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EXAMINING THE INFLUENCE OF THREE-DIMENSIONAL PATERNALISTIC LEADERSHIP ON TURNOVER INTENTION AMONG MILLENNIAL EMPLOYEES IN CHINA

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Abstract:

This study explores the intricate relationship between three-dimensional paternalistic leadership and the turnover intentions of millennial employees within the context of China. Using a sample of 241 millennial employees from private enterprises in China, the research employs SPSS and PLS analysis to uncover significant findings. The results reveal that three-dimensional paternalistic leadership directly impacts the turnover intentions of millennial employees. However, the study has limitations due to the use of single respondent and cross-sectional data, which may affect the rigor and generalizability of the findings. Despite these limitations, the study offers important management and decision-making insights, enriching the understanding of three-dimensional paternalistic leadership and its effects on millennial employees' turnover intentions, thus encouraging further research in this area.

Keywords:

Millennial Employees, Paternalistic Leadership, Turnover Intention, China

Introduction

The millennial employees have become the main force in the workplace (Bartz et al., 2017). The millennial employees are considered the most populous and diverse generation. On a global scale, the millennials accounts for 1.8 billion people, equivalent to 23% of the global population (Visual Capitalist, 2021). Most millennials are located in Asia, with approximately 400 million people in China (Lin, 2018). By 2025, the millennial employees are expected to account for 75% of the global workforce (Timmes, 2022). Due to their more frequent job changes than the older generation, they are known as the "job hopping generation" (Gallup, 2019; Smith, 2023). The millennial employees are the largest and most diverse generation with high turnover rates. A high turnover rate can cause significant losses to the company. As millennial employees become an important part of the workplace, organizations are concerned about how to retain them (Siegfried Jr., 2008; Long, 2017; Harlianto, 2021). Therefore, how to attract, retain, and manage millennial employees, improve enterprise management, is a key issue in promoting the healthy and sustainable development of enterprises.

According to the New Generation Employees' Workplace Trend Report (CIIC Consulting, 2021), the influx of millennial employees poses challenges to business management. On average, millennial employees change jobs every 2-3 years, with private enterprises having the highest turnover rate in the first year. Overall, the average turnover rate of the new generation of employees is 2-3 years, and the voluntary turnover rate within five years is about 20% (CIIC Consulting, 2021). In addition to work-related factors, corporate management style and interpersonal relationships, mainly including leadership management style and leadership employee dynamics, are also key factors influencing millennial employees' turnover (Long, 2017; Harlianto, 2021; Wolor et al., 2021; Moreno et al., 2022). In management practice, leadership plays a crucial role, and effective leadership is a key factor in long-term enterprise management (Bass, 1990; Meraku, 2017; Kumari & Singh, 2019). The connotation, style, and practice of leadership are indeed influenced by culture (Bond & Kahn, 1988; House et al., 1999; Tsang, 2007; Taleghani et al., 2010; Warner, 2012). With the rapid development of China's economy and society, leadership research based on Chinese culture has gradually emerged. Among them, the most influential is the paternalistic leadership theory (Farh & Cheng, 2000; Cheng et al., 2004; Lu et al., 2022). The paternalistic leadership theory originated from traditional Chinese social culture and widely exists in various Chinese organizations (Cheng et al., 2004; Tsang, 2007; Lu et al., 2022). It mainly includes three dimensions: authoritarian leadership, benevolent leadership, and ethical leadership (Zhang et al., 2015; Sosik et al., 2019). Millennial employees are recognized as a 'job-hopping' generation, displaying a propensity for frequent job changes and exhibiting lower engagement levels in the workplace (Adkins, 2016; Knapp, 2017; Ng & Salamzadeh, 2020). Despite the prevalence of millennial employees in today's global workforce, which constitutes the largest segment of the workforce (Lee & Cho, 2016; Negoro & Wibowo, 2021), there are limited studies on the turnover intention of millennial employees. While extensive research has been conducted on the impact of leadership styles on employee turnover intention, the relationships between leadership styles and turnover intention among millennial employees are notably under-explored (Amayah & Gedro, 2014; Negoro & Wibowo, 2021). The knowledge and understanding of the leadership style preferences and unique work dynamics of millennial employees remain inadequately explored in the existing literature (Lu & Gursay, 2016; Gallup, 2019; Negoro & Wibowo, 2021). Specifically, there is a lack of a comprehensive model in explaining the three-dimensional paternalistic leadership based on the millennial employees' perspective.

