

PalArch's Journal of Archaeology of Egypt / Egyptology

IMPLEMENTING TRANSFORMATIONAL LEADERSHIP TO COPE WITH THE IMPLICATION OF MILLENNIAL WORKFORCE

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Yanto Ramli, Mochamad Soelton, Priyono, Suprpto, Anees Janee Ali. Implementing Transformational Leadership to Cope with the Implication of Millennial Workforce-- Palarch's Journal of Archaeology of Egypt/Egyptology 17(5), 52-68. ISSN 1567-214X

Keywords: Employee Attitudes, Working Environment, Organizational Commitment, Transformational Leadership, Job Satisfaction

ABSTRACT

Organizations today are facing the challenges of encountering the millennial workforce. The productivity of organization is not only achieved by efficient and effective employees but also their attitude and commitment. The purpose of this study is to analyze the impact of millennial workforce's attitude, working environment, organizational commitment, transformational leadership and the achievement of job satisfaction. The population is consisted of employees from various sectors of professions in Indonesia. The sample determination is done through Simple Random Sampling and the analysis technique is using Partial Least Square (PLS). The results indicate that working environment has the most significant influence on transformational leadership compared to employee attitude and organizational commitment in order to improve the achievement of the job satisfaction. Organization need understand the migration of the millennial generation that are going to take over the management positions from the earlier generation, organizations also need to pay more attention on the perceptions of the millennial workforce and also the working environment in order to improve their job satisfaction and obtain better commitment to the organization.

INTRODUCTION

The major challenges of the organization today are to encounter the generation of millennial workforce. The millennial generation has begun to enter the workforce, more and more workers around the world are feeling uneasy about staying in their

current positions. (Setiyan et al, 2019) The development of Human Resources Development (HRD) in Indonesia since 2018 has been subsequently becoming the mainstreaming of the nation's development strategy going forward, the choice of these strategies will be pursued to accelerate the economic growth to improve people's welfare. The urgency of human resource development has been the key factor of winning the global competition, and the consequence of increasing competition has generated the uncertainty, whereby this strategic step should receive full support from all stakeholders.

Human resource development becomes crucial to all organization today, because the development is not only observed from physical achievements but also from the human being perspective, this process is in line with the criteria developed by United Nations Development Programme where development should not only based on the economic growth alone, but must also observed from human resource perspective. To achieve this process the organization must receive full supported from various stakeholders starting from government and private sectors to optimize the realization of the vision of Indonesia 2045 that requires stages in the achievement, various development has been in progress as a foundation and basic capital in order to achive the success of human resource development.

Looking as the current demographic changes today, the impact of generation is consisted of five generation groups as generally discussed according to the Central Bureau of Statistics in Indonesia (2018). Based on the Central Bureau of Statistics which mentioned that the generations are classified into five generations classified as: Veteran Generations, Baby Boomer Generations, X Generations, Y/Millennials Generations, and the Z Generations. (Ramli & Soelton, 2019)

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

The first generation is the Veteran generation is the oldest generation who were borned before 1946 during the time of global economic chaos caused by the World War II. This generation has the ability to responsible of handle important tasks. They tend to be patriotic, law-abiding and rules obedient. The second generation is the Baby Boomers generation who were born before 1964 after the end of World War II and rearrangement of life. Classified as the Baby Boomers due to the huge numbers of baby born within this era as many of the population have died in the war. Born in the era of lack employment and economic chaos, this generation has high curiosity, independence and focused more on their careers and achievements. The third generation is the *X generation* who was borned 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 and systems. The fourth generation is the *Y or Millennial generation* who 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 is familiar 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. The fifth generation is the *Z generation* who was born before the year 2010, this generation has the transition perspective and behavior from the Y or Millennial generation when technology is developing tremendously they tend to have instant characters and are easily adapted to communication technology and online applications.

