

## The Millennial Workforce: How do They Perform in the Organization?

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### Abstract:

**Background:** Organizations today are facing the challenges of dynamic expectations for the organizational performance. The organizational productivity is not only achieved by efficient and effective employees but with further criteria today. The purpose of this study is to analyze the impact of millennial workforce's attitude, working environment and job satisfaction and to examine the achievement in their job performance.

**Materials and Methods:** The data collection is done through distribution of questionnaire, where the population is consisted of employees from various sectors of professions in Jakarta, Indonesia. This is a descriptive and verification research, the descriptive methods is based on assessment analysis and the verification methods is based on quantitative analysis. The sample determination is done through Simple Random Sampling and the analysis technique is using Partial Least Square (PLS).

**Results:** The results show that working environment has the most significant influence on job satisfaction compared to employee attitude in order to improves the achievement of the job performance.

**Conclusion:** Thus, to encounter the migration of the millennial generation to take over the management from the earlier generation, organizations need to pay more attention and understand the perceptions of the millennial workforce and also the working environment in order to improve their job performance and better contribution to the organizations.

**Keywords:** Employee Attitudes, Working Environment, Job Satisfaction, Job Performance, Millennial Generation

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### I. Introduction

Demographic changes have major implications that could affect today's business activities. Demographics discuss about population, location, age, gender, race, occupation, which may also infer a major impact on the capacity of an organization which is consisted of five generation groups as generally discussed according to the Central Bureau of Statistics in Indonesia (2016). The mentioned generation are classified as: Veteran Generations, Baby Boomer Generations, X Generations, Y/Millennials Generations, and Z Generations.

The list of generation presented below are prepared for the forecasting of the projection progress which was prepared and done in 2016. The data and information presented in the forecast is to illustrate the current national and provincial level of conditions.

Table 1: List of Generation

No.	Year of Birth	Generation
1.	1925-1946	Veteran Generation
2.	1946-1964	Baby Boom Generation
3.	1965-1976	X Generation
4.	1977-2000	Y Generation (Millennials)
5.	After 2000	Z Generation

Source: Central Bureau of Statistics (2016)

*Veteran generation* is the oldest generation born before 1946 during the time of global economic chaos caused by the World War II. This generation possess responsible to handle important tasks. They tend to be patriotic, law-abiding and rules obedient. *Baby Boomers generation* was born before 1964 after the end of World War II and rearrangement of life. Named as Baby Boomers due to the huge numbers of baby born within that era as many has died in the war. Born in the era of lack employment and economic chaos, this generation has high curiosity, independence and focused more on careers and achievements. *X generation* was born before 1976, this generation was born during the turmoil and transition of economic, social cultural, technological and industrial transformation. This condition has made them to be more tolerant, independent, diligent in working

and possess entrepreneurial spirit. They also experience the transition period where manual has been taken over by automation. *Y or Millennial generation* was born before 2000 within the rapid development of technology. This generation has a unique characteristic based on region and socio-economic conditions. Due to the technological advances, this generation has familiarity with communication, media and digital technology which make them more creative, informative, passionate and productive. This generation involves technology in all aspects of their life. *Z generation* was born before 2010, this generation is the transition from Y or Millennial when technology is developing tremendously, they tend to be instant and easily adapted to communication technology and online applications.

Looking at the mindset, environment and life styles experienced by each of the generations which has significant differences that will certainly contribute positive and negative impacts. This generation differences will have a significant impact on the transition of labor in each of the company. According to the data from Central Bureau of Statistics in 2016 that the composition of the population in 2016 can be described as follows:



**Figure 1: Composition of Population**  
Source: Central Bureau of Statistics (2016)

Organization today are facing two generations, the X and Y generation who have a significant difference both in mindset and characters which might encounter incompatibility of task accomplishment if these differences are not handled with care. Nevertheless, millennial workers are supposed to give hope to the organization as they are more capable of developing technology and communication to help innovating the company, but many companies are facing the challenges of somewhat less commitment of the millennial generation compare to the previous.