Therefore, this study elucidates a three-dimensional paternalist leadership to understand which dimensions of paternalist leadership have a direct impact on the turnover intention of millennial employees. In addition, the existing empirical background used to study the direct impact of leadership on employee turnover intention is mainly dominated by developed economies. This study has the opportunity to investigate organizational development phenomena in developing economies such as China. The main contribution of this study is to explore the impact of the three dimensions of paternalistic leadership on the likelihood of turnover intention of millennial employees, enriching the understanding of the comprehensive structure of the trinity of paternalistic leadership and advancing studies on paternalistic leadership. An interesting insight drawn from the study findings suggests that not all dimensions of paternalistic leadership have a significant direct impact on the turnover intention of millennial employees. In addition, this study contributes to the conceptualization of the controversial aspect of paternalist leadership. Understanding the impact of various dimensions of paternalistic leadership can provide significant insights for organizational and institutional decision-makers, providing them with relevant support to enhance leadership performance and reduce millennial employee's turnover intentions.

The remaining of the paper is structured as follows. The following section reviews the literature behind this study and proposes hypotheses. The third section explains the data and methods used, and the fourth section reports and discusses the research results. Finally, this article introduces the conclusions, significance, and limitations of the study.

Literature Review

Paternalistic Leadership

Zheng et al. (2000) defined paternalistic leadership as comprising three dimensions: authoritarianism leadership, benevolence leadership, and moral leadership. Paternalistic leadership embodies a strong humanistic approach, characterized by distinct variations among its three types. Firstly, authoritarianism leadership adopts a commanding style, stressing the leader's absolute authority and control, expecting subordinates to comply with assignments and follow directives without question. Secondly, benevolence leadership focuses on empathy and support for subordinates, demonstrating care for both their professional and personal lives, and striving to enhance their welfare. Lastly, moral leadership is defined by noble character, self-discipline, and selflessness, emphasizing a clear delineation between public and private values, and guiding through personal example.

Throughout Chinese history, the roots of authoritarianism lie in a centralized monarchy spanning millennia. Confucian principles elevate the family as the core of society, emphasizing unwavering obedience to uphold social order (Chen & Farh, 2012; Li & Sun, 2015; Chien, 2016; Jiang, 2019; Zhang, 2020). This cultural tendency towards authority extends into organizational dynamics, supported by the amalgamation of Confucianism and Legalist philosophy (Chien, 2016; Zhang, 2020; Meng et al., 2022). Benevolence leadership in Chinese culture intertwines with Confucian ideals, emphasizing moral values, hierarchy, and interdependence (Zhang, 2020; Liu & Xie, 2023). Confucian teachings stress reciprocal care and respect between leaders and followers, fostering gratitude and loyalty essential for societal harmony (Lin & Sun, 2018; Jiang, 2019; Luo, 2023). Moral leadership, grounded in Confucianism, emphasizes personal virtues as fundamental for societal well-being (Yang et al., 2008; Gu et al., 2015; Lin & Sun, 2018; Meng et al., 2022). Leaders, bestowed with authority, are expected to lead by example for the collective good (Zhang, 2020; Meng et al., 2022; Luo,

2023). In enterprises, moral leadership demands adherence to ethical conduct, reflecting Confucian principles (Zheng et al., 2011; Xu & Deng, 2019). This focus on virtuous leadership ensures the responsible exercise of power and societal stability (Lou & Shen, 2016; Gong et al., 2021; Meng et al., 2022).