According to the data of Central Bureau of Statistics in 2019 that the composition of the population is divided into four percentage of population, such as: Baby Boomers with the amount of 11,27%, X Generation with the amount of 25,74%, Y/Millennials with the amount of 33,75% and Z Generation with the amount of 29,23%. From the amount of percentage from the composition of generations, it indicates that the Millennials and Z Generation will be the generations that are going to take over the management positions from the X Generations who will be entering their retirement session.

THE IMPACT OF THE CURRENT WORKERS

Organization today are facing two generations in their workforces, 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 properly. 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 and unpredictable attitude of the millennial generations compare to the X generations.

Dale Cargenie Indonesia has conducted a research entitled the "Employee Engagement Among Millennials" in 2016. The research has stated that only 25% of the millennial workforce was fully involved and commit to the company where they worked. In fact, the millennial workforce is supposed to be the main workforce in the company who are prepared to take over the responsibility from the earlier generation of management 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 but must put further efforts to change the perspective of this generation.

RESEARCH GAP

Based on several discussion of the previous research, according to Chou (2012) in his research shows that the millennials demonstrate different attitudes, value, beliefs, and aspirations in the workplace compared to the previous generations. Dannar (2013) mentioned that millennials have been described as globally aware, socially inept, technologically sophisticated, needy, narcissistic, team-oriented, optimistic, lacking in work ethic, multi-tasking geniuses, ambitious, and curious. 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 telecom industry should implement incentive programs to improve the job satisfaction of the millennials in terms of salary and benefits.

Based on the results of studies from several previous research on the millennial workforce where most of the research are analysing more on the theoretically side but have not pointed out the impact that are going to be encountered by the organizations. The research gap of this research that the author is going to point out is based on the effort on the empirical study and observation where most organization are facing the impact of the millennial workforce who are mostly different from the X generation perspective and character. This research gap is followed with the study based on the constructed variables of employee attitude, working environment, organizational commitment, transformational leadership and job satisfaction. The above research also discusses the style and character of the millennial workers and generation to find out the problems that might be encountered by the organization and provide solutions to solve the problems and also recommending solutions to be taken by organizations to prevent the potential issues based on the constructed variables.

LITERATURE REVIEW

Employee Attitude

Astuti et al (2017) explained that attitude is a disposition to respond positively or negatively toward a behavior. Attitudes towards behavior are determined by the belief about the consequences of a behavior. 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.

WORKING ENVIRONMENT

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. 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.

ORGANIZATIONAL COMMITMENT

Widiyati 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. 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.

TRANSFORMATIONAL LEADERSHIP

Herminingsih (2020) pointed out that transformational leadership is a form of leadership that can push the followers to a higher level of performance. Meanwhile, the subordinates of transformational leaders also have a high motivation to achieve extraordinary performance. Many kinds of research showed that transformational leadership has positive and significant effect toward employee engagement. According to Robbins & Judge (2015) that transformational leadership are more effective because they are creative, but also because they encourage those who follow them to be creative as well. Companies with transformational leadership have a greater decentralization of responsibility, managers have a tendency to take

risks, and compensation plans are geared toward long-term outcomes—all of which facilitate corporate entrepreneurship.

JOB SATISFACTION

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 (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.

RESEARCH HYPOTHESIS AND FRAMEWORK

The influence of employee attitude towards transformational leadership

Astuti et al (2017) explained that attitude is a disposition to respond positively or negatively toward a behavior. Attitudes towards behavior are determined by the belief about the consequences of a behavior. Herminingsih (2020) pointed out that transformational leadership is a form of leadership that can push the followers to a higher level of performance. Meanwhile, the subordinates of transformational leaders also have a high motivation to achieve extraordinary performance. Thus, the hypotheses that can be formulated in this study are as follows:

H₁: The influence of employee attitude towards transformational leadership.

The influence of working environment towards transformational leadership

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. Herminingsih (2020) pointed out that transformational leadership is a form of leadership that can push the followers to a higher level of performance. Meanwhile, the subordinates of transformational leaders also have a high motivation to achieve extraordinary performance. Thus, the hypotheses that can be formulated in this study are as follows:

H₂: The influence of working environment towards transformational leadership.

