the descriptive analysis which shows that the highest average value in the compensation variable is in the item CS1 (I get a salary for my work every month on time), CS2 (I get health insurance from the company I work for) and CS3 (I get holiday benefits every year). Those statements are most respondents agree with and the company they work for has provided adequate compensation either directly or indirectly.

These findings also confirm previous research that suggests that compensation has a positive effect on job satisfaction (Bahrin and Yusuf, 2022; Kim *et al.*, 2022; Millena and Donal Mon, 2022). Previous research conducted by Erfeni *et al.* (2023) found that compensation has a positive and significant effect on employee job satisfaction, where the better and more competitive the compensation received by employees will increase the job satisfaction of bank employees.

Similar findings were found in the hypothesis test (H4) carried out; the results show that job satisfaction has a negative and significant influence on turnover intention. This shows that the higher the level of job satisfaction, the lower possibility that the employee has the desire to quit his job. Based on the results of descriptive analysis, it is known that JS4 (I really enjoy my work) and JS5 (I consider my work pleasant) items have the highest average value in the job satisfaction variable.

This indicates most respondents agree that they enjoy and are happy with their current work. The results of this study are consistent with the previous study, which

obtained similar findings between the level of job satisfaction and the tendency to quit work (Chen *et al.*, 2023; Dibiku, 2023; Holter *et al.*, 2022).

According to Judge *et al.* (2020b) employees who have positive judgments and positive feelings towards their work will tend to stay in the company. In contrast, dissatisfied employees will tend to avoid their jobs as a form of response to their dissatisfaction and then it can cause them to stop working.

Individuals who are satisfied with the work environment, salary, career development, and other factors tend to feel connected to their work and have the motivation to stay at their job (Orpina *et al.*, 2022). On the other hand, dissatisfaction with these aspects can increase a person's intention to look for job opportunities that are expected to be more satisfying (Kartika and Purba, 2018; Khalida and Safitri, 2018b).

Followed by the findings in the hypothesis test (H5) which confirms that Grit has a negative and significant effect on turnover intention. This indicates that the higher the perseverance and perseverance that millennial employees have in dealing with the problems they have, the lower their intention to change jobs. These findings also validate previous research that found that Grit has a negative influence on turnover intention (Apriananda *et al.*, 2023; Lacap, 2020; McGinley and Mattila, 2020; Yang and Jang, 2023).

The results of the descriptive analysis show that the items with the lowest average value in the turnover intention variable are item TI5 (I will accept offers from new jobs despite providing the same level of compensation) and TI6 (I feel pressured so I never look forward to the next business day).

Based on this, it can be concluded that the majority of respondents in this study do not agree with the statement and it is an indication that they have low turnover intention. Research conducted by (Yang and Jang, 2023) found that nurses who have a high level of Grit are used to facing various problems in their work and have consistency in achieving the long-term goals they have implemented in work affairs, furthermore this factor can influence them to stay at their work.

Finally, the hypothesis test (H6) showed that Grit has a negative and significant effect on turnover intention through job satisfaction. This finding indicates that job satisfaction can act as a mediation variable in the relationship between Grit and turnover intention. More specifically, Grit initially increases job satisfaction then, job satisfaction plays a role in lowering the turnover intention rate.

Based on Table 4, it can be seen that the direct effect of Grit on direct turnover intention is greater than the effect of Grit on turnover intention through the mediation effect of job satisfaction. This may be explained based on the

demographic data of respondents which the majority of respondents come from the health and pharmaceutical industry.

The industry demands a high level of Grit on its employees, so that even without going through job satisfaction they have a tendency to stay on their jobs. This is also supported by research conducted by Yang and Jang (2023) confirming the findings that the health industry, especially in regional trauma centres, requires workers, including nurses to have high Grit levels because the industry has large demands of responsibility, such as dealing with severe trauma patients quickly and accurately, which can lead to high levels of emotional stress. The high turnover rate of workers reflects how difficult the challenges in this job are, so Grit is the key to success in working in the sector.

Apart from the phenomenon presented in the background regarding the characteristics of millennial employees who tend to change jobs, the findings in this study actually show that the turnover intention rate in millennial employees is low. This dynamic can be explained by the negative and significant influence of job satisfaction on turnover intention. These findings indicate that the higher the level of job satisfaction of millennial employees, the lower their desire to change jobs.

In the opposite, the level of job satisfaction is a key factor that helps reduce the intention to move in millennial employees. In this context, factors such as Grit, work-life balance and compensation also play an important role in forming job satisfaction in millennial employees, thus contributing to a low level of turnover intention. In conclusion, an organisational strategy that focuses on increasing job satisfaction and managing these factors can be the key to retaining millennial employees in the long term.

5.1 Limitation

This research has some limitations that need to be considered in order to understand the complexity and interpretation of the findings to be more thorough. First, variables such as Grit, work-life balance and job satisfaction involve internal aspects and subjective feelings that are difficult to measure directly. This research does not combine quantitative and qualitative approaches, or conduct further exploration using qualitative methods to understand research variables in more depth. In other words, this research is limited to the use of quantitative methods only and does not include subjective or contextual aspects that can be expressed through qualitative methods.

The next limitation is in the results of this study that the results of this study tend to apply only to situations or populations that have similarities to the samples used in the study. In other words, the generalisation of these findings may be limited to a similar context of the general characteristics of respondents involved in the research.

6. Conclusion

The results of the hypothesis test in this study show that all hypotheses are accepted. It was found that Grit, work-life balance, and compensation have a positive and significant effect on job satisfaction in millennial employees. Furthermore, this research also proves that Grit and job satisfaction have a negative and significant effect on turnover intention and the last one is the confirmation of the role of job satisfaction as a variable that mediates the relationship between Grit and turnover intention.

6.1 Implication

In the theoretical aspect, the results of this research can contribute to understand the factors that affect job satisfaction and turnover intention in millennial employees. This theoretical implication can play a role in the development of organizational theory by introducing the role of job satisfaction mediation in explaining the relationship between Grit and turnover intention. In terms of management, this research can provide a view in understanding and increasing job satisfaction of millennial employees.

Leaders and managers can use these findings to design more effective strategies for managing millennial employees, including through the implementation of Grit development programs, supporting work-life balance, and evaluating compensation policies.

6.2 Recommendation

In designing steps to increase job satisfaction and reduce turnover intention, there are several suggestions that we propose based on the results of this research. First, organisations can put together a Grit development program that includes training and support for millennial employees.

Second, special attention needs to be paid to work-life balance initiatives, such as flexibility of working time and leave policies that can be adjusted to the needs of employees. Third, organizations should routinely evaluate their compensation policies to stay in line with the expectations of millennial employees. Overall, organizations should consider the preferences of millennial employees in relation to Grit, work-life balance, and compensation to improve job satisfaction, which may can contribute to a decrease in the level of intention to move within the organization

6.3 Declaration of Interest Statement

The authors declare that there are no conflicts of interest regarding the publication of this paper. The research was conducted independently, and there are no financial or personal relationships that could inappropriately influence or bias the content of the

work presented. Additionally, this research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

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