Millennials

The millennial generation refers to people born between 1980 and 2000 (Stein, 2013). The millennial generation, also known as the "Y generation," "me," or "generation network," is typically described as the generation born in the last 20 years of the 20th century (Howe & Strauss 2000; Edge, 2014; Al-Asfour & Lettau, 2014; Morrell & Abston, 2018). In recent years, a significant influx of millennial knowledge workers has entered the workforce, injecting vitality with their passion for innovation, continuous learning, and agile mindset (Gallup, 2019; Negoro & Wibowo, 2021). They are often characterized as "job hoppers" due to their tendency to change jobs every two years on average, with around 20 job transitions throughout their careers (Edge et al., 2011; Kaifi et al., 2012; Fromm et al., 2015; Kassab, 2016).

Turnover Intention

Turnover intention encompasses a sequence of psychological processes and behaviors that reflect dissatisfaction with the current situation, a propensity to explore new job opportunities, and the potential for securing alternative employment (Mobley et al., 1979; Sousa-Poza & Henneberger, 2004; Tanova & Holtom, 2008; Bennett, 2009). Turnover intention is a crucial predictor of actual turnover behavior, demonstrating a strong alignment between the two variables, making it a valuable predictor of employee turnover (Bothma & Roodt, 2013; George & Wallio, 2017; Kim et al., 2018; Qu & Chen, 2018; Belete, 2018). Voluntary turnover poses greater challenges for organizations compared to involuntary turnover, especially when experienced or skilled employees depart (Belete, 2018). The impact of high turnover rates has spurred employers to pinpoint factors contributing to turnover intention and subsequent high turnover rates (Kim et al., 2019). Notably, employees often follow through on their expressed intention to resign, making voluntary resignation a critical issue for organizations (Chiu & Francesco, 2003). Losing skilled employees through voluntary resignation depletes human capital, leading to reduced productivity and efficiency (Belete, 2018; Bothma & Roodt, 2013).

Paternalistic Leadership and Turnover Intention of Millennial Employees

Extant studies have investigated the relationship between paternalistic leadership and turnover intention. Paternalistic leadership has a direct impact on turnover intention (Liao et al., 2017; Ugurluoglu et al., 2018; Yuniasanti et al., 2019; Bedi, 2020; Abbas et al., 2020; Islam et al., 2022). Of the three dimensions of paternalistic leadership, authoritarianism leadership has a positive correlation with employees' turnover intention (Liao et al., 2017; Fang et al., 2019; Abbas et al., 2020; Islam et al., 2022), whereas there is a negative correlation between benevolence leadership and moral leadership with employees' turnover intention (Fang et al., 2019; Islam et al., 2022). However, there is a lack of research on the impact of three dimensions on demographic leadership on the turnover intention of the millennial employees as a specific group.

Authoritarianism Leadership

A positive link between authoritarian leadership and millennial employees' turnover intention, building on prior studies that have found a positive effect of authoritarianism leadership on turnover intention (Potipiroon & Chumphong, 2022; Zhou et al., 2023). The evidence consistently shows that authoritarian leadership correlates positively with turnover intention,

indicating a higher likelihood for employees under such leadership to consider leaving their positions (Puni & A, 2016; Potipiroon & Chumphong, 2022). Additionally, this study integrates findings that highlight and emphasize that leaders employing authoritarianism styles may prompt employees to consider turnover (Wang et al., 2018). Building on this nuanced understanding, this study proposes the following hypothesis:

H1: Authoritarianism leadership is positively associated with millennial employees' turnover intention.

Benevolence leadership

Some existing studies indicate that benevolence leadership emerges as a significant factor with a compelling negative impact on turnover intention (Potipiroon & Chumphong, 2022; Khairy et al., 2023). By prioritizing employee well-being and comfort, benevolence leaders contribute to fostering positive outcomes such as increased organizational commitment and a positive work environment, cultivated by benevolence leadership, emerges as a key driver in mitigating turnover intention among employees (Chan & Mak, 2012; Potipiroon & Chumphong, 2022; Khairy et al., 2023). Based on the above discussion, this study presents the following hypothesis:

H2: Benevolence leadership is negatively associated with millennial employees' turnover intention.