The Influence of Organizational Commitment Towards Transformational Leadership

Widiyati 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. Herminingsih (2020) pointed out that transformational leadership is a form of leadership that can push the followers to a higher level of performance. Meanwhile, the subordinates of transformational leaders also have a high motivation to achieve extraordinary performance. Thus, the hypotheses that can be formulated in this study are as follows:

H₃: The influence of organizational commitment towards transformational leadership.

The influence of employee attitude towards job satisfaction

Astuti et al (2017) explained that attitude is a disposition to respond positively or negatively toward a behavior. Attitudes towards behavior are determined by the belief about the consequences of a behavior. 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. Thus, the hypotheses that can be formulated in this study are as follows:

H₄: The influence of employee attitude towards job satisfaction.

The influence of working environment towards job satisfaction

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. 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. Thus, the hypotheses that can be formulated in this study are as follows:

H₅: The influence of working environment towards job satisfaction.

The influence of organizational commitment towards job satisfaction

Widiyati 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. 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. Thus, the hypotheses that can be formulated in this study are as follows:

H₆: The influence of organizational commitment towards job satisfaction.

The influence of transformational leadership towards job satisfaction

Herminingsih (2020) pointed out that transformational leadership is a form of leadership that can push the followers to a higher level of performance. Meanwhile, the subordinates of transformational leaders also have a high motivation to achieve extraordinary performance. 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. Thus, the hypotheses that can be formulated in this study are as follows:

H₇: The influence of transformational leadership towards job satisfaction.

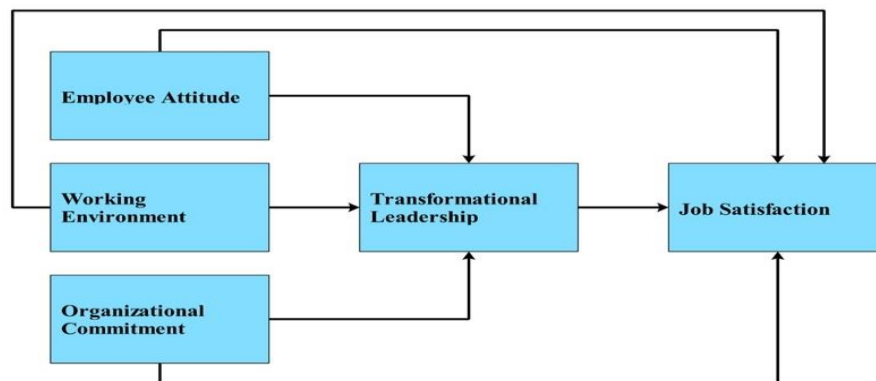


Figure 1: Research Framework

METHODOLOGY

The methodology of this research is based on the strategic human resource management approaches that include 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 is by conducting the study of employees from various sectors in West of 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 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 observation process in this research is time horizon with cross section, the collection of data in this research was done in 2020, the unit analysis is the employees from various working sectors in Jakarta, Indonesia. The design of the analysis 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 Equation Modeling (SEM).

The validity testing was done by using the sample of 159 respondents randomly on the millennials workforce from various working sectors. The attempt of this validity testing is to find out the eligible of the selected items including the overall data collection process. the 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 due to the fact that coefficient will indicate variance of items with either correct or incorrect format such as Likert scale format. The Cronbach's Alpha coefficient is to evaluate the internal consistency.

RESULTS

The results of the descriptive analysis conducted on human resources management (HRM) show that HRM is supposed to be the valuable asset of the company. Therefore, HRM must be managed properly because the performance of HRM can help organization to achieve the performance and reach the organizational objectives. The changing of era and generations have brought significant changes, so these millennial workforce must be taken and manage properly so that they could contribute advantages to the company. Every generation of the workforce provide big difference, so this is the challenging process for the companies to manage their HRM and guide to achieve organization objectives.

The measurement model of the analysis 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 which was constructed earlier. The analysis of the measurement model will describe the value of discriminant validity by observing 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.

