



Job Satisfaction Of The Millennial Generation Is Based On Leadership Style: A Systematic Literature Review

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Abstract

The aim of this research is to find out the role of leadership style in the performance and job satisfaction of the millennial generation. The Systematic Literature Review (SLR) method was used in this research. The review process begins with collecting 350 articles from the Google Scholar, DOAJ, and Science Direct databases, where in the final stage there are 21 journals that will go through a further analysis process. The results show that the role of strong leadership style in encouraging increased performance of millennial employees was found. The influence of effective leadership style on job satisfaction of the millennial generation can also be observed. Millennials tend to look for leaders who can provide direction, support and positive feedback in their work.

Keywords: Leadership Style, Millennial Generation, Systematic Literature Review

INTRODUCTION

Characteristics of the millennial generation are considered different from previous generations, such as having a dynamic lifestyle and more advanced technology, as well as the need to find meaning and purpose in their work. The transition of company employees from older generations to millennials has occurred, where the characteristics and style of millennials are considered very different compared to previous generations who tend to be self-centered but very reliable in terms of technology. Companies need to quickly adapt and implement appropriate leadership styles to achieve optimal performance among the predominantly millennial workforce.

According to millennial leaders, leadership is defined as an effort to influence the behavior of individuals or groups in certain situations with the aim of achieving desired results. It is stated that leadership occurs when group members are influenced by someone through guidance, direction, encouragement, and assistance to achieve established goals.



Therefore, leadership can be described as a situation where a leader strives to lead and guide team members towards set objectives (Dame & Napitupulu, 2018).

The approach or style applied by a leader in leading and influencing team or group members to achieve common goals is called leadership style. The actions and attitudes of a leader in making decisions, directing, motivating, and managing the team or group are described as leadership style. A good leadership style can create a productive work environment, build trust, and enhance the overall performance of team or group members. However, each leadership style has its own advantages and disadvantages and is more suitable for certain situations. Therefore, a leader needs to understand various leadership styles and adapt them to the current situation to achieve the best results

The work performance produced by an employee in carrying out their tasks and responsibilities in the workplace is described as employee performance. Various indicators such as productivity, quality of work, timeliness, initiative, problem-solving ability, and contribution to organizational goals are used to measure employee performance. Good employee performance can increase organizational efficiency and effectiveness and have a positive impact on job satisfaction and employee motivation (Nugroho & Elmi, 2022).

Everyone who works certainly wants satisfaction from their workplace. Job satisfaction is subjective, influenced by different values and preferences in each person. According to Robbins (Aziz, 2021), job satisfaction is a general view or attitude of an individual towards their job, reflecting the difference between the amount of reward received and the amount that should be received according to their own perspective. The concept of job satisfaction is described by Ahmad & Ibrahim (2015) as a positive view of an employee that includes their feelings and behavior towards their job through the assessment that the job provides important value and a sense of appreciation in achieving that value.

Previous research has shown that the work values of millennials differ from those of Generation X and Baby Boomers. Millennials have a high desire to achieve a balance between work and personal life, experience job satisfaction, and are prone to changing companies or not being loyal to the same company as Generation X and Baby Boomers (Putriastuti & Stasi, 2019). Millennials take into account the level of satisfaction they feel when working at a company. This satisfaction influences their commitment to their work. In an organization, job satisfaction plays an important role in shaping employee attitudes and performance. Job satisfaction reflects an individual's feelings about their job, influenced by internal factors such as personal achievements and external factors such as work conditions, work outcomes, and assigned tasks (Sulistyawati et al., 2022).

Millennials are considered difficult to be loyal and committed to a particular industry because they value freedom, flexibility, dialogue, open communication with superiors and colleagues, and the use of technology. Therefore, the leadership strategies of managers in



overseeing staff, which mainly consists of millennials, need to be taken into account and modified by companies (Valenti, 2019). The purpose of this article is to understand the role of leadership styles in influencing the performance and job satisfaction of millennials in the workplace. In an effort to create a framework that guides future research on effective leadership styles in dealing with millennials, leaders need to introduce and adjust to the changing needs of employees, as the majority of millennial employees will not participate optimally in organizational life if their needs are not met.

