

Employee Engagement, Job Satisfaction and Intention to stay among Millennial IT Employees in India: A Structural Equation Modelling Approach

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Abstract

This research proposes to explore the effects of employee engagement and job satisfaction on the intention to retain millennial employees employed in India's IT sector. Utilizing a survey methodology with a sampling of 384 participants, and employing the Structural Equation Model, the first step of this research validates the measurement model by conducting confirmatory factor analysis, reliability, and validation analysis. The outcomes of this research reveal a strong positive relationship between employee engagement and job satisfaction and a strong positive relationship between employee engagement and intention to retain, where job satisfaction is a significant predictor of the intention to retain. The results of the mediation analysis also explain that job satisfaction partially mediates the relationship between employee engagement and the intention to retain, explaining that there is a greater probability of retaining an engaged employee, who in turn is satisfied with their occupation.

Key Words: Employee Engagement, Job Satisfaction, Intention to Stay, Millennials, SEM Approach

1 Introduction

In recent years, both academics and practitioners have examined and debated employee engagement. Any firm needs human capital in the form of workers, and in the current period, which is marked by high employee turnover and elevated absenteeism, keeping people is a difficulty. Since prior research indicates that strong employee engagement leads to increased productivity, greater levels of citizenship behavior, employee satisfaction, and ultimately improved performance, it is crucial and critical (Sahni, 2021).

Companies focused on business development recognize the importance of investing in human resources to minimize employee turnover costs, which can average around \$13,996 per employee, according to the U.S. Bureau of Labor Statistics. Investment in employee development, including training and skills enhancement, leads to greater job absorption and organizational engagement, as noted. emphasizes that companies demonstrating a commitment to employee development foster a sense of value among employees, which is crucial for engagement (Listian Indriyani Achmad, Noermijati, Rofiaty, 2023). Furthermore, findings indicate that employee engagement mediates the relationship between training opportunities and the intent to remain with the company. Retaining talented employees necessitates the implementation of suitable policies and practices that align with employee needs, promoting a conducive work environment. Proactive retention strategies not only enhance productivity and cohesion but also mitigate the risk of losing specialized knowledge when high-performing employees leave, as high turnover can significantly impact a

company's success. Therefore, companies must prioritize employee retention to sustain productivity and morale.

A company's success is influenced by employee involvement in a variety of ways. Employee loyalty and productivity, jobsatisfaction, customer satisfaction, and company reputation are all correlated with engagement. The degree to which employees are committed to a person, a value, or an organization endeavor may be characterized as employee engagement. Although there is a precise meaning, the word IT is often used to refer to anything having to do with computers. IT is defined by Sun as "the technology involving the development and use of computer systems, software, and networking for the sorting and dissemination of data." Even if computers had been around before 1987, their main function was to conduct computations. This definition was first presented in 1987(Singh, 2021). The computer components required to communicate directly with the programs that powered the process. For instance, in order to add two numbers, the programmer had to write a program that would first retrieve one number from a specific location into a register, then retrieve the second number from another specific location and add the two numbers together in a third specific location. IT as we know it now would never have existed without the creation of a programming language.

In the federal government, organizational turnover is significantly influenced by employee turnover intention. discovered that although Millennials are more likely than other federal employees to intend to leave, overall job satisfaction is a predictor of this desire. The federal government has more over 15,000 voluntary terminations as of June 2018. Over two million federal service personnel were engaged by the federal government as of 2013. discovered that employee job satisfaction in the US Federal Government is significantly influenced by diversity and moral leadership. Because the findings showed that ethical leadership moderates the association between management representativeness and job satisfaction, Moon and Jung's research is pertinent to the current investigation(Calecas, 2019).

The profitability and viability of contemporary businesses depend heavily on employee retention. High staff turnover rates may have a number of detrimental effects on the company, including higher training and recruiting expenses, decreased productivity, and the loss of important expertise and experience (Karyati et al., 2025). In order for businesses to successfully and efficiently accomplish their strategic objectives, human resource management places a high premium on keeping competent workers. Furthermore, retaining employees helps to boost the organization's overall performance and maintain a stable work environment(Nguyen & Vu, 2025). Employees that are emotionally invested and feel appreciated are more likely to be loyal, which boosts their drive and dedication to the business. Accordingly, a successful retention strategy fosters long-term development and promotes the organization's culture in addition to lowering the expenses related to staff turnover (Wadia & Bisht, 2023).

Due to their current dominance in the global workforce, millennials and Gen Z have significantly altered workplace culture and organizational dynamics. Millennials have dominated the workforce since the early 2020s, according to 2020 Pew Research Centre research, but Gen Z is rapidly entering the economy and is predicted to take the lead in the years to come(Wibaselpa et al., 2025). These two generations are recognized for their distinctive traits, which include a desire for flexible work schedules, heavy reliance on digital technology, and ideals that prioritize striking a balance between personal and professional life.