Table 2: 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
Organizational Commitment	0,701	0,883	0,853	-	0,374
Transformational Leadership	0,662	0,954	0,926	0,723	0,321
Job Satisfaction	0,663	0,819	0,832	0,632	0,425

The value of R² value indicated that the criterion is strong and with the Q value stated above, this figure conclude that the propose model are supported by the empirical research which are classified as fit. Similarly, the value of AVE is >0.5, which mean that all variables in the model are estimated to meet the cirteria 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.

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

Table 3: Loading Factor Between Latent Variables and Dimensions

Latent Variables-Dimensions	Loading factor (λ)	Standard Error (SE)	T Statistics (λ /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
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
Transformational Leadership → Individualized Consideration	0.347	0.036	13.527
Transformational Leadership → Intellectual Stimulation	0.413	0.053	12.815
Transformational Leadership → Inspirational Motivation	0,513	0.036	12.712
Transformational Leadership → Idealized Influence	0.425	0.023	12.635
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-Workers	0.813	0.039	20.948
Job Satisfaction → Satisfaction of Promotion	0.816	0.038	21.516

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). And based on the varificative analysis, the concerning testing latent variables are shown as follows:

Table 4: The Result of Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Attitude → Transformational Leadership	0,332	0,337	0,329	4,541	0,016
Working Environment → Transformational Leadership	0,375	0,382	0,254	3,651	0,042
Organizational Commitment → Transformational Leadership	0,186	0,274	0,274	4,213	0,053
Employee Attitude → Job Satisfaction	0,342	0,342	0,273	2,361	0,031

Working Environment → Job Satisfaction	0,249	0,042	0,183	3,621	0,022
Organizational Commitment → Job Satisfaction	0,269	0,265	0,076	2,631	0,041
Transformational Leadership → Job Satisfaction	0,027	0,038	0,068	3,821	0,039

