

THE MI LLENNIAL WORKFORCE: HOW DO THEY COMMIT TO THE ORGANIZATION?Yanto Ramli
Mochamad Soelton**ABSTRACT**

The organizations today are facing dynamic demographic changes of working attitude from the millennial workforce or Y generations compare to the earlier X generations. Based on the different attitude and character of these two generations, the organization are also facing critical phenomenon of commitment from the millennials workforce which may influence the performance of the organization. The purpose of this study is to analyze the impact of millennial workforce's working environment, organizational commitment and job satisfaction to achieve the organizational performance. The data collection is done through distribution of questionnaire, where the population is consisted of millennial employees from various sectors of profession 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). The results show that working environment has the most significant influence on job satisfaction compared to organizational commitment that improves organizational performance. Thus, to encounter the migration of the millennial generation to take over the management from the earlier generation, the organizations need to pay more attention and understand the perceptions of the millennials workforce and also the working environment in order to enhance the workforce performance and commitment to the organizations.

Keywords: Millennial Generation, Working Environment, Organizational Commitment, Job Satisfaction, Organizational Performance

INTRODUCTION

The demographic changes of generations have been given a major implication to the current workforce, namely the millennial workforce. Compare to the earlier generations, from Baby Boomer and X generation, Y/millennial generation are dramatically different. They are born in the era of rapid technology development and with the familiarity of communication, social media, dan digital technology. Therefore, they are able to create new opportunities in line with increasingly sophisticated technological developments. This generation are very sensitive and critical to the environmental changes that occur around them. They are also easy to get bored with the monotonous environment. This different attitude and behavior are making them to become a unique workforce that might give impact to the human resource productivity and which might also influence the organization performance.

Demographics discuss about population, location, age, gender, race, occupation. Population may 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 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 forecast of the progress of projection which was 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	Nama Generasi
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

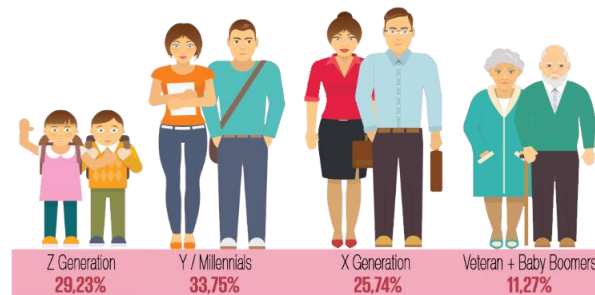
Source: Central Bureau of Statistics (2016)

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, and 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 characteristics 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, and 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)

The organization today are facing two generations, the X and Y generation which generate significant differences both in attitude and characters. The cause of these differences may evolve the quality of task accomplishment in an organization. Based on the characteristic of the millennial generation mentioned above, millennials workforce is supposed to give better contribution to the organization as they are more capable on developing technology and communication to help innovating the company, but many companies are facing the challenges of somewhat less commitment and contribution of the millennials generation compare to the previous one.

Dale Cargenie Indonesia conducted a research entitled "*Employee Engagement Among Millennials Workforce*" 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 yet the company might face less commitment of the workforce.

Research Gap

Based on the previous research, the purpose of this research is to explore further and understand the millennial workforce. The millennial generation are qualified with self-opened minded, creative, need freedom, have courage and familiar with the growth of technology. In fact, with all this qualification of characters the millennial generation can be a powerful workforce. With all the positive mindset, they do possess negative factors, such as less commitment and less involvement in the organization. The challenge of this research to explore how to get this millennial workforce committed and get involved in the organization and to contribute to the organization. Deal & Levenson (2016) in their book "*What Millennials Want from Work*" expressed that Managers and HR leaders often grumble, or rant about the trouble with the millennials workforce. For 10 years, Deal & Levenson has been researching millennial workforce and their characteristics, behaviors, proclivities, and desires, specifically as they relate to work and careers. The book is based on survey data from more than 25,000 Millennials from 22 countries and more than 300 organizations plus 29,000 people from other generations from the same organizations.

LITERATURE REVIEW

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) explained 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 to 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.