METHODOLOGY

The Systematic Literature Review (SLR) approach using the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-analysis) method was applied in this research systematically by following the correct research stages. This research method is used to identify, evaluate, and interpret all relevant research findings related to research questions, topics, or phenomena of interest (Kitchenham, 2004).

RESEARCH AND RESULTS

Search Process

The literature search in this study was carried out using the Google Scholar, DOAJ, and Science Direct databases. The keywords used in the article search are leadership style and millennial generation. The selected articles are national and international articles published between 2018 and 2023. After a sample of articles was obtained, the articles were selected and then analyzed to collect relevant information. The process of analyzing and synthesizing data from articles is carried out descriptively to observe, explain and categorize data with the aim of generating knowledge from the themes explored in the metasynthesis.

Research questions are created according to the needs of the topic chosen in this research. The following are the research questions used:

RQ1: What is the role of leadership style in the performance and job satisfaction of the millennial generation?

RQ2: What leadership style can improve the performance and job satisfaction of the millennial generation?

Inclusion and Exclusion Criteria

The inclusion and exclusion criteria used to guide the search and selection of articles are articles published in national and international journals for the 2016-2023 period,



indexed in the database used, as well as data relating to the role of leadership style in the performance and job satisfaction of the millennial generation.

Quality of Assessment

Research quality assessment criteria can be used to guide the interpretation of synthesis findings and help determine the conclusions described. Some questions used to evaluate research quality include:

1. Was the journal article published between 2018-2023?
2. Does the journal article reveal useful information for developing an analysis of the role of leadership style in the performance and job satisfaction of the millennial generation?
3. Are journal articles indexed articles?

From these questions, an assessment was then carried out on each journal article selected in this research:

1. "Yes" for journal articles that meet the quality assessment criteria.
2. "No" for journal articles that do not meet the quality assessment criteria.

Data Analysis and Data Extraction

The selected primary studies were then extracted to collect data that contributed to answering the research questions.

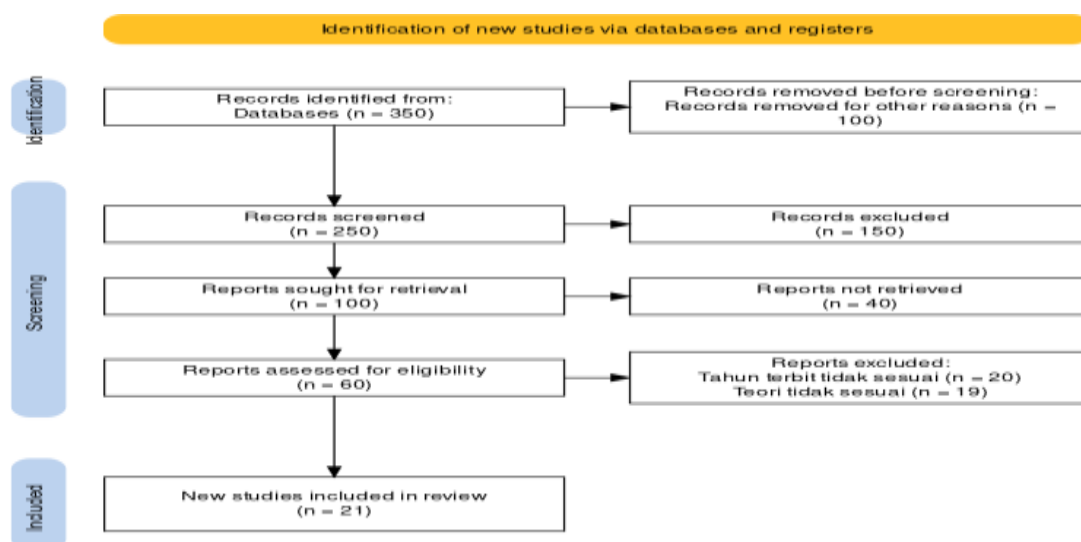


Figure 1. Prisma Flowchart

Search Process Results and Inclusion and Exclusion Criteria

From the search and selection process for inclusion and exclusion criteria, 21 journal articles were found that met the publication criteria in this research, namely journal articles

that met the criteria for journal articles published in national and international journals for the 2016-2023 period, indexed in the database used, and The data used relates to the role of leadership style in the performance and job satisfaction of the millennial generation.

