



Strategies to Increase Employee Engagement and Job Satisfaction by Paying Attention to the Needs and Preferences of the Millennial Generation

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Abstract

This research aims to explore effective strategies in increasing employee engagement and job satisfaction, with attention to the needs and preferences of the millennial generation. In the era of globalization and rapid technological development, the millennial generation has become the main component of the workforce. Therefore, understanding their characteristics and expectations is crucial to creating a productive and harmonious work environment. Method The research used in this research is the literature review method to collect and analyze data from various academic sources that are relevant to the research topic. The results of the research are (1) Using and implementing appropriate technology, companies can meet the expectations of the millennial generation, so they can improve employee engagement and job satisfaction millennial generation, (2) Companies that pay attention to work flexibility can be an effective strategy in increasing employee engagement and job satisfaction of the millennial generation in the workplace, (3) By providing meaning in work and contributing it can have a positive impact on increasing employee engagement and job satisfaction millennial employees, (4) For companies that pay greater attention to *work-life balance* as an effort to improve employee engagement and job satisfaction millennial employees, and (5) BAn open feedback force will improve communication and build trust, which will ultimately improve employee engagement and job satisfaction millennial employees.

Keywords: Employee Engagement, Job Satisfaction, Millennial Generation

1. INTRODUCTION

In the era of rapidly developing globalization and digitalization, the workforce landscape is experiencing significant transformation. Globalization and digitalization have created new types of jobs that did not previously exist. Jobs in the fields of information technology, digital marketing, data science and software development are becoming increasingly dominant. On the other hand, some traditional jobs are starting to decrease due to automation and more efficient use of technology. Digital technology allows workers to work from anywhere, reducing the need for physical presence in the office. This opens up opportunities for remote work and flexible working, which provides benefits for employees in terms of work-life balance and productivity. The rise of digital platforms has changed the way people search for work and do work. The rise of digital platforms has changed the way people search for work and do work. Brynjolfsson, E., & McAfee, A. (2014) describes the impact of the latest technological revolution, especially in the fields of artificial intelligence and robotics, on the economy, society and the job market. One of the

Strategies to Increase Employee Engagement and Job Satisfaction by Paying Attention to the Needs and Preferences of the Millennial Generation

Muhammad
Yusuf

main points they make is that these technological advances have created new types of jobs that demand different skills than traditional jobs, while some traditional jobs are becoming less relevant or being replaced by automation. This book discusses how these changes affect progress, sustainability and prosperity in an era of increasingly sophisticated technology.

One of the most striking changes is the entry of the millennial generation into the workforce. The millennial generation has become an increasingly dominant part of today's workforce. The millennial generation is one of the largest generations in demographic history, with a significant population in various countries. Because of their large numbers, the millennial generation has the potential to dominate the workforce. As stated by Supriyadi, Eko et al (2021) that state-owned companies in Indonesia have more than 2000 employees, 80% of whom are millennial employees.

This generation, raised with technology and the internet, brings different values, expectations and preferences than previous generations. As stated by Kowske et al (2010) that millennials tend to prefer frequent feedback, strong team collaboration, flexibility in tasks, and opportunities to grow in their careers. They also show a higher preference for inclusive and technology-oriented work environments. These findings highlight the importance of adapting management strategies and work environments to meet the preferences of the millennial generation. The changes require organizations to adapt their management strategies to ensure employee engagement and job satisfaction remain high. Employee engagement and job satisfaction are two important elements that influence organizational productivity and success. In recent years, millennials have become the majority in the workplace. They have different characteristics and preferences compared to previous generations, which influences the way they interact with the work environment and management. This research aims to identify effective strategies for increasing employee engagement and job satisfaction by taking into account generational needs and preferences.

