

Systematic Literature Review (SLR): Characteristics of Millennial Generation Workers

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KEYWORDS	ABSTRACT
worker characteristics, millennial generation, employee performance	This study examines the characteristics of millennial workers in Indonesia, focusing on their values, challenges, and needs within a constantly evolving work environment. Millennials, born between 1981 and 1996, are known as "digital natives" and tend to prioritize passion and meaning in their work over mere performance. They often question whether organizations value their contributions and provide opportunities for growth. Despite their high adaptability and leadership potential, millennials display low levels of commitment and loyalty, influenced by factors such as unsupportive work environments and negative perceptions of their generation. This research employs a systematic literature review (SLR) approach to summarize relevant findings, identify the challenges faced by millennials, and highlight the importance of responsive human resource management practices. By understanding the characteristics and needs of millennials, organizations are expected to enhance employee engagement, job satisfaction, and retention, as well as effectively leverage their potential within the workplace.

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Introduction

Millennials are a generation that values passion more than performance (Ivanovic & Ivancevich, 2018). For millennials, in addition to good work, they also question, "Does the organization value my strengths and contributions?" and "Does the organization give me the opportunity to do my best every day?" When millennials get a job that is their passion, they will be more eager to work for their well-being (Dwidienawati et al., 2023).

Employee performance among millennials is characterized by hard work, lack of commitment, and low loyalty (Aboobaker et al., 2020). Millennial workers' concerns about organizations include bullying in the workplace, bureaucracy, hierarchy, and the environment (Indrayani et al., 2024). In addition, referring to the millennial generation's character, which includes their value of *life balance* at work, desire for *performance references*, and need for *support for self-development* and career growth (Kusumawati et al., 2024), is an important focus of human

resource management practices in maintaining talented individuals within the company (Achmad et al., 2023).

In Indonesia, the millennial generation comprises 69.38 million people, or 25.87 percent of the total Indonesian population (BPS, 2022; Sholihah et al., 2020). The millennial generation is typically defined as those born between 1981 and 1996 (Pew Research Center, 2019; Sari et al., 2021). The percentage of millennial female workers is higher than in the previous generation, at 72 percent (Kurniawati & Santosa, 2022; Gough & Wang, 2020). The millennial generation is often referred to as digital natives because they are adept at using technology (Pratama & Alam, 2021; Lee et al., 2020), but they also have a higher potential for turnover (Islam et al., 2023).

This paper will examine the characteristics of millennial workers using the systematic literature review (SLR) method. In this study, the research questions (RQ) are as follows:

RQ1: What is the age range of millennial workers?

RQ2: What are the characteristics of millennial workers?

RQ3: What types of jobs do millennial workers prefer?

RQ4: What does work mean for millennial workers?

The purpose of this research is to provide a comprehensive understanding of millennial workers by synthesizing recent findings, which can help organizations tailor their policies to better engage and retain this generation. The findings are expected to benefit organizations by informing HR practices, assist researchers by serving as a reference for future studies, and empower millennials by offering insights into navigating the evolving workplace. Ultimately, this study aims to bridge the gap between millennial expectations and organizational strategies, fostering a more inclusive and productive work environment.

Research Methods

The purpose of this paper is to conduct a literature review related to the characteristics of millennial generation workers. This study uses a *systematic literature review* (SLR), which involves research procedures that identify, assess, and synthesize several related research results that are relevant to the research question or topic. By doing so, the summary of research results can provide more facts through *meta-analysis* techniques. The flow of the research is described as follows.

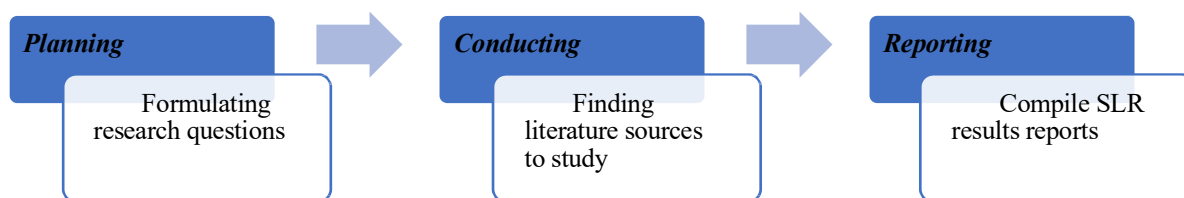


Figure 1. Research Flow

The *Google Scholar* database is the main data source for this study because it is considered to have a wider scope than other indexes. The researcher conducted an analysis of documents related to the characteristics of millennial generation workers. The researcher collected data by searching for articles containing the keywords "*millennial worker*" OR "*millennial generation*" OR "*worker characteristics*" OR "*employee performance*" on the *Google Scholar* database through *Google Chrome*.