2 Literature review

This research (Antony Selvi, R. Santiago; Madhavkumar, 2022) aimed to identify the critical factors that contribute to millennial worker retention and provide recommendations for retention tactics by reviewing relevant literature. 44 research articles were examined in order to get pertinent information for this investigation. Work-life balance, career development opportunities, meaningful work, ongoing feedback and recognition, competitive pay and benefits, job engagement, and relationships with superiors and coworkers were found to be the most important factors for retaining millennial employees in 4.0 organizations. It suggested that companies should rethink their retention plans in light of the most important characteristics.

The research (Jena & Nayak, 2023) looked at how organizational engagement (OE) and job engagement (JE) mediate the link between organizational career development (OCD) and millennial employee retention. Using a structured questionnaire survey, 422 employees from information technology companies in India provided their data, which was then analyzed using structural equation modeling (SEM) at a 95% confidence level. The SEM results showed a favorable correlation between OCD and employee retention (ER), which was largely mediated by JE and OE. By demonstrating the mediating function of JE and OE in the connection between OCD and ER, the research makes a contribution.

The goal of this research was too (Chavadi et al., 2021) looked at how job satisfaction influences turnover intention and job mismatch among millennial employees in Bengaluru. The survey included 247 millennial workers from various businesses in Bengaluru. Statistical techniques such as SPSS 20, AMOS 20, and the Sobel-Z test were employed for analysis. research shows that work mismatch has a positive association with turnover intention, but job satisfaction has a negative link with turnover intention. The relationship between job mismatch and job satisfaction was negative. Job satisfaction was shown to partly moderate the association between job mismatch and turnover intentions. The survey revealed that millennials regard personal progress to be the most important element influencing their job satisfaction. This research can be useful since it has an influence on organizational activities (particularly human resource management techniques).

The study (García & Roman-calderon, 2018) examined how employee participation affects job satisfaction among millennial employees in Colombia. Data were collected from 2103 millennial employees from 11 organizations throughout Colombia's five major cities. The empirical data demonstrate that, for millennial employees, there has a positive correlation Engagement and job satisfaction. Participating in company-wide choices has a greater positive influence on job satisfaction for millennial employees compared to other types of decisions Specific choices, such as those involving collaboration or primary duties at work. Millennial workers prioritize intrinsic components of their professions, including the opportunity to use their knowledge, which may lead to greater job satisfaction in a more participatory atmosphere.

This study (Purba, 2018) examined how work passion among millennial employees at BelantPersada Ltd affects turnover intentions, as measured by job satisfaction and work engagement. The sample included all 58 millennial employees of BelantPersada Ltd. Questionnaires were used to gather data, which was then analyzed using Hayes and Preacher's Macro PROCESS with the Statistical Package for the Social Sciences. The study

found that work passion strongly impacts engagement as well as job satisfaction. Work enthusiasm and engagement do not significantly affect turnover intentions. Additionally, job satisfaction has a considerable negative impact on turnover intentions. The study did not identify work involvement as a mediating variable. Job satisfaction, on the other hand, has shown to be an effective mediating variable. Research suggested that a strong work passion might lead to higher job satisfaction and lower turnover rates.

This research (Indrayani & Nurhatisyah, 2025) examined how ongoing commitment, work complexity, competence, and personal worth impact employee performance and job satisfaction among millennials. The study approached was quantitative, using a sequential explanatory design. Data was collected by a questionnaire, with 205 respondents, and analyzed using the structural equation model (SEM) can be utilized in conjunction with the linear structural relationship software (LISREL). Research on millennial employee performance and job satisfaction found that ongoing dedication, task complexity, and professional competence were important factors had a major impact. Millennial workers perform better when they are satisfied in their jobs. With satisfaction, millennial employees demonstrate a high level of devotion and skill. Only professional competence and job complexity have a substantial impact on millennial employee performance, according to study findings. Millennial employees have high levels of professional competence, including intellectual, emotional, and attitude, which leads to improved performance on complicated jobs.

This study (Atikayuniarti & Adhiatma, 2021) looked at how workplace engagement has a mediating role in increasing career satisfaction among millennial professionals. It underlines millennials' flexibility in changing conditions, which is a valuable quality in business. The study, conducted as explanatory research using a quantitative technique, focused on 150 lecturers aged 20 to 40 years at Islamic Higher Education institutions in Semarang, all of them had at least one year of service and valued Islamic principles. Data was acquired using Google Forms surveys and processed using SmartPLS version 3.3. The findings showed that both digitally mediated communication and spiritual work ideals have a strong favorable influence on career fulfilment via workplace engagement. Thus, work engagement has been found as an important mediator in the association between these characteristics and career satisfaction.