2. IMPLEMENTATION METHOD

The research method used in this research is the literature review method. According to Booth, Papaioannou, dan Sutton (2012) A literature review is a systematic process for identifying, selecting, and evaluating existing research with the goal of answering specific research questions. Literature reviews serve to integrate existing knowledge, identify research gaps, and provide a basis for further research. Meanwhile, Tewal et al (2017) defines the literature review method as an approach that involves collecting, evaluating, and synthesizing existing research related to a particular topic. The goal is to provide a comprehensive overview of what has been studied, identify gaps in current knowledge, and offer guidance for future research. Thus, the literature review method is used to collect and analyze data from various academic sources that are relevant to the research topic. It includes journals, articles, books, and other publications that discuss employee engagement, job satisfaction, and characteristics of the millennial generation.

3. RESULTS AND DISCUSSION

Employee Engagement

Employee engagement is the level of enthusiasm and commitment of employees towards their work and organization. Engaged employees not only carry out their duties, but also have intrinsic motivation to contribute more to the company's success. They show high dedication, are proactive in taking initiative, and feel proud to be part of the organization. Employee engagement is the degree to which individuals feel connected to their work and the organization they work for. This includes the emotional, cognitive, and behavioral aspects of an individual's engagement with their work (Robbins and Judge, 2018). Job engagement is how much employees feel connected emotionally, cognitively, and behaviorally to their work. It includes the degree to which employees are willing to invest time, energy, and emotions in their job tasks (Noe et al., 2011). Then stated by Vellya, Pio, and Rumawas (2020) Employee engagement is the level of enthusiasm that employees have for their work, which is reflected in their dedication to allocating their energy and effort productively in accordance with the company's strategic goals. Then employee engagement includes several dimensions, according to Robbins and Judge (2018), these dimensions include (a) Emotional: Employees feel emotionally connected to their work, (b) Cognitive: Employees understand and support the organization's vision and goals, and (c) Behavior: Employees demonstrate behavior that reflects their commitment, such as consistent attendance and active participation in company activities. Furthermore, the results of surveys and research regarding the involvement of millennial generation employees at work were revealed by Gallup (2016), a global research and consulting company, in their report entitled "*How Millennials Want to Work and Live*," states that millennials want more than just a job, they want work with purpose and value. They seek opportunities to learn and develop and want managers who care about their well-being and provide frequent and constructive feedback. Also revealed by Deloitte (2016), in "The 2016 Deloitte Millennial Survey" found that millennials tend to be less engaged with the organizations they work for if they feel there are no opportunities for growth or if they cannot align their work with their personal values. Millennials expect the organization to support work balance -a better life and providing more opportunities for training and development. Then, Schullery (2013) in his article "Workplace Engagement and Generational Differences in Values" published in the Journal of Behavioral and Applied Management in 2013, argued that millennials value engagement. an immersive experience in the workplace that involves opportunities to learn and develop, as well as working in collaborative teams and inclusive work environments. The views above show that the millennial generation has different needs and expectations compared to previous generations. They value flexibility, development opportunities, work-life balance, and meaning in work. An effective engagement strategy must consider these factors to increase retention of millennial employees in their workplace.

Job satisfaction

Job satisfaction includes positive feelings or satisfaction that employees get from their work. It relates to the extent to which the job meets or exceeds the employee's expectations. Job satisfaction can be influenced by various factors, including (a) Working Conditions: Physical work environment and supporting conditions, (b) Compensation: Fair and competitive salaries, benefits and incentives, (c) Relationships with Coworkers:

Strategies to Increase Employee Engagement and Job Satisfaction by Paying Attention to the Needs and Preferences of the Millennial Generation