RESULTS AND DISCUSSION

In recent decades, the world of work has changed significantly. These changes are not only influenced by technological developments and globalization, but the entry of millennials into the world of work brings a new perspective that is different from the previous generation that focuses more on financial stability and security. This generation no longer views work as just a way to survive, but as a way to find greater purpose, meaning, and impact in their lives. Based on the source of journal articles that have been identified and relevant to the research topic, the information on the results of the research is as follows.

Table 1. Research Results on the Characteristics of Millennial Generation Workers

Researcher and Research Year	Research Journals and Titles	Research Results	Information
Suwarno, Diena Dwidienawati, Kenrick Brinton Rani Sugianti, and Sheiren Setiadi. Year 2023	E3S Web Conf. The 5th ICOBAR 2023: The Influence of Work Passion and Meaningful Work on Turnover Intention on the Millennial Generation.	This research contributes to research on the relationship between work passion and meaningful work to turnover intention. This research can be used as a practical reference for theoretical implications in the study of human resource management in the future.	
Listian, Achmad, Noermijati, Rofiaty, and Dodi Wirawan Irawanto. Year 2023	International Journal of Professional Business Review: Job Satisfaction and Employee Engagement as Mediators of the Relationship Between Talent Development and Intention Stay in Generation Z Workers.	The findings of the study show that there is a positive and significant influence of talent development on intention to stay, and job satisfaction has a greater mediating value than employee engagement between talent development and intention to stay.	
Md Asadul Islam, Amer Hamzah Jantan Yusmani, Mohd Yusoff, Choo Wei Chong, and Md Shahadat Hossain. Year 2023	Global Business Review: Green Human Resources Management (GHRM) Practices and Millennial Employees' Turnover Intentions in Tourism Industry in Malaysia: Moderating Role of Work Environment.	The results of the study revealed that green involvement and green pay and reward only had an impact on reducing millennial employee turnover intention, while other GHRM practices did not have a direct impact on millennial employee turnover intention. This study is interesting because it does not find the	This study also expands the literature related to GHRM, work environment, and millennial employee turnover intention and is the first empirical research ever conducted on GHRM practices and

		effect of work environment moderation on the relationship between GHRM practices and millennial employee turnover intention.	millennial employee turnover intention.
Elza Kusumawati, Andik Matulesy, Rr. Amanda Pasca Rini, and Abdul Muhid. Year 2024	Jurnal Psikologi dan Terapan: Importance of Happiness and Meaningfulness of Work in Increasing Work Engagement of Millennial Generation in the Digital Age: Systematic Literature Review.	The results of the study show that the work engagement of millennial workers is at a moderate level and still below the work engagement of previous generations.	
Annisa Habibah and Onan Marakali Siregar. Year 2023	Indonesian Journal of Economics, Accounting, and Management: The Influence of Individual and Job Characteristics on Millennial Generation's Freelance Job Satisfaction.	The results of the study show that individual characteristics and job characteristics have an effect on job satisfaction.	
Indrayani, Nurhatisyah, Damsar, and Chabullah Wibisono. Year 2023	Higher Education, Skills and Work-Based Learning: How does Millennial Employee Job Satisfaction Affect Performance?	The results of the study on the performance of millennial employees by intervening job satisfaction show that continuous commitment, task complexity, and professional competence have a significant effect. This means that the higher the professional competence characterized by the intellectual, emotional and attitude moods possessed by millennial employees, the more performance the resulting performance will increase even with complex tasks.	
Niecen Normillah and Dian Dwi Nur Rahmah. Year 2024	Psikoborneo, Jurnal Ilmiah Psikologi: Millennials in the workplace: How Well-Being Affects Work Morale.	The results of the study show that there is a positive and significant relationship between workplace well-being and work engagement in millennial generation employees.	

The millennial generation is a generation that is synonymous with challenges to the work environment that involve creativity and change. A characteristic of this generation is that they do not like something that is static for a long period of time and try to find ways to increase productivity and efficiency. The age range of human birth is divided into several different generations according to experts. Starting from the classic generation, boomer generation,

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generation x, millennials, generation z, to the alpha generation. The development of this generation continues to grow to this day. Howe & Strauss (2000) argue that the range of years of birth in the silent generation is from 1925-1943, then the boom generation from 1943-1960, generation X (13th generation) from 1961 to 1981, then the millennial generation from 1982 to 2000.