This research (Siahaan & Gatari, 2020) examined the impact of job engagement on the intention to quit among millennials. Using the convenience sample approach, the study included 446 millennial generation workers (aged 20-37) from different kinds of enterprises in Indonesia. The research tools included the Work as Meaning Inventory, the Utrecht Work Engagement Scale-9, and the Turnover Intention Scale. Work engagement has been shown to be a significant mediator between meaningful work and millennials' desire to quit their firm ($= -0.071$, $SE = 0.012$, $LLCI = -0.094$, $ULCI = -0.047$). It has believed that the study's results would give employers with knowledge on how to promote meaningful work and job engagement, hence improving the desire of millennial generation employees to remain longer with their firm or organization.

This research (Permana et al., 2023) examined how employee engagement influences job values and intention to remain. The approach was experimentally evaluated on 203 millennial and Gen-Z workers from state-owned firms in the Greater Jakarta region

(Jabodetabek). utilized multiple regression analysis to examined how work values impact intention to remain. The results showed some intriguing discoveries. Extrinsic work values had a favourable impact on intention to remain among millennials and Gen-Z, but intrinsic and leisure work values had no meaningful effect. The study does not suggest that employee engagement has a moderating effect in the positive association between extrinsic job values and desire to remain. explain the ramifications of the findings and provided suggestions for further study.

2.1 Research gap

Although earlier research has extensively examined millennial workers' job satisfaction, engagement, career advancement, and turnover intentions, significant research gaps remain. The majority of current research explores these variables in isolation or via limited mediating interactions, with no comprehensive paradigm explaining how many internal and extrinsic factors interact to impact retention and performance. Furthermore, the used of cross-sectional designs limits our knowledge of long-term behavioural changes and causal linkages. Many research was often limited to certain sectors, locations, or organizational settings, reducing the generalizability of results across industries. Furthermore, whereas job engagement and satisfaction are typically recognized as mediators, little attention has been paid to the combined effect of work values, job complexity, competence, and organizational practices on long-term commitment. There are also few comparable or comprehensive models that represent millennials' changing expectations in dynamic work situations. As a result, addressing these gaps requires a comprehensive, multidimensional strategy.

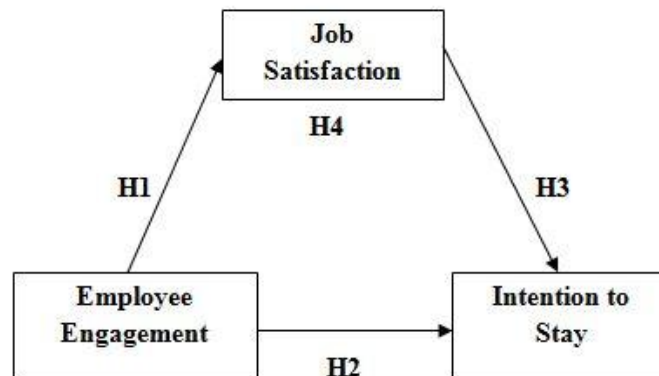
3 Methodology

3.1 Research design

The research design employed a quantitative analysis, using statistical and empirical analysis to examine the Employee Engagement, Job Satisfaction and Intention to stay among Millennial IT Employees in India: A Structural Equation Modelling Approach. A structured approach was used to systematically collect and analyse data from a representative sample of 384 respondents to ensure statistical reliability and validity. Data collection was conducted using a standardized questionnaire that includes Likert-scale questions to assess respondents' impressions of Job Satisfaction, Employee Engagement, and Intention to stay. The research used SPSS (Statistical Package for the Social Sciences) for data analysis, utilizing factor loadings, reliability analysis, and descriptive statistics to evaluate the dataset. AMOS (Analysis of Moment Structures) was employed for structural equation modelling (SEM) to analyse the interrelationships among the principal variables and to evaluate the provided hypotheses.

3.2 Conceptual Framework

Figure 1 Conceptual Framework



The suggested framework shows how job satisfaction, intention to stay, and employee engagement are related. Employee engagement is positioned as a critical antecedent that directly affects intention to stay (H2) and job satisfaction (H1), implying that engaged workers are more content with their positions and are more inclined to remain with the company. Additionally, job satisfaction has two functions: it mediates the relationship between employee engagement and intention to stay (H4) and directly influences intention to stay (H3), suggesting that greater job satisfaction lowers workers' desire to quit. This suggests that by raising workers' job happiness, engagement improves retention both directly and indirectly. In general, the framework highlights how important it is to promote employee engagement in order to increase job satisfaction and reinforce workers' desire to remain with the company.