Table 1. Grouping Based on Journal Type

No	Journal Type	Year	Quantity
1	Frontiers in Psychology	2022	1
2	Jurnal Ekobis Dewantara	2022	1
3	Glory: Jurnal Ekonomi dan Ilmu Sosial	2021	1
4	Jurnal Ilmiah Manajemen Sumber Daya Manusia	2022	1
5	Jurnal Ilmiah Manajemen Sumber Daya Manusia	2021	1
6	Cognicia	2021	1
7	Studi Ilmu Manajemen dan Organisasi (SIMO)	2022	1
8	Jurnal Ecoment Global	2021	1
9	Journal of Trade Development and Studies	2020	1
10	Journal of Economics, Finance and Management Studies	2021	1
11	Dinasti Internasional Jurnal Manajemen Pendidikan dan Ilmu Sosial	2022	1
12	Journal Of Business & Applied Management	2018	1
13	Journal of Education and Counseling	2021	1
14	Jurnal Ilmiah MEA (Manajemen, Ekonomi, dan Akuntansi)	2020	1
15	Fair Value : Jurnal Ilmiah Akuntansi dan Keuangan	2022	1
16	Journal of Leadership in Organizations	2019	1
17	IRE Journals	2020	1
18	HISTERIA: Jurnal Ilmiah Sosial dan Humaniora	2022	1
19	Syntax Literate: Jurnal Ilmiah Indonesia	2022	1
20	E-Jurnal Ekonomi dan Bisnis Universitas Udayana	2021	1

21	International Journal of Progressive Sciences and Technologies (IJPSAT)	2021	1
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Quality Assesment

Table 2. Results of quality assessment (Quality Assessment)

No	Author	Year	QA1	QA2	QA3	Result
1	Mahdani Ibrahim,Banta Karollah, Vilzati Juned dan Mukhlis Yunus	2022	Yes	Yes	Yes	Accepted
2	NinaVicturia, FaridHidayat	2022	Yes	Yes	Yes	Accepted
3	Chikal RB Pandie, RollandE. Fanggidae, Ronald PC Fanggidae	2021	Yes	Yes	Yes	Accepted
4	Wahyuningsih, Niko Sudibjo	2022	Yes	Yes	Yes	Accepted
5	<i>Chintya Krisna Inggira, Suryanto, Windijarto</i>	2021	Yes	Yes	Yes	Accepted
6	Baiq Widya AyuArdiyanti, Nida Hasanati, Adhyatman Prabowo	2021	Yes	Yes	Yes	Accepted
7	Novia Sulistyawati, IwanKresna	2022	Yes	Yes	Yes	Accepted

	Setyadi, Jubaedah Nawir					
8	Puput Nurul Hayati,bohong Putriana, Fahrudin Salim	2021	Yes	Yes	Yes	Accepted
9	Agus Setiyo Utomo,Andrika Pesparani Nikerija Nainggolan	2020	Yes	Yes	Yes	Accepted
10	Apud Abdul Aziz ,Bomer Pasaribu, Partogi S Samosir	2021	Yes	Yes	Yes	Accepted
11	Yudi Nugroho, Farida Elmi	2022	Yes	Yes	Yes	Accepted
12	Young Dame R. Napitupulu	2018	Yes	Yes	Yes	Accepted
13	Hendar Priatna	2021	Yes	Yes	Yes	Accepted
14	Dede Mustomi, Eni Reptiningsih	2020	Yes	Yes	Yes	Accepted
15	Sarah Sentika, Winda Gafrilia Prianka, Muhammad SyakibAsqalani Rifai, Sandra Rusinzika	2022	Yes	Yes	Yes	Accepted
16	Bernadeta Cahya Kumala Putriastuti , Alessandro Stasi	2019	Yes	Yes	Yes	Accepted
17	Robin Garingging, Ahmad Badawi Saluy	2020	Yes	Yes	Yes	Accepted

18	Ahmad Mukhtar B	2022	Yes	Yes	Yes	Accepted
19	Edhy Tri Cahyono	2022	Yes	Yes	Yes	Accepted
20	Ni Wayan Duarsih Kusumadewi, Gede Sri Darma	2021	Yes	Yes	Yes	Accepted

RQ1: What is the role of leadership style in the performance and job satisfaction of the millennial generation?