Dale Cargenie Indonesia conducted a research entitled "Employee Engagement Among Millennials" in 2016 stated that only 25% of the millennial workforce was fully involved with the company where they worked. In fact, the millennial as the main workforce in the company are supposed to take over the responsibility from the earlier generation who are entering their retirement session. The company are facing challenges to welcome the millennial workforce to take over the management and extend the business.

## II. Research Gap

Based on several discussion of the previous research, according to Smith & Nichols (2015) explained that as more of this millennial generation will take control, greater research will need to be conducted to understand what can motivate and lead this new generation. Buzza (2017) stated in his research that corporations should understand the millennial generation properly as they are entering the job market in order to recruit the best talent. Calk & Patrick (2017) conducted their research and expressed that organizations today are struggling to recruit and retain talent from the millennial generation and found out that the millennial workforce is motivated by basic needs and the desire for belonging, and seek actualization through challenging and meaningful work. Pyoria et al (2017) explain that the millennials are more prepared to change to a different occupational field than older employees, but this is not a new tendency, and therefore the generational gap remains unaffected. Reyes & Norona (2019) stated that companies in the telco industry should implement incentive programs to improve the job satisfaction of the millennials in terms of salary and benefits. The above research discussed more on the style and character of the millennial workers and generation, while this research seeks to find out the problems encountered and provide solutions in overcoming the issues and recommending solutions to be taken to solve the issues based on the constructed variables.

## III. Literature Review

### Employee Attitude

According to Robbins & Judge (2015:98) that attitude is an evaluative revelation that is either beneficial or unfavorable about objects, people, or events. Attitude reflects how we feel about something. When you say "I like my job," you express your attitude about work. Attitudes are sometimes quite complex. If you

ask someone about their attitude toward religion, or the organization they work for, you might get a simple answer, but the underlying reasons might be complicated. To fully understand attitudes, we must consider their fundamental characteristics or components.

Robbins & Judge assumes that attitude has three basic components as the dimensions in this research variable:

- **Cognitive** – an attitude in the form of opinion or belief in something.
- **Affective** – an attitude in the form of feeling or emotional about something.
- **Behavioral** – an attitude that explains the willingness to behave towards someone or something.

### **Working Environment**

Noe, Hollenbeck, Gerhart & Wright (2017:53) stated that to meet the challenges of sustainability, companies need to identify through their selection process whether the prospective employees value the consumer relations and have the level of interpersonal skills needed to work with fellow employees in the team. To meet these three challenges, companies need to take advantage of the diversity of values, abilities, and perspectives that employees bring to the workplace.

Soelton and Atnani (2018) explain that a good working environment can lead to a good working atmosphere between employees and their colleagues so that they can support each other to complete the work given to them. A conducive work environment can also create good job satisfaction so that it can produce a better performance for the company.

According to Noe, Hollenbeck, Gerhart & Wright that the work environment consists of five dimensions in this research variable:

- **Working Hour** – the determination of working hours determined by the company since the first start of work.
- **Esteem Needs** – awards that will be given to the outstanding employees.
- **Working Place Environment** – the environment where the workforce is carrying out their work.
- **Workers Relationship** – the relationship where employees can behave and respect their co-workers.
- **Job Security** – a safe working environment for the workers in carrying their work.

### **Job Satisfaction**

Lussier & Hendon (2016:363) emphasize that job satisfaction is a feeling of well-being and acceptance in a place within the organization, and is generally measured along a continuum from satisfied/positive/high to dissatisfied/negative/low. Job satisfaction is very important because it can affect many other factors in the workplace, such as productivity, absence, and employee turnover. Job satisfaction is useful for the assessment of a company, because companies need to know in general how satisfied the workforce is at one time in a company.

Djamil and Sutawijaya (2018) stated that job satisfaction is a set of goals about pleasant and unpleasant feelings expressed by employees in a company which is related to their work. Job satisfaction has a crucial impact to the job performance, that is why organization need to care for their employee's job satisfaction review.