Organizational Commitment

Colquitt, Lepine & Wesson (2017:64) explain that organizational commitment can be interpreted as the desire of employees to remain members of an organization. Organizational commitment can influence whether an employee will remain as a member of the organization (maintained) or go to pursue another job (employee exchange). Employees who are not committed to their organization are involved in withdrawal behavior, defined as a series of actions taken by the employee to avoid situations—work behaviors that may eventually lead to resignation from the organization.

Catur and Fatimah (2018) define that organizational commitment as a strong desire to remain a member of the organization, the willingness to increase high business potential in the name of the organization, and deep conviction and acceptance of values and organizational goals. Organizational commitment is also described as an association between employees and organizations or a collection of feelings and beliefs about the organization and involving themselves or attaching emotionally to an organization.

Colquitt, Lepine & Wesson emphasize that organizational commitment has three basic dimension that are closely related to the definition of organizational commitment:

- **Affective Commitment** – a desire to remain a member of an organization because of its emotional attachment and involvement with the organization.
- **Normative Commitment** – a desire to remain a member of an organization because of awareness of the costs associated with leaving the organization.
- **Continuance Commitment** – a desire to remain a member of an organization because of the feeling of having an obligation to remain with the organization.

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.

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.

Organizational Performance

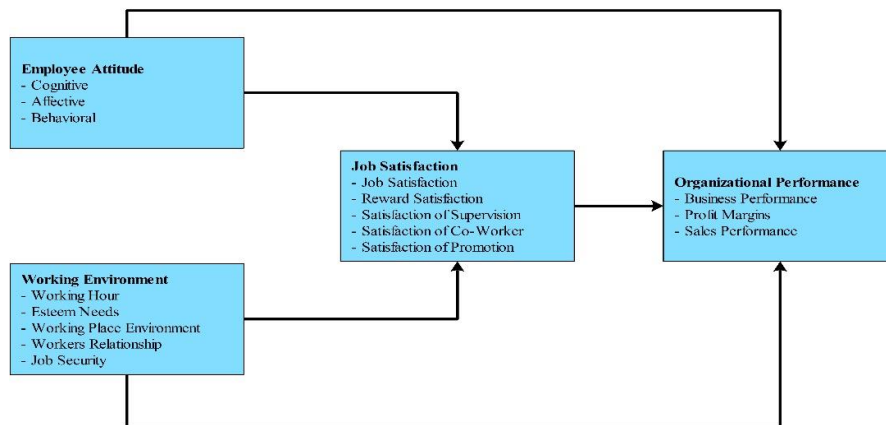
According to David & David (2015:378) that measuring organizational performance is an important evaluation strategy. These activities include comparing the expected results with actual results, investigating deviations from previously made plans, evaluating individual performance, and examining progress made towards expectations for the set goals. Long-term and annual goals are generally used in this process. Criteria for evaluating strategies must be measurable and easily verified.

David & David emphasize that organizational performance has three basic dimensions that are closely related to the definition of organizational performance:

- **Business Performance** – the whole state of a company for a certain period of time, which is a result or achievement of the company's operational activities.
- **Profit Margins** – the ratio of income to sales obtained from the differences between net sales minus the cost of goods sold and divided by net sales.

Sales Performance – a positive influence on the effectiveness of sales and other factors that affect the effectiveness of sales

Figure 2: Research Paradigm



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 30 millennial workforce from various sectors in Jakarta, Indonesia. This research begins with the preliminary research done through several employees as respondent and follow by formulating constructs of 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 2018, 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
Working Environment	Working Hour	X11	0.701	Valid
		X12	0.509	Valid
		X13	0.680	Valid
		X14	0.592	Valid
		X15	0.792	Valid
	Esteemed Needs	X21	0.746	Valid
		X22	0.548	Valid
		X23	0.667	Valid
	Working Place Environment	X31	0.687	Valid
		X32	0.595	Valid
		X33	0.678	Valid
		X34	0.569	Valid
	Workers Relationship	X35	0.606	Valid
		X41	0.610	Valid
X42		0.609	Valid	
X43		0.534	Valid	
		X44	0.532	Valid

	Job Security	X45	0.525	Valid
		X51	0.678	Valid
		X52	0.666	Valid
		X53	0.650	Valid
Organizational Commitment	Affective	X61	0.789	Valid
		X62	0.697	Valid
		X63	0.699	Valid
	Continuance	X71	0.582	Valid
		X72	0.784	Valid
		X73	0.694	Valid
	Normative	X71	0.641	Valid
		X72	0.688	Valid
		X73	0.737	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	
Organizational Performance	Business Performance	Z11	0.772	Valid
		Z12	0.820	Valid
		Z13	0.812	Valid
	Profit Margins	Z21	0.817	Valid
		Z22	0.820	Valid
	Sales Performance	Z31	0.728	Valid
		Z32	0.671	Valid
		Z33	0.662	Valid

Based on the table 2 above, the calculation of the item score correlation with the total score in the table above show that the validity coefficient is greater than 0.300, so all the items used to measure the said variables are considered as valid.