Martin & Tulgan (2002) also argue that the range of birth years for the silent generation is 1925 to 1942, then for the baby boomers from 1946 to 1964, then generation X from 1965 to 1977, and millennials from 1978 to 2000. From these two experts, it can be concluded that the generation that is still active and effective in work is the millennial generation with an age range of 40s to 20s. This age is the average age of company employees who are still actively working either in private companies or government agencies. Workers in each generation have their own characteristics when working, for example the millennial generation which is known as a tough generation and loyal to the company.

These millennial generation workers have characteristics that are appropriate and needed by the company, such as adapting easily to technological developments, having a tendency to become a leader in the company, focusing on developing self-competence, multitasking when given a variety of jobs, and liking challenges. However, behind these advantages, interview data was obtained that the millennial generation also has characteristics that are not in accordance with their needs companies, such as disloyal behavior that is quite high, feel more senior, and a high desire to be respected. Disloyal behavior in millennial workers is caused by many things, such as the lack of comfort at work, not feeling happiness at work, the emergence of feelings of prestige, and the attachment of a bad image to the millennial generation. (Sari, et al, 2024)

According to Habibah & Siregar (2023), the type of job preferred by the Millennial Generation today is the field of digital marketing, specializing as a freelancer. This type of work is considered attractive to millennial workers because they have the freedom to express their talents, work in accordance with their passions, and get satisfaction from the work done. In addition, the book *Thematic Gender Statistics* (2018) explains that the millennial generation has different characteristics in working compared to other generations. The millennial generation works not only for salary but also for setting goals, considers the possibility of self-development at work, dislikes superiors who rule or control, focus more on advantages rather than fixing shortcomings, and prefer to talk about things that are ongoing.

The assumption that work is part of the millennial generation's life because millennials are growing in an era where the internet is starting to grow rapidly (Dimock, 2019). The millennial generation will have many new jobs due to the development of the times and changes. For example, being a youtuber, creating content over the internet, opening an online buying and selling business, conducting data analysis through the internet, and various types of work related to the internet. Even previous generations had never had a similar job. This job is considered unessential or not considered a job. However, it is undeniable that in the millennial world, new types of jobs that have emerged as a result of the internet explosion have instead become jobs that generate fantastic income because the internet utilizes various aspects of life (Reginasari & Annisa, 2019). In addition, the millennial generation's perception of the meaning of work is creating a major change

in work culture. This requires that the role of a company is no longer limited to offering a competitive salary or a clear career path, but that it can provide a work environment that inspires and encourages work-life balance and provides evidence of social responsibility

In a company setting, the millennial generation needs to have attachment as the role of the individual to be an employee (Normillah and Rahmah, 2024). Workplace well-being, extra performance roles, company commitment, and employee retention are some of the positive outcomes produced by committed employees.

Conclusion

The millennial generation, which has a strong tendency for creativity and innovation, was born in the midst of technological advancements. In situations like these, leaders must understand and appreciate the principles that are applied. One way to maximize employee potential is to provide room for innovation, offer clear feedback, and create a creative and inclusive workplace.

There are characteristics of millennial workers that can be described as follows:

View of Work: The millennial generation values passion and meaning in work, more than just performance or salary. They tend to look for organizations that value their contributions and provide opportunities for growth. *Commitment and Loyalty:* While millennials have many advantages, such as adaptability to technology and leadership potential, they also show a lack of commitment and loyalty to the company. Factors such as an uncomfortable work environment, lack of happiness, and negative imagery contribute to this disloyal behavior. *Life Balance and Self-Development:* They have a high value of *life balance* and want support in their personal and career development. This demands responsive *human resource management* practices to attract and retain talented individuals. *New Jobs in the Digital Age:* Millennials are often involved in jobs that are emerging thanks to the development of the internet, such as content creators and digital marketing specialists. These jobs are not only considered a source of income but also a form of self-expression and skill development. *Employee Engagement:* Millennials' attachment to the company is essential, as it can improve workplace well-being, commitment, and employee retention. Building this attachment requires a managerial approach that considers millennial values and expectations. Overall, millennials need a work environment that supports self-development, rewards contributions, and provides meaning in their work to improve performance and job satisfaction.

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