

Understanding The Productivity and Loyalty of Millennial Employees in The Hotel Business: Preliminary Evidence

Nenny Wahyuni¹, Suci Sandi Wachyuni^{2*}, Kadek Wiweka³, Shinta Teviningrum⁴, Nicko Gana Saputra⁵

^{1,2,3,5} Politeknik Sahid, Indonesia

⁴ Gunadarma University, Indonesia

*Corresponding Author; *Email*: sucisandi@polteksahid.ac.id

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Abstract

The company's ability to survive in a highly competitive environment relies heavily on employee productivity and loyalty. Contemporary millennial culture in the hotel industry is a topic of current societal discussion. Therefore, researchers have a keen interest in this area. The population for this study consists of all the employees belonging to the millennial generation working in the Front Office department of a 4-star hotel in Jakarta. The approach employs a combination of two distinct variables using both quantitative and qualitative methodologies. A total of 18 millennial employees from the front office department were surveyed, along with three interviewees consisting of the front office manager, assistant front office manager, and front office supervisor. Based on data collected through interviews, observations, and surveys, researchers have discovered that the millennial generation's front office department exhibits excellent employee productivity, characterised by a strong sense of enthusiasm and ambitious goals. However, the loyalty of the millennial generation towards their work is distinct. These employees frequently switch companies not due to a dislike for corporations, declining performance, or a poor work environment, but rather because they seek to gain extensive experience, build strong professional networks, and aspire to attain higher positions at a faster pace.

Keywords: productivity, loyalty, millennial, hotel industry, millennial worker, workplace.

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INTRODUCTION

The hotel industry in Indonesia is seeing tremendous growth, particularly in major urban centres and popular tourist attractions. The Central Statistics Agency predicts that the total number of hotels in Indonesia will reach 29,005 by the year 2023 (BPS, 2023). Consequently, the rapid growth in the hotel industry leads to a significant increase in the demand for Human Resources (HR) to handle operational tasks. Widhiastuti (2012) asserts that inside a corporation, the HR department serves as a crucial function in leveraging the company's most important asset to successfully attain organisational objectives. Nevertheless, it is essential to maintain a balance by utilising resources that are both efficient and capable of performing at their highest potential.

Based on data from the Ministry of Manpower, the workforce in Indonesia had a growth of 7.56 million individuals, representing an approximate increase of 5.39 percent throughout the period of 2021-2023. This suggests that the labour supply in Indonesia is growing. According to the Central Statistics Agency, the millennial generation currently makes up the majority of the workforce, accounting for 25.87% (BPS, 2020). (Adikusumah, 2017) defines the millennial generation as individuals born between the years 1982 and 2004.

The character of Generation Y differs from that of previous generations (Arif, 2021). The principles they subscribe to include the era of communication and globalisation, ambitious goals, instant culture

(Lyons et al., 2015), and speed. Upon initial observation, generation Y appears intelligent, assertive, adept at multitasking, and possesses innovative ideas. They like a laid-back work environment. An unfavourable aspect is that they have a tendency to become bored rapidly.

The evolution of lifestyle, culture, behaviour, and traits has implications for corporations seeking to enhance efficiency and foster loyalty inside their organisation. Enhancing productivity can be achieved by means of education and training, proper nutrition and health, motivation and desire, work possibilities, leadership and managerial skills, and government policies (Sirait, 2006).

The erosion of loyalty is evident through various indicators, including declining or subpar job productivity, escalating rates of absenteeism, high turnover rates, pervasive worry, frequent requests, and strikes (Widhiastuti, 2012). Companies are facing a dilemma as they navigate the advent of the millennial generation into the industrial world. Human resources play a crucial role in the proper functioning of work operations, particularly in service-oriented hotels. This, in turn, significantly affects employee productivity and loyalty in hotel operations.

Hotel management frequently expresses concern with the substantial employment turnover rate among individuals from the millennial generation. In addition, another issue that arises is the propensity of the millennial age to display apathy about the Company. Rigid working hours can result in reduced motivation among millennials. The utilisation of information technology devices at work frequently leads to a decline in productivity.

Hence, it is crucial to assess the efficiency and commitment of the millennial cohort in the hotel sector, particularly in the context of the workplace. The objective of the research is to offer guidance to employers on effectively managing the millennial generation as valuable human resources, hence enhancing their productivity. The expectation is that enhancing labour productivity will also foster loyalty within the millennial workforce, particularly within the hotel business. This research focuses primarily on the millennial demographic employed in the front office department as the initial point of contact for guests.

LITERATURE REVIEW

Millennial Generation

As stated by Adikusumah (2017), the millennial generation, sometimes referred to as the millennium generation, is a cohort that was raised in an atmosphere where internet literacy was prevalent. This generation encompasses those born between the years 1982 and 2004. Moreover, the principles embraced by this generation encompass the age of communication and globalisation, ambitious objectives, a culture of immediacy, and rapidity.

This generation is characterised by a higher degree of education and knowledge compared to prior generations. The Millennial generation is commonly referred to as echo-boomers or the millennium generation. The term "Echo boomers" is used to refer to those who were born during the period following World War II. The term "Millennium generation" is used to describe individuals who perceive the advancements in technology and the transition into the new millennium (Panjaitan, 2017).