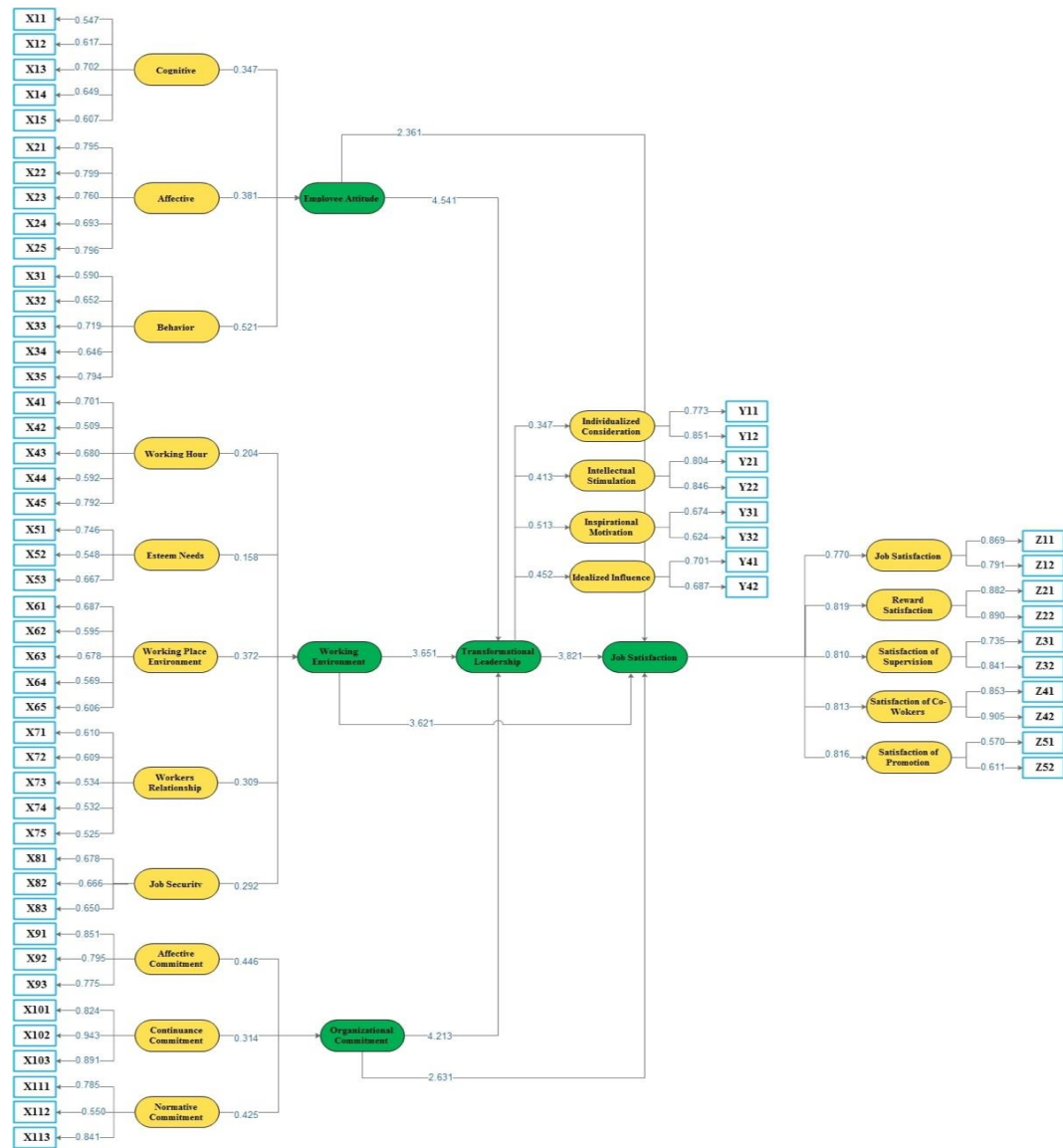


Figure 2: Hypotesis Testing

From the results of hypothesis testing, it was revealed that the employee attitude has the most influence on the intervening variable of transformational leadership compared to organizational commitment and working environment. Organizational commitment also indicates higher influence against transformational leadership compare to working environment. While transformational leadership also indicate a strong influence against job satisfaction of the millennial workforce.

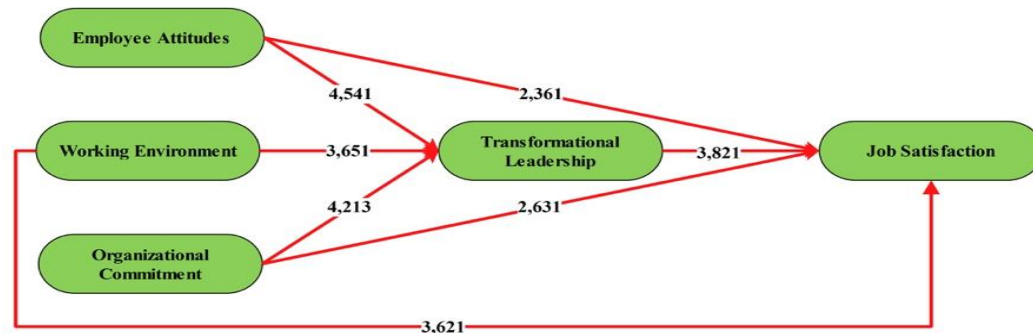


Figure 3: Testing Result

Based on the testing results shown above, the influence of the research variables indicate that employee attitudes has the most significant influence against the variable of transformational leadership as the intervening variable with the figure of 4,541, compare to the variable of organizational commitment with the figure 4,213 and working environment with the figure of 3,651. The direct effect of working environment indicate the highest influence towards job satisfaction with the figure of 3,621 compare to the direct effect of employee attitudes with the figure of 2,361 and organizational commitment with the figure of 2,631. Transformational leadership as the intervening variable also generate a positive effect on Job satisfaction with the figure of 3,821 which means that transformational leadership in the organization may help to create the millennial workforce's job satisfaction.

The influence of employee attitude against transformational leadership

The above testing result shows that employee attitude has the most significant and positive influence towards transformational leadership. The results of the analysis indicated that the T-Statistic value of 4,541 derived from the original Standard Deviation of 0,329. The value is higher than the T-table of 1,96 which means that the variable of employee attitude indicated a significant and positive influence against the intervening variable of transformational leadership.