Muhammad
Yusuf

Quality of interactions and social support in the workplace, (d) Development Opportunities: Opportunities for career growth and skill development, (e) Recognition and Rewards: Recognition of employee achievements and contributions, and (f) Values Alignment: The extent to which an employee's personal values align with organizational culture and values. Furthermore, the results of surveys and research regarding the involvement of millennial generation employees in work are presented SHRM (2016) in the report "Employee Job Satisfaction and Engagement: Revitalizing a Changing Workforce", found that millennials tend to be more satisfied when they have the opportunity to use their skills and feel that their work makes a positive contribution. They also value transparent leadership and opportunities to grow in their careers. Also stated by PwC (2013), in "PwC's NextGen: A global generational study", emphasized that the job satisfaction of the millennial generation is influenced by opportunities for development and recognition for their contributions and found that millennials are more satisfied in companies that offer flexibility and career paths. clear. Then by Ng, Schweitzer, and Lyons (2010), in their study "New Generation, Great Expectations: A Field Study of the Millennial Generation" published in the Journal of Business and Psychology (2010), found that millennials have high expectations of opportunities career development. Their job satisfaction is greatly influenced by opportunities to learn and grow, as well as frequent and constructive feedback from superiors. The views above show that the millennial generation's job satisfaction is influenced by various factors such as work flexibility, work-life balance, career development opportunities, and meaningful work. An effective strategy to increase millennial job satisfaction must include these elements to create a supportive and satisfying work environment for them.

Millennial Generation

The Millennial Generation, or often referred to as Generation Y, includes individuals born between the early 1980s to the mid-1990s to the early 2000s. They have grown up in a rapidly developing digital era and have unique characteristics and values in the context of work and life in general. Quoted from Deloitte Insights (2019), in their report entitled "The Deloitte Global Millennial Survey 2019" provides a definition of the millennial generation as individuals born between 1983 and 1994. They emphasize that this generation has a significant influence on the world of work and consumers. Then, according to Jean Twenge (2006), quoted by Taufiqurrohim (2023), the millennial generation is an individual who is more self-focused, self-confident, and perhaps more difficult to lead. Each definition has slight variations in the birth year range, but in general, the millennial generation is defined as a group of individuals born in a certain period who have unique life experiences and social, economic and cultural characteristics. Some of the main characteristics of the millennial generation that influence work engagement and satisfaction, namely (a) Technology savvy: Millennials are accustomed to digital technology and prefer innovative work tools, (b) Work flexibility: They value flexible working hours and remote work options, (c) Search for meaning in work: Millennials tend to look for work that has a positive impact and is in line with their personal values, and (d) Work and personal life balance: They seek a healthy balance between work and personal life.

Strategies to Increase Job Engagement and Job Satisfaction

Based on the literature review carried out, several main strategies that are effective in increasing work engagement and job satisfaction, especially for the millennial generation, have been identified. The following is a discussion of this strategy:

1. Use of Technology

The millennial generation is known as a generation that is very technology savvy. They are used to using digital devices in everyday life, and expect the same at work. Implementing digital tools and platforms that make everyday work easier can increase efficiency and employee engagement. As research conducted by Leuwol et al (2021) shows, the use of technological devices such as gadgets has become part of the lifestyle of the millennial generation and has made it easier for them to carry out various activities. Then quoted from research conducted by Witro et al (2019) that the millennial generation is also said to be a generation of innovators because they continue to try, learn and work in an innovative environment supported by technology to bring change in various aspects of life. Apart from that, social media has a big influence on their social lives, especially as the main means of communicating. Social media has had many significant impacts and influences on the lives of the millennial generation.

The use of technology in the workplace has become one of the key factors influencing employee satisfaction and productivity, especially for the millennial generation. This generation, which grew up with the rapid development of digital technology, has high expectations for the adoption of technology in various aspects of life, including in the work environment. Several applications of technology can increase employee efficiency and engagement, such as digital collaboration tools and platforms, business process automation, memo wordling tools, e-learning and personal development, employee performance analytics, capable technological infrastructure. Thus, by implementing the right technology, companies can meet the expectations of the millennial generation, so they can improve employee engagement and job satisfaction millennial generation.