Lussier & Hendon emphasizes that job satisfaction has five basic dimensions that are closely related to the definition of job satisfaction:

- **Job Satisfaction** – a description of a person's feelings for his work.
- **Reward Satisfaction** – a description of a person's feelings for the rewards received from a company.
- **Satisfaction Supervision of Superior** – a description of a person's feelings towards supervision from their superiors.
- **Satisfaction of Co-workers** – a description of a person's feelings towards colleagues in the company.
- **Satisfaction of Promotion** – a description of a person's feelings for promotion in a company.

### **Job Performance**

According to Colquit, Lepine & Wesson (2017:33) that job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment. Job performance includes behaviors that are within the control of employees, but it places a boundary on which behaviors are relevant to job performance.

Robbins & Judge (2015:543) explained that in the past, most organizations assessed only how well employees performed the tasks listed on a job description, but today's less hierarchical and more service-oriented organizations require more. Researchers now recognize three major types of behavior that constitute performance at work:

- **Task Performance** – performing the duties and responsibilities that contribute to the production of a good or service or to administrative tasks. This includes most of the tasks in a conventional job description.

- **Citizenship** – actions that contribute to the psychological environment of the organization, such as helping others when required, supporting organizational objectives, treating co-workers with respect, making constructive suggestions, and saying positive things about the workplace.
- **Counterproductivity** – actions that actively damage the organization. These behaviors include stealing, damaging company property, behaving aggressively toward co-workers, and taking avoidable absences.

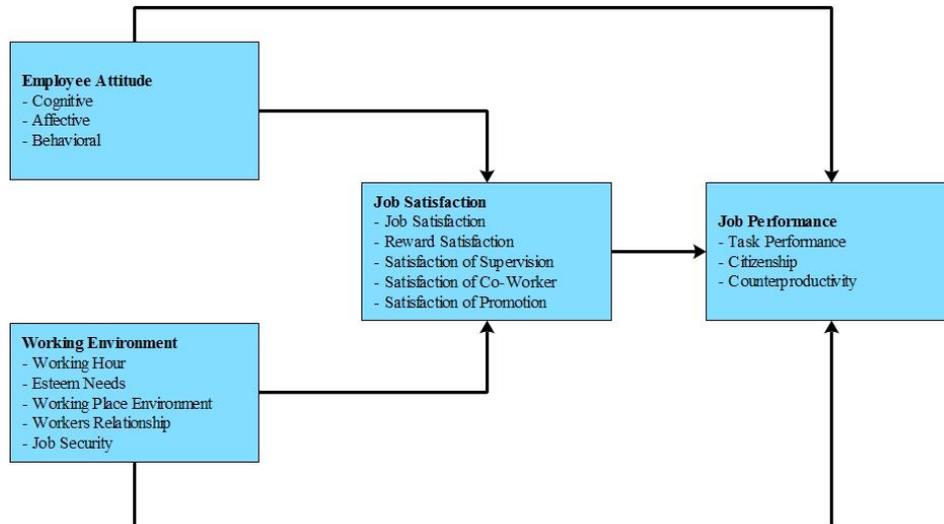


Figure 2: Research Paradigm

#### IV. Methodology

The research designed in this study is using strategic human resource management approach that includes the operationalization variables, data collection method and information collection, defining the population, calculating the sample size and sampling techniques. The design of the analysis conducted in the testing research hypothesis by conducting the study of employees from various sectors in Jakarta, Indonesia. This research begins with the preliminary research done through 30 employees as respondent and follow by formulating constructs of the research variables.

The formulation and purpose of this study is to describe and reveal the interrelationship between the research variables explained above. This research is using descriptive and verification method with the type of causal investigation on the relationship and influence between the exogenous and endogenous variables.

The process of observation in this research is using time horizon with cross section/one shot, the collective data is obtained through the research done in 2019, the unit of the analysis are the employees of various sectors in Jakarta, Indonesia. The observation unit is the millennials workforce from various sectors. The design of analysis used is to test the hypothesis and to examine the relationship between the research variables by using *Partial Least Square (PLS)*, one of the alternative method of structural analysis from *Strutural Equation Modeling (SEM)*.