3.3 Objectives

- To measure the levels of employee engagement, job satisfaction, and intention to stay among millennial IT employees.
- To examine the direct effects of employee engagement on job satisfaction and intention to stay, and the direct effect of job satisfaction on intention to stay among millennial IT employees.
- To analyze the mediating role of job satisfaction in the relationship between employee engagement and intention to stay among millennial IT employees.

3.4 Hypothesis

H1: Employee engagement has a positive and significant effect on job satisfaction among millennial IT employees.

H2: Employee engagement has a positive and significant effect on intention to stay among millennial IT employees.

H3: Job satisfaction has a positive and significant effect on intention to stay among millennial IT employees.

H4: Job satisfaction mediates the relationship between employee engagement and intention to stay among millennial IT employees.

3.5 Sample Selection

The study's sample consisted of 384 millennial IT employees in India, which has been thought to be sufficient for SEM analysis with many latent variables. A random selection

technique was used to choose millennial employees in India's IT sector, including people with a range of job experience and exposure to organizational procedures. Millennials were largely classified as being between the ages of 25 and 41, according to age standards that align with job categories. The demographic profile shows a balanced representation of income groups, job levels, work experience, gender, and educational background, reflecting the typical makeup of the Indian IT workforce and guaranteeing the sample's suitability for studying engagement, satisfaction, and retention dynamics.

3.6 Data collection

The research used a quantitative method and collected data in a systematic way to ensure the findings are accurate and reliable. The primary tool used to obtain answers from the participants was a structured questionnaire survey, which was used to collect primary data. Standardized measuring questions about employee engagement, job satisfaction, and intention to stay were included in the questionnaire. The respondents' levels of agreement were recorded using a Likert-type scale. The survey was conducted online to reach a larger audience and make it more convenient for IT professionals. The gathered data was checked for completeness and eligibility for SEM before analysis. In an effort to increase accessibility and response rates, the survey was disseminated via email and Google Forms in addition to, where practical, more conventional methods.

3.7 Measures

Data has been gathered with the help of a structured questionnaire. Questionnaire has been prepared using 5 Likert-scale (Strongly disagree to Strongly agree) where respondents will be asked to share their opinions regarding various research questions under study. Questionnaire has a set of both open ended and closed ended questions. Questions have been carefully crafted so as to gather meaningful information with respect to identified research variables. There are five categories of respondents in the survey and a separate questionnaire has been designed for each category of respondents. The below table shows variables and number of items considered for the study.

Table: 1 Variables and number of items

Constructs	Number of items
Job Satisfaction	5
Employee Engagement	5
Intention to stay	5

(Source: Compiled from collected data)

4 Results

This section describes the empirical findings of the study carried out among the millennial generation employees in the Indian Information Technology industry based on the sample of 384 study respondents. The main aim of the study is to apply Structural Equation Modeling in order to evaluate the theoretical relationships between employee engagement, overall job satisfaction, and intention to stay. The sample size for conducting the Structural Equation

Modeling study was determined to be sufficient as it contains 384 study respondents. This sample size enables the researcher to test the theory as it can include several latent constructs. The results are structured to evaluate the properties of the constructs formed as the initial step of the analysis and then the structural paths that correspond to the hypotheses of the study. Following this structure, the chapter starts by presenting the descriptive statistics and the demographics of the participants of the study to set the context of the younger and well-educated millennial generation of IT employees who are largely early-career employees. It then continues by presenting the results of the confirmatory factor analysis that are necessary to endorse the formed constructs before moving to the final structural model analysis results that show the effects of the constructs of the study on the conclusion of the structural model and thereby provide the data required by the research objectives of the paper.