Moral Leadership

Some existing studies indicate that moral leadership significantly reduces turnover intention (Saleh et al., 2022; Guo, 2022). This negative impact is rooted in the high moral standards of moral leaders, who treat employees fairly and minimize harm to their interests (Bao & Li, 2019; Guo, 2022); alleviating work-related stress; the fairness and ethical behavior exhibited by moral leaders contribute to stress reduction, further lowering turnover intention among employees (Elçi et al., 2012). Summarily, this study posits the following hypothesis:

H3: Moral leadership is negatively associated with millennial employees' turnover intention.

The above hypothetical relationships were incorporated into the research model and summarized as follows (see Figure 1 and Table 1).

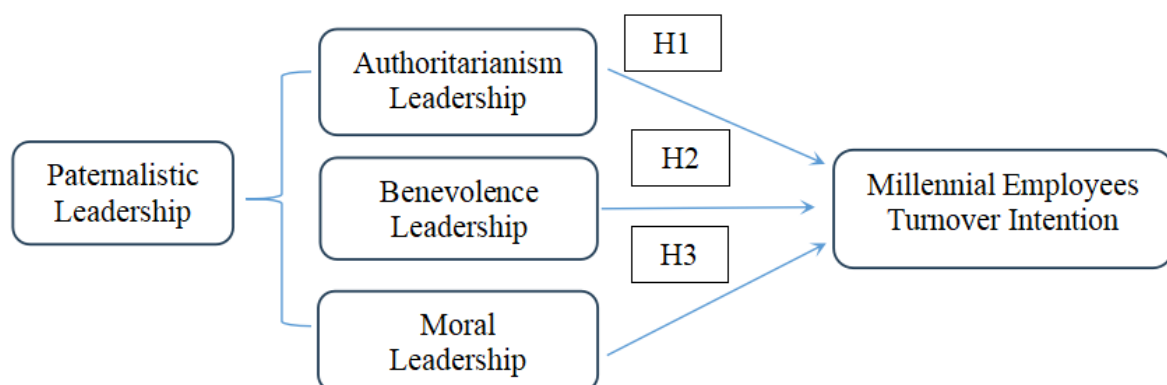


Figure 1: Research Framework

Table 1: Hypotheses of the Study

No.	Hypothesis
H1	Authoritarianism leadership is positively associated with millennial employees' turnover intention.
H2	Benevolence leadership is negatively associated with millennial employees' turnover intention.
H3	Moral leadership is negatively associated with millennial employees' turnover intention.

Data and Methodology

This study adopts quantitative research methods, particularly sampling surveys as the research strategy to collect data. This method is very suitable for studying objectives, especially for identifying association patterns and measuring the effects between various variables (Bryman, 2012; Pallant, 2013). The motivation for choosing quantitative research is to help thoroughly test hypotheses and explore the interactions between variables.

The focus of this study is on a unique group with common characteristics relevant to the study. Specifically, the target audience includes millennial employees in China, especially private enterprise employees in the four key cities of Beijing, Shanghai, Guangzhou, and Shenzhen. As emphasized in previous studies, these cities are renowned for their strong economy, abundant employment opportunities, and a large number of millennial employees (Liu, 2014; Wan, 2018; Shen, 2019). This study used purposeful sampling because of its effectiveness in investigating populations with common characteristics (Li, 2017). This study used online survey methods to collect data through email and social applications such as WeChat and Weibo. Online surveys can effectively reach a wider geographical audience, thereby saving time and costs (Li, 2017).