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

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 Research

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)

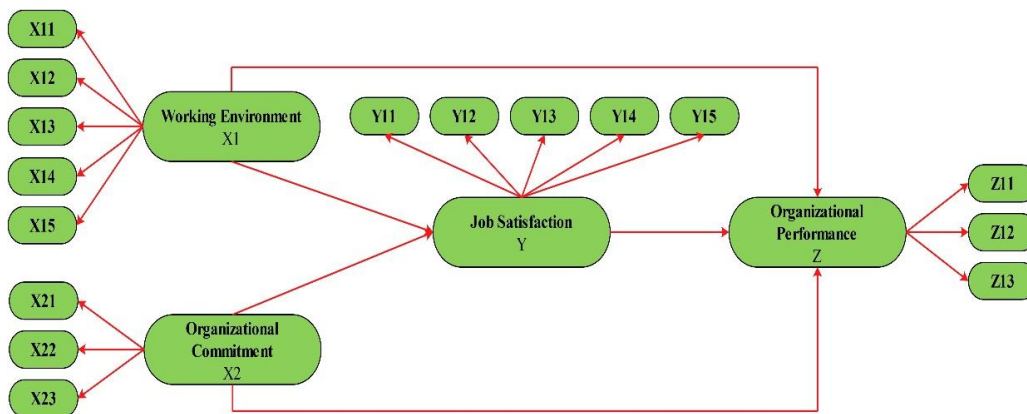
Tabel 4: Reliable Test Result

Variable	Cronbach's Alpha	Description
Working Environment	0,887	Reliable
Organizational Commitment	0,853	Reliable
Job Satisfaction	0,916	Reliable
Organizational Performance	0,899	Reliable

Source: From Data Processing (2018)

The above calculation of correlation of the score items with the total score based on the table above has a reliability coefficient Cronbach Alpha's value which is greater than 0.7 that means that all instruments can be classified as reliable.

Figure 3: The Correlation of Variables



Source: From Data Processing (2018)

RESULT AND DISCUSSION

The measurement model of analysis above shows 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 describe that the value of discriminant validity is 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). Therefore, the conclusion of the dimensions and indicators which are classified as reliable earlier are showed below:

Table 5: Goodness of Fit Model (GoF)

Variable	AVE	Composite Reliability	Cronbach's Alpha	R Square	Q Square
Working Environment	0,627	0,900	0,887	-	0,398
Organizational Commitment	0,701	0,883	0,853	-	0,374
Job Satisfaction	0,642	0,926	0,916	0,632	0,421
Organizational Performance	0,763	0,919	0,899	0,546	0,404

Source: From Data Processing (2018)

The value of R2 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 above 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 above 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 6: Loading Factor AntarVariabel Laten-Dimensi

Variabel Laten-Dimensi	Loading factor (λ)	Standard Error (SE)	T Statistics ($ \lambda/SE $)
Working Hour → X11	0.702	0.108	7.719
Working Hour → X12	0.516	0.069	7.437
Working Hour → X13	0.685	0.108	7.565
Working Hour → X14	0.595	0.108	6.742
Working Hour → X15	0.798	0.098	5.066
Esteem Needs → X21	0.755	0.090	5.028
Esteem Needs → X22	0.545	0.062	8.714
Esteem Needs → X23	0.674	0.101	7.706
Working Place Environment → X31	0.691	0.054	12.788
Working Place Environment → X32	0.602	0.068	8.820
Working Place Environment → X33	0.685	0.052	13.172
Working Place Environment → X34	0.570	0.061	9.287
Working Place Environment → X35	0.611	0.060	10.116
Workers Relationship → X41	0.608	0.072	8.472
Workers Relationship → X42	0.616	0.060	10.353
Workers Relationship → X43	0.534	0.067	8.018
Workers Relationship → X44	0.538	0.062	8.741
Workers Relationship → X45	0.527	0.071	7.417
Job Security → X51	0.680	0.057	11.859
Job Security → X52	0.667	0.060	11.091
Job Security → X53	0.654	0.060	10.966
Affective → X61	0.786	0.035	22.644
Affective → X62	0.698	0.055	12.776
Affective → X63	0.697	0.049	14.197
Continuance → X71	0.590	0.090	6.583
Continuance → X72	0.788	0.066	11.924
Continuance → X73	0.699	0.073	9.512
Normative → X81	0.643	0.057	11.347