Table: 2 Demographic Profiles of the Respondents

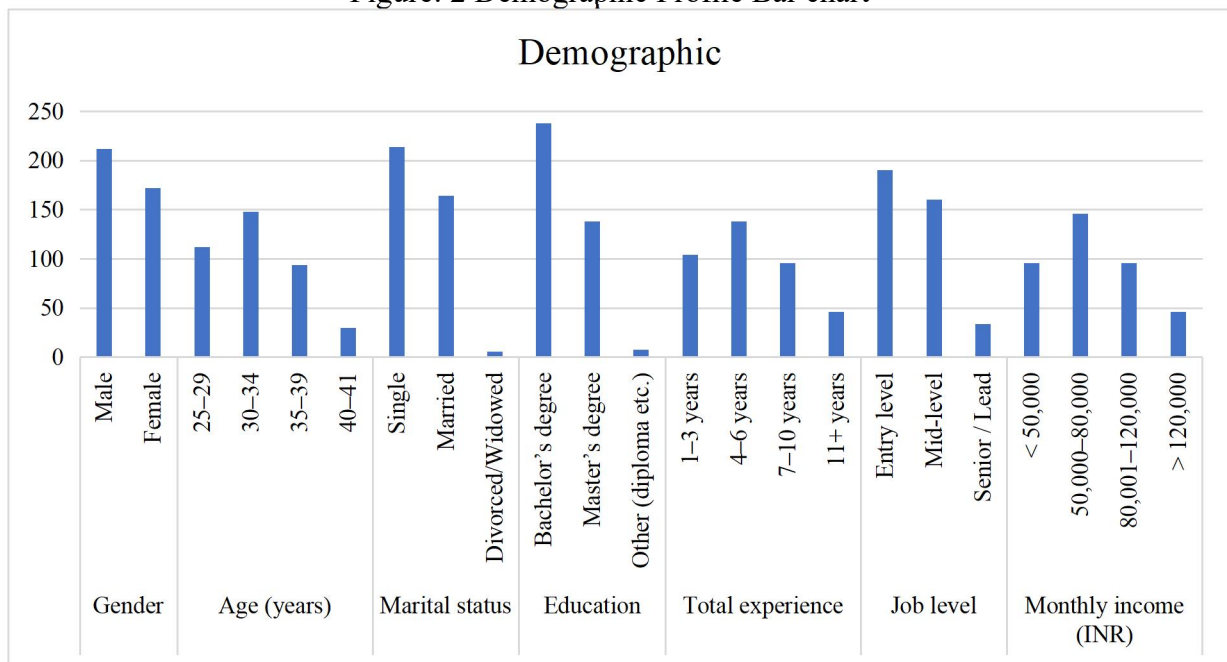
<i>Variable</i>	<i>Category</i>	<i>Frequency (n)</i>	<i>Percentage (%)</i>
Gender	Male	212	55.21
	Female	172	44.79
Age (years)	25–29	112	29.2
	30–34	148	38.5
	35–39	94	24.5
	40–41	30	7.8
Marital status	Single	214	55.7
	Married	164	42.7
	Divorced/Widowed	6	1.6
Education	Bachelor's degree	238	62
	Master's degree	138	35.9
	Other (diploma etc.)	8	2.1
Total experience	1–3 years	104	27.1
	4–6 years	138	35.9
	7–10 years	96	25
	11+ years	46	12
Job level	Entry level	190	49.5
	Mid-level	160	41.7
	Senior / Lead	34	8.9
Monthly income (INR)	< 50,000	96	25
	50,000–80,000	146	38
	80,001–120,000	96	25
	> 120,000	46	12

(Source: Compiled from collected data)

From the demographic profile Table-2, the representation of the study sample through male respondents is greater (55.21%), and the remaining significant share of 44.79% comprises female respondents, showing fair equality in representation of millennials of both genders in

the Indian IT sector workforce. In regard to age representation, the demographic profile shows the dominating segment of 67.7% of respondents belonging to the 25-34 age group and ascertains the sampling of mostly millennials in the study. Only a small representation of 7.8% of respondents falls into the 40-41 age group, showing negligible representation of older people in the study. Regarding married and unmarried representation of respondents, 55.7% of respondents are unmarried, and 42.7% are married; only a very small fraction of the respondents are divorced and/or widowed (1.6%). In regard to educational qualifications, it is observed that the sample is highly educated, with 62% possessing a bachelor's degree and an equal percentage (35.9%) possessing a master's degree, leaving only 2.1% in the category of 'other' educational qualifications such as a diploma. The collected data on total work experience identifies that about 63% of the participants possess between 1-6 years of experience, identifying the participants to be in the early to mid-career stage, though only 12% possess more than 11 years of work experience, putting them in the experienced employee's category. The composition of the participants in regard to their current designation also illustrates a young and junior organization structure, with nearly half of the participants (49.5%) in entry-level positions, 41.7% in mid-level designation, and only 8.9% in senior or leading positions. The monthly income values are set according to the experiences and job levels, where most people earn between INR 50,000 to 80,000 (38%); next come the rest who earn below INR 50,000 and INR 80,001 to 120,000, both 25% each, while 12% earn above INR 120,000. The reason why the values are set thus lies in the fact that a range of lower to average incomes is what most people at a junior stage in the IT industry have, while the other end represents those who have had extensive experience in the industry. Clearly, the demography supports a young, educated, and largely "junior" millennial generation, suitable for a research questionnaire related to employee engagement, job satisfaction, and retention in the IT industry at a whole in India. The frequency can observe in figure-2.