This study used an electronic questionnaire consisting of two parts. Part 1 (including demographic information and history) and Part 2 (including structure, answered using a 5-point Likert scale (e.g. 1="strongly disagree", 5="strongly agree"; 1="strongly dissatisfied", 5="strongly satisfied"). It is recommended to use the 5-point Likert scale method in the questionnaire to display the intention level of the target population (Li, 2017). The questionnaire was translated into Chinese for the convenience of domestic Chinese respondents to fill out. This study used the reverse translation method, which is the most commonly used technique for checking translation accuracy in research (Douglas & Craig, 2007). In order to protect personal privacy, the respondents in the questionnaire were anonymous and received an explanation form outlining their research intentions to encourage them to complete the questionnaire.

This study analyzed the data using Statistical Product and Service Solutions (SPSS) and Partial Least Squares (PLS). PLS was chosen to analyze the hypothetical relationships proposed in this study, as it can evaluate the importance of the model's direct relationship between factors (Hair et al., 2017).

Results and Discussion

A total of 245 questionnaires were distributed to the target survey subjects, including 241 valid questionnaires and 4 invalid questionnaires, with an effective rate of 98.37%. Due to incomplete answers and respondents not meeting the criteria, a total of 4 questionnaires were

excluded. Exclusion is to avoid data and results being distorted due to non-representative samples. In the final result, 241 questionnaires were coded for analysis purposes.

Table 2 presented a summary of the demographic profiles of the target respondents in this study. Among the 241 target respondents surveyed, the main age range is between 20 and 30 years old. The education level of the respondents is mainly bachelor's and master's degrees. The monthly salary of the respondents mainly ranges from 9000 yuan to 11999 yuan and above 12000 yuan.

Table 2: Profile of Respondents - Demographic

Variables	Categories	Frequency	Percentage
Age	24 - 30 years old	172	71.37
	31 - 35 years old	46	19.09
	36 - 40 years old	16	6.64
	41 - 44 years old	7	2.90
Gender	Male	115	47.72
	Female	126	52.28
Marital Status	Single	156	64.73
	Married	85	35.27
Level of Education	Vocational School/Junior College	26	10.79
	Bachelor's Degree	142	58.92
	Master's Degree	63	26.14
	Doctoral Degree	10	4.15
City	Beijing	66	27.39
	Shanghai	57	23.65
	Guangzhou	62	25.73
	Shenzhen	56	23.24
Monthly Income	Below 6,000RMB	10	4.15
	6,000RMB to 8,999RMB	30	12.45
	9,000RMB to 11,999RMB	108	44.81
	More than 12,000RMB	93	38.59
Job Position	Financial Officer	27	11.20
	HR (Human Resources)	29	12.03
	Clerk	29	12.03
	Administrative Staff	32	13.28
	Operations Staff	52	21.58
	Marketing Personnel	29	12.03
	Technical Staff	34	14.11
	Others	9	3.74
Length of Service	Less than 1 year	60	24.90
	1-2 years	99	41.08
	3-4 years	50	20.75
	More than 5 years	32	13.28
Reasons for Choosing this Company	Salary	160	66.39
	Benefits	196	81.33
	Personal Development	128	53.11
	Company Background	203	84.23
	Company/Team Atmosphere	87	36.10

Leader	115	47.71
Others	0	0

n = 241 respondents = 100%

Descriptive Analysis

Descriptive analysis shows the mean and standard deviation of all structures. The results indicate that the average value of this variable is between 2.809 and 3.862, and the standard deviation value is between 0.965 and 1.188. The analysis of the data indicates that the data in the receipt is true, valid, and has a certain degree of representativeness. Table 3 shows the detailed data of the mean value and standard deviation of all variables.

Table 3: Descriptive Analysis

Constructs	Number of Items	Mean	Std.Deviation
Authoritarianism leadership	9	2.809	1.188
Benevolence leadership	11	3.161	1.109
Moral leadership	6	3.862	0.965
Turnover Intention	6	2.792	1.000

Path Coefficient

Path Coefficient is an important evaluation for Structural Model Analysis. The t-value was used to evaluate the significance and relevance of the variables' relationship. Hair et al. (2017) proposed that the Direct Effect analysis should use the 1-tail category's criterion. Based on the analysis, for 1-tail, the t-value of H1, H2 and H3 were more than 2.33, and the p-value were less than 0.01, which showed the significance and relevance between the structures. The values of H1, H2 and H3 showed significance impact. Table 4 presented the results of the t-value and p-value.