The influence of working environment against transformational leadership

The above testing result shows that working environment has significant and positive influence towards transformational leadership. The results of the analysis indicated that the T-Statistic value of 3,651 derived from the original Standard Deviation of 0,254. The value is higher than the T-table of 1,96 which means that the variable of working environment indicated a significant and positive influence against the intervening variable of transformational leadership.

The influence of organizational commitment against transformational leadership

The above testing result shows that organizational commitment has significant and positive influence towards transformational leadership. The results of the analysis indicated that the T-Statistic value of 4,213 derived from the original Standard Deviation of 0,053. The value is higher than the T-table of 1,96 which means that the variable of organizational commitment indicated a significant and positive influence against the intervening variable of transformational leadership.

The influence of employee attitude against job satisfaction

The above testing result shows that the direct effect of employee attitude has significant and positive influence towards job satisfaction. The results of the analysis indicated that the T-Statistic value of 2,361 derived from the original Standard Deviation of 0,273. The value is higher than the T-table of 1,96 which means that the variable of employee attitude indicated a significant and positive influence against the dependent variable of job satisfaction.

The influence of working environment against job satisfaction

The above testing result shows that the direct effect of working environment has significant and positive influence towards job satisfaction. The results of the analysis indicated that the T-Statistic value of 3,621 derived from the original Standard Deviation of 0,183. The value is higher than the T-table of 1,96 which means that the variable of working environment indicated a significant and positive influence against the dependent variable of job satisfaction.

The influence of organizational commitment against job satisfaction

The above testing result shows that the direct effect of organizational commitment has significant and positive influence towards job satisfaction. The results of the analysis indicated that the T-Statistic value of 2,631 derived from the original Standard Deviation of 0,076. The value is higher than the T-table of 1,96 which means that the variable of organizational commitment indicated a significant and positive influence against the dependent variable of job satisfaction.

The influence of transformational leadership against job satisfaction

The above testing result shows that the direct effect of transformational leadership has significant and positive influence towards job satisfaction. The results of the analysis indicated that the T-Statistic value of 3,821 derived from the original Standard Deviation of 0,068. The value is higher than the T-table of 1,96 which means that the variable of intervening variable of transformational leadership indicated a significant and positive influence against the dependent variable of job satisfaction.

CONCLUSION

The five research variables constructed earlier in this research mentioned as: employee attitudes, working environment and organizational commitment as the independent variables, job satisfaction as the dependent variable and transformational leadership as the intervening variable. According to the above framework, the result be concluded that transformational leadership as the intervening variable has a positive influence in determining the job satisfaction of the millennial workforce. A good transformational leader can influence and motivate the millennial workforce in a very convincing manner and attract these millennial workforce who possesses little commitment and different attitude compare to the earlier X generation. The transformational leader may also motivate them to work productively in order to achieve the organizational objective and finally achieved their job satisfaction.

The objectives of this research is to find out the basic problem encounter by organization concerning of the turnover of millennial workforce in Jakarta, Indonesia. This research has constructed five researched variables in order to find out the main reason 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 ignorance and easily bored with their working situation.
2. The millennials workforce are quite sensitive with their working environment especially for the working place environment, they tend to appreciate good working environment.
3. The Millennials workforce are not easily committed to the organization. They tend to be more on their ignorance and work freely rather than commit themselves further in the organization.
4. The millennial workforce are easily satisfied with their achievement and job status, and tend to seek different working environment and different challenges.
5. The Millennial workforce are familiar with technology, internet and communication, they are also creative and informative. These advantages of the millennial workforce can be explored further.

This study is limited only to the employees located around the area of West Jakarta; further research is suggested to extend the research objectives into the larger scope

of area with the population of around ten million people. The research may also consider a broader area of coverage to the rest of the province in Indonesia. Further research suggested to develop constructed variable concerning the turnover intention of the millennial workforce in the organization.

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