2. Work Flexibility

The millennial generation really values flexibility at work. They prefer to have control over their time and place of work. Providing flexible working hours options and opportunities to work from home can have a positive impact on job satisfaction. Work flexibility policies allow employees to adapt work schedules to their personal needs, which can reduce stress and increase productivity. This policy is proven to improve employee well-being and their involvement in work because they feel more trusted and appreciated by the company. As research conducted by Shagvaliyeva and Yazdanifard (2014) that Nowadays, flexibility of working hours is an important aspect of the work environment. Many organizations provide flexible working hours options for employees because of the benefits it provides, both for the employee and for the company. Then research by Capnary et al, (2018) that Work flexibility has a positive and positive impact on employee loyalty and job satisfaction. So, if companies pay attention to work flexibility, it can be an effective strategy in increasing employee engagement and job satisfaction of the millennial generation in the workplace.

Strategies to Increase Employee Engagement and Job Satisfaction by Paying Attention to the Needs and Preferences of the Millennial Generation

Muhammad
Yusuf

3. Giving Meaning to Work

Millennials seek meaning in their work and want to see how their contributions have a positive impact on company goals and society. Organizations can emphasize the importance of each role in achieving company goals. As research conducted by Rosso at al (2010) that for many individuals, work becomes the main source of personal meaning and purpose, which includes life goals that ultimately form the main purpose of life. Then research Steger at al (2012) that kMeaningfulness in work is related to the level of significance an individual believes in work, and can be understood in various ways, such as perceiving work tasks as having personal meaning, finding meaning in life through work, and generally being motivated to contribute to the good through work. So by providing meaning in work and contributing it can have a positive impact on increasing employee engagement and job satisfaction of millennial employees.

4. Work Life Balance (*Work-Life Balance*)

Balance between work and personal life is a top priority for the millennial generation. Companies can encourage this balance by providing adequate leave, mental health facilities, and recreational activities in the workplace. As revealed in the research Sismawati & Lataruva (2020) that Employees have a sense of happiness because they can achieve a balance between work responsibilities and personal life, and gain time and contribute commensurately between work and personal life. Then Fajri's research (2022) states that pCompanies can grow millennial employee job satisfaction effectively by implementing *work-life balance*, which starts by involving millennial employees in related activities, such as arranging work schedules, encouraging employees to use annual leave, and holding recreational activities outside the office environment, such as outbound activities, family events, and others. Thus, it is important for companies to pay greater attention to *work-life balance* as an effort to improve employee engagement and job satisfaction millennial employees.

5. Frequent and Constructive Feedback

Millennials value ongoing and constructive feedback. Providing regular feedback can help employees feel valued and guided in their career development. Some steps that can be taken include regular one-on-one meetings between employees and superiors to discuss performance and development, a clear and transparent performance appraisal system, and training and guidance to help employees develop their skills. As said by Atmaja et al (2022) state that positive feedback from leaders has an important role in encouraging employees to behave innovatively. So therefore, bAn open feedback force will improve communication and build trust, ultimately improving employee engagement and job satisfaction millennial employees.

4. CONCLUSION

This research concludes that by paying attention to and meeting the needs and preferences of the millennial generation, organizations can significantly increase the engagement and job satisfaction of their employees, especially in terms of:



1. Using and applying the right technology, companies can meet the expectations of the millennial generation, so they can improve employee engagement and job satisfaction millennial generation.
2. Companies that pay attention to work flexibility can be an effective strategy in increasing employee engagement and job satisfaction of the millennial generation in the workplace.
3. By providing meaning in work and contributing, it can have a positive impact on increasing employee engagement and job satisfaction of millennial employees.
4. For companies that pay greater attention to *work-life balance* as an effort to improve employee engagement and job satisfaction millennial employees.
5. BAn open feedback force will improve communication and build trust, which will ultimately improve employee engagement and job satisfaction millennial employees.

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Strategies to Increase Employee Engagement and Job Satisfaction by Paying Attention to the Needs and Preferences of the Millennial Generation

Muhammad
Yusuf

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