The validity testing was done by using the sample of 159 respondents randomly on the millennials workforce from various sectors. The attempt of this validity testing is to find out the eligible of the selected items including the overall data collection process. The result of the validity test are as follows:

Table 2: Validity Test Results

Variable	Dimension	Item	Correlation	Description
Employee Attitude	Cognitive	X11	0.547	Valid
		X12	0.617	Valid
		X13	0.702	Valid
		X14	0.649	Valid
		X15	0.607	Valid
	Affective	X21	0.795	Valid
		X22	0.799	Valid
		X23	0.760	Valid
		X24	0.693	Valid
		X25	0.796	Valid
	Behavioral	X31	0.590	Valid
		X32	0.652	Valid
X33		0.719	Valid	

Working Environment		X34	0.646	Valid
		X35	0.794	Valid
	Working Hour	X41	0.701	Valid
		X42	0.509	Valid
		X43	0.680	Valid
		X44	0.592	Valid
		X45	0.792	Valid
		X51	0.746	Valid
	Esteemed Needs	X52	0.548	Valid
		X53	0.667	Valid
		X61	0.687	Valid
	Working Place Environment	X62	0.595	Valid
		X63	0.678	Valid
		X64	0.569	Valid
		X65	0.606	Valid
	Workers Relationship	X71	0.610	Valid
		X72	0.609	Valid
		X73	0.534	Valid
		X74	0.532	Valid
		X75	0.525	Valid
Job Security	X81	0.678	Valid	
	X82	0.666	Valid	
	X83	0.650	Valid	
Job Satisfaction	Job Satisfaction	Y11	0.509	Valid
		Y12	0.555	Valid
		Y13	0.625	Valid
		Y14	0.771	Valid
		Y15	0.699	Valid
	Reward Satisfaction	Y21	0.613	Valid
		Y22	0.612	Valid
		Y23	0.675	Valid
	Satisfaction of Supervision	Y31	0.635	Valid
		Y32	0.652	Valid
		Y33	0.624	Valid
		Y34	0.629	Valid
		Y35	0.621	Valid
	Satisfaction of Co-Workers	Y41	0.685	Valid
		Y42	0.540	Valid
		Y43	0.747	Valid
		Y44	0.588	Valid
		Y45	0.744	Valid
	Satisfaction of Promotion	Y51	0.625	Valid
		Y52	0.673	Valid
Y53		0.686	Valid	
Y54		0.704	Valid	
Y55		0.552	Valid	
Job Performance	Task Performance	Z11	0.772	Valid
		Z12	0.820	Valid
		Z13	0.812	Valid
	Citizenship	Z21	0.817	Valid
		Z22	0.820	Valid
		Z23	0.825	Valid
	Counterproductivity	Z31	0.728	Valid
		Z32	0.671	Valid
Z33	0.662	Valid		

Source: From Data Processing (2019)

Reliability test of this research data is using Cronbach's Alpha coefficient method. The Cronbach's Alpha coefficient is the reliability coefficient most commonly used because coefficient will indicate the variance of items with either correct or incorrect format such as Likert scale format. The Cronbach's Alpha coefficient is mostly used to evaluate internal consistency.

The criteria of determining a valid item and having a reliable value that can be accepted are based on the table described below:

**Table 3: Standard Criteria of Validity and Reliability Testing**

Description	Reliability	Validity
Good	0.8	0.5
Acceptable	0.7	0.3

Marginal	0.6	0.2
Poor	0.5	0.1

Source: Barker, Pistrang dan, Elliot (2002:70)