Figure: 2 Demographic Profile Bar chart



4.1 Confirmatory Factor Analysis (CFA)

Figure: 3 CFA- SEM Model

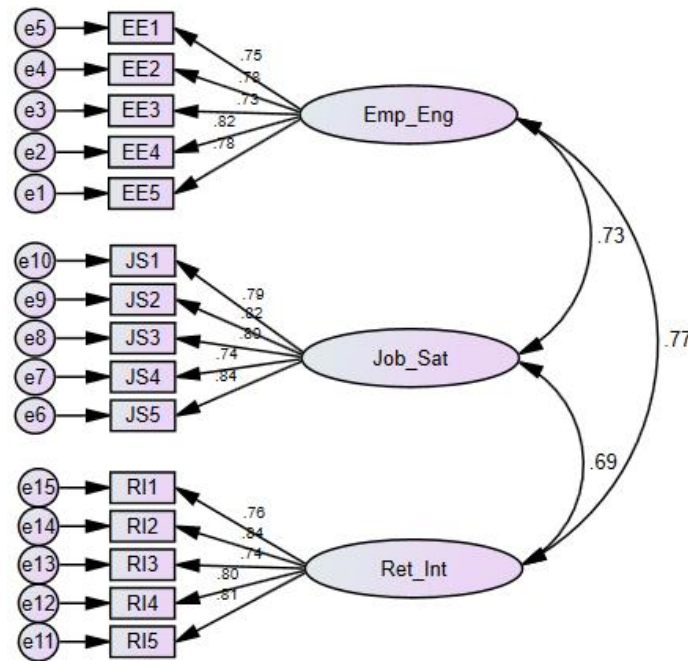


Table: 3 Standardized Regression Weights

	<i>Path</i>	<i>Estimate</i>	<i>S.E.</i>	<i>C.R.</i>	<i>P</i>
EE5	<--- Employee Engagement	.782			
EE4	<--- Employee Engagement	.820	.058	17.013	***
EE3	<--- Employee Engagement	.725	.060	14.704	***
EE2	<--- Employee Engagement	.783	.055	16.113	***
EE1	<--- Employee Engagement	.745	.068	15.184	***
JS5	<--- Job Satisfaction	.843			
JS4	<--- Job Satisfaction	.735	.052	16.304	***
JS3	<--- Job Satisfaction	.799	.053	18.380	***
JS2	<--- Job Satisfaction	.821	.052	19.137	***
JS1	<--- Job Satisfaction	.786	.054	17.926	***
RI5	<--- Intention to stay	.811			
RI4	<--- Intention to stay	.799	.055	17.446	***
RI3	<--- Intention to stay	.744	.058	15.865	***
RI2	<--- Intention to stay	.836	.056	18.517	***
RI1	<--- Intention to stay	.758	.059	16.265	***

(Source: Compiled from collected data)

Confirmatory factor analysis (CFA) analysis was undertaken to ensure the validity of the measurement model by testing whether the observed variables were consistently measuring the proposed three constructs of employee engagement, job satisfaction, and intention to stay.

The standardized regression weights in Table 3 shows that all the items have high loadings on the respective constructs, ranging from 0.725 to 0.843, which is well above the minimum requirement of 0.60 for indicator reliability in a confirmatory factor analysis. The Critical Ratio (C.R.) values are also high (all greater than 1.96) with significantly high values of p (all less than 0.001) indicated as ***; this confirms the results of the previous analysis and indicates a strong relationship among the constructs, linking a particular item to its construct. The findings indicate a satisfactory measurement model with the selected indicators being good and reliable for the analysis.

4.2 Reliability and Validity

Table: 4 Reliability & Validity Values

<i>Constructs</i>	<i>Cronbach's Alpha</i>	<i>AVE</i>	<i>CR</i>	<i>Factor Loadings</i>
Job Satisfaction	0.894	0.636	0.897	0.735 - 0.843
Employee Engagement	0.879	0.596	0.880	0.725 – 0.820
Intention to stay	0.892	0.893	0.625	0.744 – 0.836

(Source: Compiled from collected data)

The objective of the reliability and validity analyses is to determine how well the scales designed to measure employee engagement, job satisfaction, and intention to stay are internally consistent and correlated with their respective constructs. From the results shown in Table 4, the internal consistency of the constructs measures well, with alpha values ranging from 0.879 to 0.894, well above the acceptable diagnostic benchmark of 0.70 for social scientific studies. The composite reliability results (CR) are similarly satisfactory (0.880-0.897), further attesting the validity of the measurement scales. Considering the convergent validity, the AVE for constructs “job satisfaction” and “employee engagement” was found to be above the minimum acceptable requirement (AVE = 0.50), neither accounting for more variance nor meeting the acceptable factor-loading strength (AVE = 0.725-843). While the AVE does appear small for the “intention to stay” constructs in the table format, the satisfactory values for alpha, CR, and factor loading (0.744-836) altogether indicate the construct has acceptable convergent validity and that the measurement model is satisfactory for further structural equations analysis.