Normative → X82	0.696	0.092	8.313
Normative → X83	0.737	0.048	15.211
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
Business Performance → Z11	0.776	0.044	17.584
Business Performance → Z12	0.824	0.042	19.797
Business Performance → Z13	0.814	0.038	21.209
Profit Margin → Z21	0.817	0.037	21.956
Profit Margin → Z22	0.821	0.037	22.386
Sales Performance → Z31	0.730	0.043	16.890
Sales Performance → Z32	0.674	0.059	11.374
Sales Performance → Z33	0.664	0.069	9.602

Source: From Data Processing (2018)

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 of 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 variables against the dimensions.

Table 7: Loading Factor Between Latent Variables and Dimensions

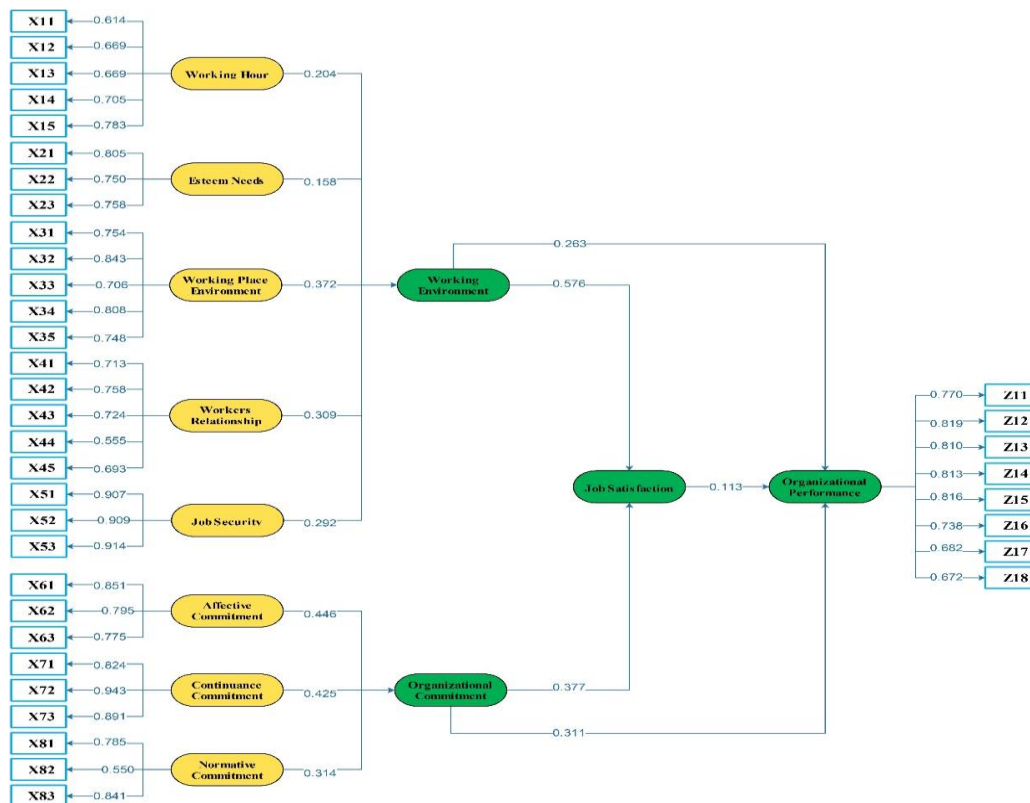
Latent Variables-Dimensions	Loading factor (λ)	Standard Error (SE)	T Statistics ($ \lambda / SE $)
Working Environment → Working Hour	0.204	0.034	6.030
Working Environment → Esteem Needs	0.158	0.025	6.276
Working Environment → Working Place Environment	0.372	0.030	12.232
Working Environment → Workers Relationship	0.309	0.031	10.018
Working Environment → Job Security	0.292	0.030	9.841
Organizational Commitment → Affective	0.446	0.031	14.484
Organizational Commitment → Continuance	0.314	0.026	12.078
Organizational Commitment → Normative	0.425	0.028	15.048
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
Organizational Performance → Business Performance	0.738	0.043	17.002
Organizational Performance → Profit Margins	0.682	0.058	11.757
Organizational Performance → Sales Performance	0.672	0.068	9.815