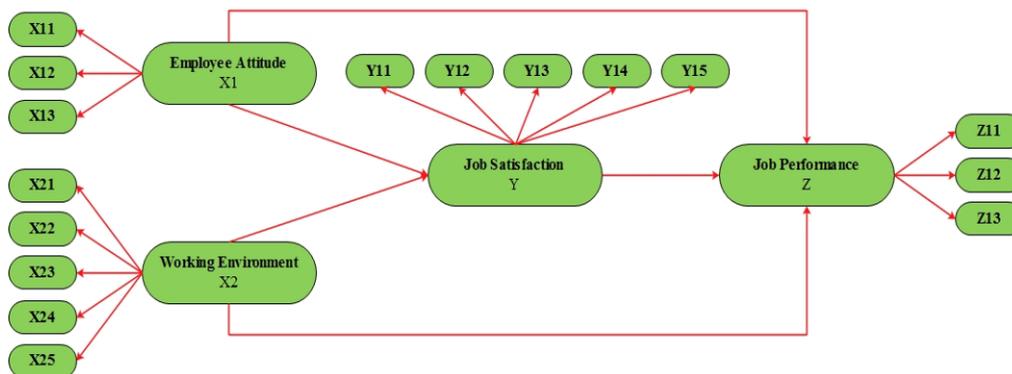


Figure 3: The Correlation of Variables  
Source: From Data Processing (2019)

### V. Result and Discussion

The results of descriptive analysis conducted on human resources (HR) show that HR is an important asset of the company that must be managed properly because the performance of HR can determine the organization's performance in achieving its objectives. The changing of era and generations have shown significant changes, so they must understand and manage them properly so as not to create problems for the company. Every generation shows a big difference, so this is a challenging process for the companies to manage their human resources.

The measurement model of analysis above showed the link between manifest variables (indicators) and each of the latent variables. The analysis of the measurement model is to test the validity and reliability of each of the dimensions and the indicators utilized to measure the variables constructed earlier. The analysis of the measurement model will describe the value of discriminant validity by looking at the value of square root of Average Variance Extracted (AVE) with the suggestion value above 0,5, loading factor (>0.5), and constructed Composite Validity and Reliability (Cronbach's Alpha >0.70), are concluded that the dimensions and indicators are classified as reliable. As showed below:

Tabel 4: Goodness of Fit Model (GoF)

Variable	AVE	Composite Reliability	Cronbach's Alpha	R Square	Q Square
Employee Attitude	0,687	0,838	0,831	-	0,288
Working Environment	0,627	0,900	0,887	-	0,398
Job Satisfaction	0,642	0,926	0,916	0,632	0,421
Job Performance	0,763	0,919	0,899	0,546	0,404

Source: From Data Processing (2019)

The value of  $R^2$  shows that the criterion is strong, with large Q value, this figure conclude that the propose model are supported by the empirical research classified as *fit*. Similarly, the value of AVE is >0.5, which indicate that all variables in the model are estimated to meet the criteria of discriminant validity. The value of both Composite Reliability and Cronbach's Alpha for each of the variables are >0.70, which means that all the researched variables are classified as reliable and the outer model of this research is also classified as *fit*.

Table 5: Loading Factor AntarVariabel Laten-Dimensi

Variabel Laten-Dimensi	Loading factor ( $\lambda$ )	Standard Error (SE)	T Statistics ( $\lambda$ /SE)
Cognitive → X11	0.588	0.166	5.738
Cognitive → X12	0.671	0.162	6.285
Cognitive → X13	0.742	0.125	7.537
Cognitive → X14	0.697	0.153	6.600
Cognitive → X15	0.658	0.164	6.186
Affective → X21	0.529	0.108	8.897
Affective → X22	0.514	0.095	5.389