4.3 Discriminant Validity

Table: 5 Discriminant Validity Values

<i>Constructs</i>	Job Satisfaction	Employee Engagement	Intention to stay
Job Satisfaction	0.798		
Employee Engagement	0.727	0.772	
Intention to stay	0.685	0.768	0.790

(Source: Compiled from collected data)

Discriminant validity tests are also performed to determine if the latent variables in the proposed model are uniquely different from each other and not redundant to a greater extent. In Table 5 above, the square root of the highest AVE value appearing on the diagonal for job satisfaction (0.798), employee engagement (0.772), and intention to stay (0.790) is greater than the correlations appearing in the rows and columns of the constructs in Table 5 above. This supports the Fornell-Larcker criterion for testing the discriminant validity of the

proposed structural model above. The correlations between the constructs range from 0.685 to 0.768. In conclusion, the results provide an indication that the three constructs are statistically different from each other, thus establishing the validity of the proposed measurement model for the structural equation modeling technique.

4.4 Model Fit Summary

Table: 6 Overview of Model fit values

Variable	Value
CMIN/DF	2.506
P value	0.000
GFI	0.925
NFI	0.942
RFI	0.930
RMR	0.012
RMSEA	0.007

(Source: Compiled from collected data)

The assessment of model fit is done to check how well the specified CFA–SEM model reproduces the observed data and if it may be considered sufficient to represent the underlying relationships among the constructs involved. Results in Table 6 show acceptable to excellent model fit: normed chi-square at 2.506, which is within the suggested range of 1 to 3, means a reasonably good fit despite the significant p value, anticipated with large samples; incremental fit indices GFI (0.925), NFI (0.942), and RFI (0.930) all above the common threshold of 0.90, that means the proposed model fits substantially better than a null or independence model. In addition to this, residual-based indices are also very satisfactory: RMR is 0.012, which indicates very small average residuals, and the index of RMSEA stands at 0.007, well below the threshold of 0.05 for close fit. Altogether, these indices suggest that the measurement and structural model is well-specified and fits the empirical data very well, supporting the suitability of the model for testing hypotheses.

4.5 Analysis of Hypotheses

Direct Effect

Table: 7 Direct effect outcomes

Hypothesis	Relationship Path			Estimate	P-Values
H1	Employee Engagement	----->	Job Satisfaction	0.722	P<0.001
H2	Employee Engagement	----->	Intention to stay	0.762	P<0.001
H3	Job Satisfaction	----->	Intention to stay	0.686	P<0.001

(Source: Compiled from collected data)

The results of the direct effect presented in Table 7 offer strong empirical support to the proposed relationship between employee engagement, job satisfaction, and intention to stay

of millennial employees working in the IT industry in India. The relationship between employee engagement and job satisfaction (H1) is strongly positive and significant ($\beta = 0.722$, $p < 0.001$), suggesting that millennial employees who are more engaged at their workplaces experience a significant increase in job satisfaction, thus aligning with the objective of the proposed study examining the extent to which engaged employees feel satisfied with their job. The relationship between employee engagement and intention to stay (H2) has also come out to be strongly positive and significant ($\beta = 0.762$, $p < 0.001$), suggesting that millennial employees who are engaged at their workplaces tend to significantly have the intention to remain with their current organizations, thus aligning with the objective of the proposed theoretical framework examining the extent to which employee engagement drives the intention to remain at the organizations. The relationship between job satisfaction and intention to stay (H3) has also come out to be positively significant ($\beta = 0.686$, $p < 0.001$), thus suggesting that millennial employees who have expressed satisfaction with their job experience a significant increase in their intention to stay.

Mediating Effect

Table: 8 Mediating Effect Results

Hypothesis	Effect Type	Coefficient	Sig. P Value	Results
H4	Direct Effect (EE → RI)	0.470	P<0.01	Supported
	Indirect Effect (EE → JS → RI)	0.202	P<0.01	
	Total Effect (EE → RI)	0.672	P<0.01	

(Source: Compiled from collected data)

The mediating effect analysis was employed to explore if job satisfaction acts as the intervening mechanism by which the impact of employee engagement on intention to stay occurs among millennial employees in the IT industry in India, as per the study aim of verifying the mediating role of job satisfaction. From the results shown in Table 8, the positive impact of employee engagement on intention to stay, even after incorporating job satisfaction into the model, was found to remain positive and significant at $\beta = 0.470$, $p < 0.01$. However, the positive impact of employee engagement on job satisfaction, which further positively affects intention to stay, was found significant at $\beta = 0.202$, $p < 0.01$. Moreover, the overall impact of employee engagement on intention to stay, which includes both the positive direct impact as well as the positive impact via job satisfaction, was found significant at $\beta = 0.672$, $p < 0.01$. This thereby verifies the presence of complementary partial mediation, thereby ascertaining the importance of the theoretical proposition that job satisfaction plays a crucial role in the psychological mechanism connecting employee engagement with intention to stay, thus asserting the significance of IT firms' relentless efforts toward the promotion of high-level employee engagement as well as high-level job satisfaction toward the retention of millennial employees.