Source: From Data Processing (2018)

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 is greater than the t table (2.01).

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

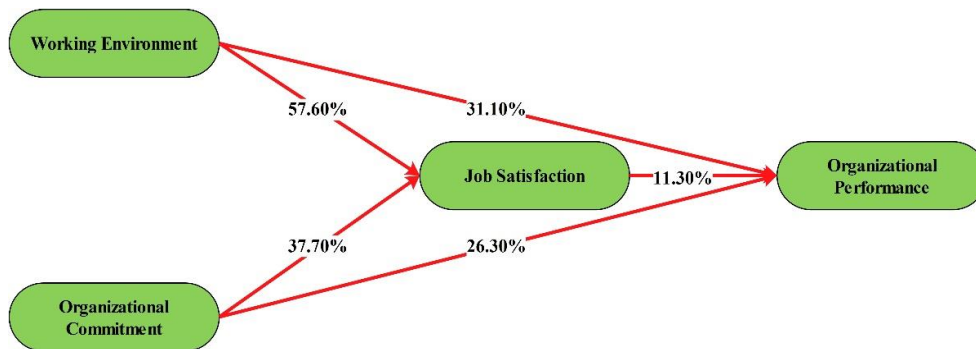
Figure 4: Hypothesis Testing



Source: From Data Processing (2018)

From the results of hypothesis testing, it was revealed that the working environment has a greater influence on job satisfaction compared to employee attitudes. Organizational commitment has a greater influence rather than employee's attitudes. While job satisfaction is an important factor in determining the organizational performance.

Figure 5: Testing Result



Source: From Data Processing (2018)

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 organizational performance with figure 31.10% compare to the direct effect of organizational commitment with the figure of 26.30%.

CONCLUSION AND RECOMMENDATION

Conclusion

The result of the hypothesis testing concluded that millennial workforce are differ from the earlier generations which are difficult to generalize in terms of their motivational needs. The millennial workforce reinforce a willingness to change jobs in search of more leisure, more challenging and satisfying working environment, that is why the score of working environment in the testing tend to show higher than their attitude.

The objectives of this research is to find out the basic problem encounter by organization concerning the turnover of millennials employees in Jakarta, Indonesia. This research has constructed four researched variables in order to find out the main cause of the problem. The result of the hypothesis testing conclude several findings as follows:

1. The Y/millennials generation have a lot of different way of thinking compare to the previous generations, they are more positive and collaborative.
2. The millennials workforce do not take job responsibility seriously and tend to work leisurely.
3. They do not like to get deep involvement in the working organization and difficult to get their commitment in the organization.
4. The Millennials workforce are familiar with technology, internet and communication, they are also creative and informative.
5. The millennials workforce have willingness to change jobs in search of more leisure and satisfying working environment.

The result of this research is to bring into attention that this phenomenon may also occur in the rest of the country. It would be worthwhile to study the millennials workforce worldwide as well especially for the large organization with huge millennial workforce.

Recommendation

Based on the conclusion above, the results of this study has pointed out that the organization today must pay more attention and understand the millennial workforce because they are somehow very different from the previous generation, and in order to achieve long-term success organization must meet the challenge of managing a diverse characters of the millennial workforce. It is crucial to understand how to motivate the millennials and develop a good working environment which can meet their needs. This research suggest that in order to recruit and retain the millennial workforce, organizations should promote a collaborative, and conducive working environment. A good working environment will affect the millennial workforce's commitment to the organization. Providing a good working environment for the millennials workforce tend to increase their working productivity and job satisfaction which is finally generating organizational commitment.

The organizations may take this research as a guidance to proceed with further study to understand the millennial workforce of how to motivate them to provide better improvement in the organizations.

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