Affective → X23	0.774	0.105	8.500
Affective → X24	0.679	0.134	6.820
Affective → X25	0.534	0.120	8.463
Behavioral → X31	0.611	0.104	5.855
Behavioral → X32	0.682	0.098	6.994
Behavioral → X33	0.739	0.067	11.062
Behavioral → X34	0.678	0.091	7.485
Behavioral → X35	0.534	0.118	8.521
Working Hour → X41	0.702	0.108	7.719
Working Hour → X42	0.516	0.069	7.437
Working Hour → X43	0.685	0.108	7.565
Working Hour → X44	0.595	0.108	6.742
Working Hour → X45	0.798	0.098	5.066
Esteem Needs → X51	0.755	0.090	5.028
Esteem Needs → X52	0.545	0.062	8.714
Esteem Needs → X53	0.674	0.101	7.706
Working Place Environment → X61	0.691	0.054	12.788
Working Place Environment → X62	0.602	0.068	8.820
Working Place Environment → X63	0.685	0.052	13.172
Working Place Environment → X64	0.570	0.061	9.287
Working Place Environment → X65	0.611	0.060	10.116
Workers Relationship → X71	0.608	0.072	8.472
Workers Relationship → X72	0.616	0.060	10.353
Workers Relationship → X73	0.534	0.067	8.018
Workers Relationship → X74	0.538	0.062	8.741
Workers Relationship → X75	0.527	0.071	7.417
Job Security → X81	0.680	0.057	11.859
Job Security → X82	0.667	0.060	11.091
Job Security → X83	0.654	0.060	10.966
Job Satisfaction → Y11	0.507	0.072	7.076
Job Satisfaction → Y12	0.558	0.059	9.472
Job Satisfaction → Y13	0.629	0.056	11.327
Job Satisfaction → Y14	0.768	0.079	5.921
Job Satisfaction → Y15	0.700	0.044	15.867
Reward Satisfaction → Y21	0.614	0.065	9.424
Reward Satisfaction → Y22	0.610	0.070	8.712
Reward Satisfaction → Y23	0.672	0.051	13.187
Satisfaction of Supervision → Y31	0.641	0.068	9.437
Satisfaction of Supervision → Y32	0.657	0.067	9.753
Satisfaction of Supervision → Y33	0.628	0.066	9.439
Satisfaction of Supervision → Y34	0.636	0.066	9.603
Satisfaction of Supervision → Y35	0.628	0.065	9.729
Satisfaction of Co-Worker → Y41	0.691	0.067	5.849
Satisfaction of Co-Worker → Y42	0.540	0.064	8.505
Satisfaction of Co-Worker → Y43	0.745	0.075	5.927
Satisfaction of Co-Worker → Y44	0.589	0.059	9.936
Satisfaction of Co-Worker → Y45	0.743	0.095	8.643
Satisfaction of Co-Promotion → Y51	0.625	0.067	9.334
Satisfaction of Co-Promotion → Y52	0.673	0.059	11.377
Satisfaction of Co-Promotion → Y53	0.686	0.058	11.772
Satisfaction of Co-Promotion → Y54	0.705	0.057	12.272
Satisfaction of Co-Promotion → Y55	0.551	0.084	6.526
Task Performance → Z11	0.776	0.044	17.584
Task Performance → Z12	0.824	0.042	19.797
Task Performance → Z13	0.814	0.038	21.209
Citizenship → Z21	0.817	0.037	21.956
Citizenship → Z22	0.821	0.037	22.386
Citizenship → Z23	0.815	0.041	18.926
Counterproductivity → Z31	0.730	0.043	16.890
Counterproductivity → Z32	0.674	0.059	11.374
Counterproductivity → Z33	0.664	0.069	9.602

Source: From Data Processing (2019)

The result of measurement based on the data processing of model analysis on the dimensions indicates that the overall indicators which were processed above are classified as valid, as most of the value from the loading factors are greater than 0.70.

The measurement model of latent variables against the dimensions explain the validity of the dimensions in order to measure the research variables. The following table shown below present the results of the measurement model analysis of each latent variable against the dimensions.