Table 4: Path Coefficient

Hypothesis	Relationship	Original sample	Sample mean	Standard deviation	T statistics	P values
H1	AL -> TI	0.203	0.211	0.078	2.599	0.009
H2	BL -> TI	-0.539	-0.531	0.097	5.549	0.000
H3	ML -> TI	-0.184	-0.183	0.054	3.390	0.001

Based on the PLS-SEM analysis, the result presented that all 3 hypotheses were supported. Table 5 presented all details of hypothesis testing result in this study.

Table 5: Results of Hypothesis Testing

Hypothesis	Description	Result
H1	Authoritarianism leadership is positively associated with millennial employees' turnover intention.	Supported
H2	Benevolence leadership is negatively associated with millennial employees' turnover intention.	Supported
H3	Moral leadership is negatively associated with millennial employees' turnover intention.	Supported

This study delves into the impact of the three-dimensional paternalistic leadership on the turnover intention of millennial employees, aiming to comprehensively elucidate its impact by integrating the perspectives of this population. Existing research has different results about the influence of the three-dimensional paternalistic leadership on millennial employees' turnover intention. Some studies suggest that benevolence leadership, and moral leadership of paternalistic leadership mitigate turnover intention, while authoritarianism leadership may increase turnover intention (Liu, 2020; Islam et al., 2022). Conversely, other research findings indicate a tenuous or inconsistent relationship between these constructs (Liu, 2020; Tu, 2021; Peng, 2022). Notably, there lack of proper comprehensive model in examining three-dimensional paternalistic leadership from the viewpoint of the millennial employees, particularly within Asian contexts (Lu et al., 2022; Fu & Xie, 2023).

This empirical investigation offers support for the former perspective, furnishing detailed insights into the impact of paternalistic leadership on millennial employees' turnover intention. The three-dimensional paternalistic leadership has a significant impact on the turnover intention of millennial employees. The results of this study are consistent with previous studies on the impact of authoritarianism leadership on employee turnover intention (Liu, 2020; Tu, 2021; Peng, 2022; Islam et al., 2022). Specifically, authoritarianism leadership in three-dimensional paternalistic leadership has a positive impact on the turnover intention of millennial employees. The higher the level of authoritarianism leaders, the higher the turnover intention of millennial employees, which is more likely to lead to their turnover (Sukmasari, 2021; Peng, 2022). The results of this study are consistent with previous studies on the impact of benevolence leadership on employee turnover intention (Potipiroon & Chumphong, 2022; Khairy et al., 2023). Specifically, benevolence leadership in three-dimensional paternalistic leadership has a negative impact on the turnover intention of millennial employees (Abbas et al., 2020; Potipiroon & Chumphong, 2022). Higher levels of benevolence leadership correlate with diminished turnover intention (Chan & Mak, 2012; Potipiroon & Chumphong, 2022; Islam et al., 2022; Lu et al., 2022; Khairy et al., 2023). The results of this study are consistent with previous studies on the impact of moral leadership on employee turnover intention (Liao et al., 2017; Suifan et al., 2020; Beshr et al., 2022). Specifically, moral leadership in three-dimensional paternalistic leadership has a negative impact on the turnover intention of millennial employees (Liao et al., 2017; Li & Lu, 2019; Xiong et al., 2023). Higher levels of moral leadership correlate with diminilead turnover intention (Li & Lu, 2019; Beshr et al., 2022; Suifan et al., 2020; Shahab et al., 2021; Saleh et al., 2022; Xiong et al., 2023).