5 Discussion

The presentation of results clearly illustrates that the hypothesized links between employee engagement, job satisfaction, and intention to stay in millennials in IT are highly supported and consistent with earlier empirical research. The positive significant impact of employee engagement on job satisfaction and intention to stay supports Saks' (2006) findings proving that employee engagement forecasts positive attitudinal outcomes, including increased

satisfaction and decreased turnover intentions. The argument made by Schaufeli & Bakker (2004) suggesting that engaged workers exhibit stronger commitment and decreased turnover intentions was also found to be consistent with this study, which found that millennials' intentions to stay in IT were positively related to employee engagement. The significant path linking job satisfaction to intention to stay supports overall satisfaction-turnover research, including Harter et al. (2002), which found units with higher satisfaction and engagement to have lower employee turnover and better performance. The role of job satisfaction in mediating engagement-intention to stay also builds on these findings, elucidating the psychological processes underlying the engagement-staying intentions link. For instance, not only did Saks (2006) find that engagement mediated the link between antecedents (support and justice) and their outcomes of job satisfaction and intention to quit, but the current study's findings indicate a mediator role for job satisfaction, implying that millennial employees' engagement leads to a series of more positive assessments about their work, which in turn harden into staying intentions. The current study's findings also align with Schaufeli & Bakker's (2004) conceptualization on worker demands-resources, where engagement created by resourcefulness leads to desirable worker outcomes like a lessened turnover intention; in the current study, it was found to be a crucial attitudinal outcome to engender staying intentions from engagement. Studies in India in various IT companies also suggest an overarching link between employee engagement, satisfaction, and retention; for instance, a study on IT employees found out that their engagement and higher satisfaction influenced their reduced attrition intentions and higher company loyalty. Overall, the current research validates and expands existing theoretical and empirical contributions to engagement and retention by showing, within a millennial IT workforce, that employee engagement has both direct and indirect associations with intention to stay via job satisfaction. Such a set of associations implies that a company cannot solely count on its engagement programs but also has to ensure that its employees exhibit a high level of engagement along with work conditions that encourage stable job satisfaction, as conceptualized by Macey and Schneider's insights into engagement conditions. This research, by testing these relationships through structural equation modeling among Indian millennial IT employees, contributes to existing knowledge in the international engagement-retention literature by providing evidence particular to different geographical and industry contexts, as well as emphasizing that engagement and satisfaction strategies are likely to bring concrete gains to retention of digital IT workers with a higher level of skills.

6 Conclusion

The findings in this chapter are meant to address how employee engagement and job satisfaction influence intention to stay in millennial generation employees in the information technology industry in India, and the findings in hypothesis testing offer conclusive evidence in favor of the conceptual model used in this study. The structural paths show that employee engagement has a large and positive effect on job satisfaction and intention to stay, suggesting that when millennial generation employees are encouraged, involved, and committed to their job roles, it leads to their elevated levels of job satisfaction and causes them to be committed to the present organizations in which they are placed. Job satisfaction is shown to be an important predictor of intention to stay, suggesting that this is a critical outcome construct in manifesting workers' day-to-day experience into long-run organizational commitment. The mediation analysis also supports that job satisfaction partially mediates between employee engagement and intention to stay, indicating that a higher level of employee engagement has a direct and indirect positive influence on retention

through higher levels of job satisfaction. Ideally, this complementary relationship between employee engagement and job satisfaction indicates that a higher level of employee engagement leads to positive experiences that, in turn, influence higher levels of job satisfaction, as satisfied employees are also likely to perceive their organization favorably and decrease thoughts about departure. Overall, it can be concluded that these findings support the hypothesis that employee engagement is placed between organizational outcomes and antecedents and that the critical behavioral outcome is intention to stay. From a conceptual perspective, it can be concluded that this chapter supports engagement-based models that are responsible for retention among millennials, while, on a more applied level, it is important to note that IT firms targeting young employees to stay should systematically invest in creating engaging work contexts that simultaneously improve job satisfaction levels and, consequently, intention to stay among employees.

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