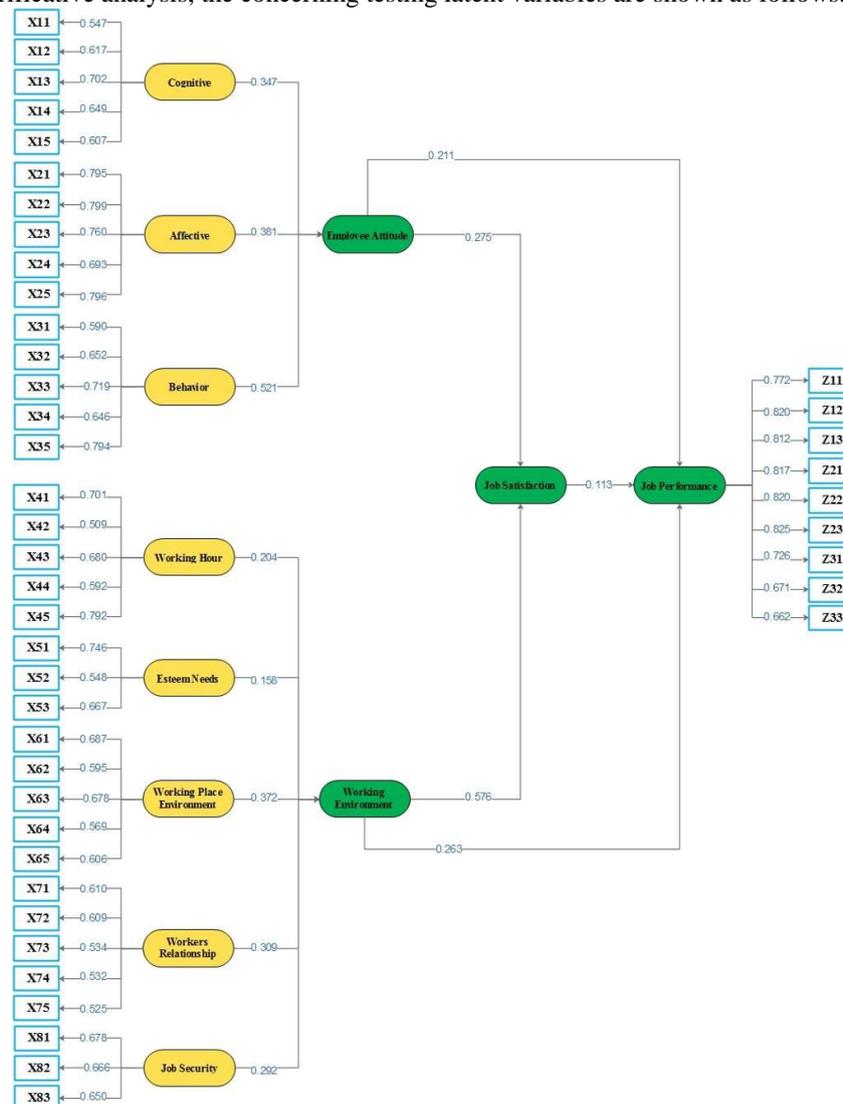
**Table 6: Loading Factor Between Latent Variables and Dimensions**

Latent Variables-Dimensions	Loading factor ( $\lambda$ )	Standard Error (SE)	T Statistics ( $\lambda/SE$ )
Employee Attitude → Cognitive	0.347	0.041	8.396
Employee Attitude → Affective	0.381	0,037	10.317
Employee Attitude → Behavioral	0.521	0,043	12.049
Working Environment → Working Hour	0.204	0.034	6.030
Working Environment → Esteem Needs	0.158	0.025	6.276
Working Environment → Working Place Environment	0.372	0.030	12.232
Working Environment → Workers Relationship	0.309	0.031	10.018
Working Environment → Job Security	0.292	0.030	9.841
Job Satisfaction → Job Satisfaction	0.770	0.052	14.685
Job Satisfaction → Reward Satisfaction	0.819	0.043	18.948
Job Satisfaction → Satisfaction of Supervision	0.810	0.040	20.353
Job Satisfaction → Satisfaction of Co-Wokers	0.813	0.039	20.948
Job Satisfaction → Satisfaction of Promotion	0.816	0.038	21.516
Job Performance → Task Performance	0.738	0.043	17.002
Job Performance → Citizenship	0.682	0.058	11.757
Job Performance → Counterproductivity	0.672	0.068	9.815

Source: From Data Processing (2019)