These findings align with the study's premise, emphasizing the importance of considering millennial employees' perspectives alongside three-dimensional paternalistic leadership to comprehend the determinants of turnover intention. Authoritarianism leadership, benevolence leadership and moral leadership emerges as pivotal factors in mitigating turnover intention among millennial employees, underscoring the substantial influence of paternalistic leadership in this demographic. These findings are consistent with the premise of the study, emphasizing the importance of considering the perspectives of millennial employees while incorporating three-dimensional parental leadership to understand the determinants of turnover intention. Benevolence leadership, and moral leadership of three-dimensional paternalistic leadership have become a key factor in reducing the turnover intention among millennial employees, highlighting the significant impact of parental leadership in this population.

Conclusion

Theoretical Implications

This study delves into the interconnectedness of three-dimensional paternalistic leadership and turnover intention from the perspective of millennial employees. It underscores the significance of understanding how millennial employees perceive and react to various leadership styles and behaviors. By integrating millennial employees' viewpoints on leadership, organizations can develop more effective strategies to reduce turnover intention. This enriches existing literature by emphasizing the importance of millennial employees in leader-member relationships and the need for deeper insights into their perspectives on leadership and turnover intentions (Friani & Mulyani, 2018; Yuniarti et al., 2019; Easton & Steyn, 2023). This study enriches the literature on three-dimensional paternalistic leadership in the context of Asian countries, especially China. The three-dimensional Paternalist leadership is more comprehensive, helping researchers gain a more comprehensive and in-depth understanding of paternalist leadership. This study helps us understand how paternalistic leadership influences the turnover intention of millennial employees; this is of great significance not only for China, but also for other countries with similar cultural backgrounds. In addition, this study provides background insights and enhances our current understanding of paternalistic leadership and its impact on the turnover intention of millennial employees, which is particularly important given the increasing presence of millennial employees in the global workforce.

Managerial and Practical Implications

This study provides valuable insights for organizations seeking a deeper understanding of the millennial employees and aiming to reduce the turnover rate of millennial employees. It emphasizes the importance of three-dimensional paternalistic leadership in reducing millennial employees' turnover intentions. By strengthening parental leadership practices, organizations can address the preferences and motivations of millennial employees, thereby cultivating greater loyalty within the workforce (Nazir et al., 2020; Peccianti, 2020; Galdames & Guihen, 2022). Essentially, this study provides actionable insights into organizational management, emphasizing the importance of strengthening paternalistic leadership practices as a mechanism for cultivating positive leadership and member relationships. By addressing these factors, organizations can actively respond to the departure challenges of millennial employees and cultivate a more satisfied and dedicated workforce. In addition, in recent decades, the Chinese government has undergone significant economic and industrial transformation to accelerate the country's economic and industrial development (Chen & Xie, 2019; Dobronogov et al., 2019; Hu, 2021). Private enterprises are an important component of the Chinese economic market. These companies can enhance the loyalty of millennial employees by improving their corporate culture, adjusting their leadership management models, and enhancing their paternalistic leadership skills. For example, by emphasizing equality and a positive corporate culture, integrating positive aspects of paternalist leadership to adapt to management styles, and cultivating mutual respect, understanding, and trust between leaders and team members. Addressing and reducing the intention of millennial employees to resign not only contributes to healthy business growth, but also contributes to national economic development (Wan & Duffy, 2023; Minzlaff et al., 2024).

Limitations and Suggestions for Future Research

This study has some limitations. First, the findings of this study indicate the influence of paternalistic leadership and millennial employees' turnover intention, future studies can attempt to incorporate mediating factors such as LMX, organizational commitment, and work

environment to test whether the relationship between the two can be strengthened. This helps to have a more comprehensive understanding of the turnover intentions of the millennial employees. Future studies should adopt a multi-level approach, considering various factors and their direct, indirect, and moderating effects, in order to deepen our understanding of the impact of paternalistic leadership on the turnover intentions of the millennial employees. In addition, considering personal factors such as risk-taking and control can enrich the understanding of the interactive impact on turnover intention. This method will help to gain a detailed understanding of this phenomenon and help develop more effective organizational management strategies. Secondly, this study only focuses on the background of a single country and the data collected from a single respondent in private enterprises. Future research can attempt to extend research models to other countries to improve the universality of research results and provide more insights.

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