From the results of an in-depth review of 21 articles, it is known that leadership style has a positive and significant impact on the performance and job satisfaction of the millennial generation. An important role in encouraging increased performance of millennial employees is played by strong leadership. Millennial employees generally have a high willingness to learn and face new challenges. Therefore, they need role models who can be used as a source of inspiration and knowledge, with leaders as ideal figures who can be role models for them (Garingging & Badawi Saluy, 2020).

An effective leadership style can influence the job satisfaction of the millennial generation, who look for leaders who provide direction, support and positive feedback in their work. Leaders who provide autonomy and opportunities to develop in the workplace are also considered important by the millennial generation. A leadership style that supports and facilitates employee growth can increase their job satisfaction. On the other hand, a leadership style that is authoritarian or simply demands without providing support or recognition can cause disappointment and dissatisfaction among the millennial generation. Therefore, it is important for leaders to develop a responsive and flexible leadership style to accommodate the needs of the millennial generation and help increase their job satisfaction.

RQ2: What leadership style can improve the performance and job satisfaction of the millennial generation?

The millennial generation has different characteristics from previous generations, so an effective leadership style for them also needs to be adapted. Millennials have high expectations of their leaders, such as direct feedback, direct training, and direct recognition. Because they perform well in work environments that provide progressive career paths, they will need confirmation that they are moving in the right direction, requiring leaders who motivate with rewards, set goals, and serve as mentors to their employees (Bodenhause & Curtis, 2016).

Transformational leadership is a leadership style used to motivate and inspire subordinates through a clear vision and goals. Leaders who use this style show trust in their subordinates, and support is provided in developing their abilities. The application of this leadership style can improve the performance and job satisfaction of the millennial generation because clear direction and support in career development is given to them.

Meanwhile, servant leadership prioritizes the interests of subordinates above personal interests. Service and attention to the needs and desires of subordinates is emphasized more by this leadership style. Concern for subordinates and assistance in achieving their goals is demonstrated by leaders who use this style. The application of this leadership style can increase the job satisfaction of the millennial generation because they feel the attention and appreciation from their leaders.

In research conducted by Mustomi and Reptiningsih (2020), the democratic leadership style was chosen as the main choice and is suitable for becoming a leader by the majority of respondents who are the millennial generation. Of the total 150 respondents, 42 respondents or 28% chose a democratic leadership style as their preference. Dictatorial and control-free leadership styles were not chosen at all by respondents. Some respondents chose paternalistic, participative, laissez-faire, and charismatic leadership styles as alternatives. Many respondents chose a democratic leadership style because this style can accommodate the differences that exist within the organization. Leaders must adapt to current developments in this fast-paced digital era. Development and change in organizations will be hampered by rigid or authoritarian leaders.

However, the leadership style used must be adapted to the situations and conditions faced by each leader. Leaders need to understand the characteristics and needs of the millennial generation at work, and other factors that play a role, such as organizational culture and work environment conditions that can influence job performance and satisfaction, also need to be considered.

CONCLUSION AND RECOMMENDATIONS

This research was conducted to answer two objectives. First, researchers want to obtain more in-depth information about the role of leadership style in the performance and job satisfaction of the millennial generation. Millennial employees have a high willingness to learn and try new challenges. Therefore, they need a role model who can serve as a source of inspiration and knowledge. The most ideal role model for them is a leader. Therefore, increasing the performance and job satisfaction of the millennial generation is influenced by a manager's leadership. Second, researchers want to know more deeply about leadership styles that can improve the performance and job satisfaction of the millennial generation.

The millennial generation has different characteristics from previous generations, so the leadership style that is effective for them is also different.

Millennials have high expectations of their leaders, such as direct feedback, direct training, and direct recognition. Since good performance is demonstrated by them in a work environment that provides a progressive career path, confirmation that they are moving in the right direction is needed by them, as well as leaders who motivate with rewards, set goals, and serve as mentors to their employees are needed.

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