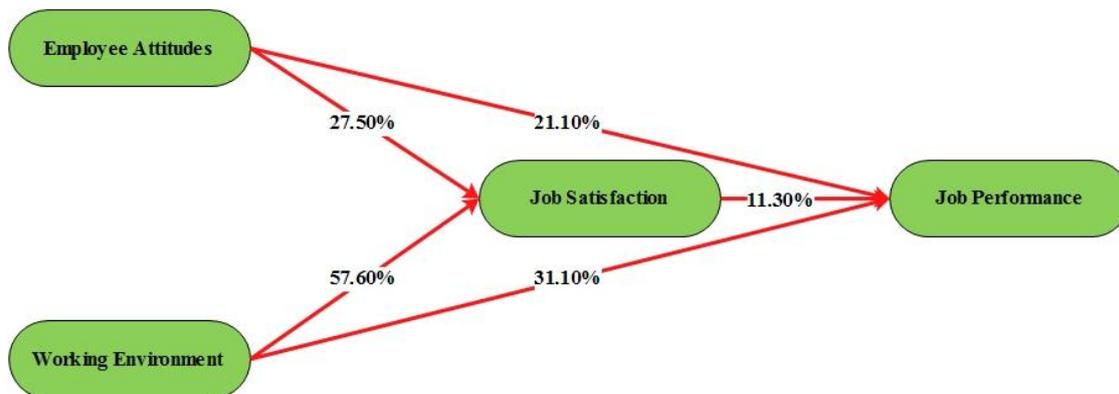
The results of the measurement model analysis of the research variables against the dimensions shows that almost all of the dimensions are valid with the value of t count > t table (2.01).

Based on the varificative analysis, the concerning testing latent variables are shown as follows:



**Figure 4: Hypotesis Testing**  
Source: From Data Processing (2019)

From the results of hypothesis testing, it was revealed that the working environment has the greatest influence on job satisfaction compared to employee attitudes. Working environment has a higher influence rather than employee attitudes. While job satisfaction is an important factor in determining the effect of job performance.



**Figure 5: Testing Result**  
Source: From Data Processing (2019)

Based on the testing results above, the research variables indicate that working environment has the most significant influence on job satisfaction as the intervening variable, which is 57.60%, compare to the variable of employee attitudes 27.50%. The direct effect of working environment also contribute higher influence towards job performance with the figure of 31.10% compare to the direct effect of employee attitudes with the figure of 21.10%. Job satisfaction as the intervening variable also has a positive effect on Job performance which means that both Employee attitudes and Working environment have positive effect on Job performance.

## VI. Conclusion and Recommendation

### Conclusion

The research hypothesis constructed from this study is based on the four research variables: employee attitudes and working environment as the independent variables, job performance as the dependent variable and job satisfaction as the intervening variable. Based on the results of the above framework, it can be concluded that working environment is an important component in determining job satisfaction for the millennial workforce. A good working environment will affect the employee attitude as well. Providing a good working environment for the millennial workforce may increase their working productivity and job satisfaction.

The objectives of this research is to find out the basic problem encounter by organization concerning the turnover of millennial employees in Jakarta, Indonesia. This research has constructed four researched variables in order to find out the main cause of the problem. Based on the hypothesis testing, it can be concluded as follows:

1. The Y/millennial generation have a lot of different attitudes compare to the previous generations, they tend to be more socialize but unpredictable.
2. The millennials workforce are quite sensitive with their working environment especially for the working place environment.
3. It is quite hard to obtain the commitment from Millennials workforce as they are easily get bored with their working situation, unless they are provided with good working environment.
4. The millennial workforce are not easily satisfied with their achievement and job status, but will seek for better challenges.
5. The Millennial workforce are familiar with technology, internet and communication, they are also creative and informative.

The scope of this study is limited to the contribution of the millennial workforce in Jakarta, Indonesia. During the study, it was noted that the problem is not only occurred in Jakarta as one part of the busiest city in Indonesia but also may happened in the rest of the city in Indonesia. It would be worthwhile to study the millennial workforce worldwide as well especially for those city with large organization and workforce.

### Recommendation

Based on the conclusion above, the results of this study has pointed out that the organization must better understand the Millennial workforce because they are somehow different from the previous generation, so

when this millennial generation takes over the management from the previous generation it may not cause any serious problems. And the organization must also prepare themselves to face the differences from this millennial generation and also prepare themselves to face any consequences that might arise so as not to cause serious problems that might affect the performance of the organization. Most of the industrial organization may take this research as a guidance to proceed with further study that might cause the turnover intention of the Millennial workforce.

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