Kilber et al (2014) found that the millennial generation exhibits traits such as a willingness to accept change, increased openness, self-assurance, high self-esteem, and a tendency towards internet addiction. The Millennial generation is characterised by their inclination to seek feedback and guidance for personal growth. They place great value on the sense of fulfilment that comes from having their work recognised as significant (Rahmawati, 2018).

The millennial generation possesses the advantageous belief that multitasking is an inherent aspect of their lifestyle. In addition, this generation utilises the internet for conducting research and accessing any

necessary information. There is no doubt that the millennial generation possesses multiple social media accounts. Some examples include Facebook, Twitter, Instagram, Path, WhatsApp, Line, and other similar platforms. The subsequent passage delineates the attributes of the Indonesian millennial generation, as expounded (Rahmawati, 2018) in the ensuing manner:

- a. Proficient in technology
The millennial generation have a profound comprehension of technology. Indeed, this generation represents the largest demographic of social media users.
- b. Consumptive
The millennial generation is classified as a consumer category that places a high importance on shopping, travelling, and purchasing concert and cinema tickets.
- c. Saving for something they dream of
While the preceding generation prioritised accumulating money as a precautionary measure for the future, the current generation tends to lack preparedness when it comes to saving for the future. However, the benefit lies in the fact that Generation Y have a clear understanding of their goals and exhibits a strong determination to diligently pursue them.
- d. Well-informed
The millennial generation is an essential cohort characterised by their profound inquisitiveness. Given the convenience of accessing information online, this generation will acquire information prior to making a purchase.
- e. Digital as a means of communication
The millennial generation exhibits a predilection for allocating a greater amount of their time to engaging with social and digital media platforms. And the current generation has a preference for innovative information that is modern, fashionable, and genuine.
- f. Being a lack of planning entrepreneur
The millennial generation is no longer enticed by high pay and working for prestigious companies. Instead, they are drawn to convenience, particularly in the digital realm, and are inspired by the success stories of startups. As a result, millennials are increasingly interested in pursuing entrepreneurship.

Work Productivity

Productivity is commonly defined as the capacity of a group of economic resources to generate a product or the assessment of the relationship between the effort put in (input) and the results obtained (output) (Kenton, 2024). An employee's job productivity is typically demonstrated by their performance in the workplace. Productivity, from another perspective, is fundamentally a mindset that consistently strives for an improved quality of life each day, aiming for tomorrow to be even better than today (Sirait, 2006). Rosidah (2018) identified various elements that influence an agency's production, such as:

- a. Knowledge
The genuine knowledge and abilities that form the foundation for attaining productivity. Knowledge and skills are distinct from each other. Knowledge pertains to intelligence, cognitive abilities, and expertise, as well as the depth and breadth of understanding that a someone possesses.
- b. Abilities
Skills refer to the capacity and proficient technical expertise in a specific occupational domain. Skills are to an individual's aptitude for executing or accomplishing technical tasks, such as managing hotel systems, following check-in protocols, and possessing computer proficiency.
- c. Skills
Capabilities can be derived from a variety of competencies that an employee possesses. This idea might encompass a variety of skills and abilities. Abilities are formed by a combination of knowledge and skills. With sufficient aptitude, an individual can perform tasks without encountering any hindrances.
- d. Disposition and conduct
Habits and behaviour are intricately interconnected. Attitude is a consistent and repetitive behaviour. Established habits among employees can either facilitate or hinder productive work.

Employee Loyalty

According to Robbins (2006), loyalty can be defined as a willingness to safeguard and preserve the reputation of others, based on a high level of trust. Individuals who possess loyalty and conviction are

inclined to make sacrifices and demonstrate unwavering allegiance to their beliefs. According to Malik et al (2014), there is a direct correlation between loyalty and trust. Specifically, the more faith an employee has in their employer, the greater their loyalty towards the organisation. According to Widhiastuti (2012), the factors contributing to a decrease in work loyalty, as reflected in employee work attitudes, can be observed in various behaviours such as reduced work productivity, increased absenteeism rates, high displacement rate, pervasive anxiety, frequent claims, and strikes.

METHOD

This study used a mixed-methods approach. The research employs an exploratory sequential mixed methods technique as its combination method strategy. Typically, researchers employ a combination of research methods to acquire comprehensive, valid, reliable, and unbiased data and information. The focus of this research is on the millennial generation front office personnel working at a prestigious 5-star hotel in Jakarta. The two variables being examined in this study are work productivity and job loyalty. The data gathering method employed involved administering a survey form and conducting interviews with the immediate supervisor of the front office at Alila Hotel Jakarta. Pertanyaan yang diajukan pada wawancara adalah mencakup variabel employee productivity (knowledge, skills, abilities, attitude and behavior) dan job loyalty (penurunan produktifitas kerja, peningkatan absensi dan perpindahan karyawan, dan kegelisahan karyawan). Begitu juga, The survey consists of statements that pertain to employee productivity and job loyalty, which are assessed using a Likert scale ranging from 1 to 5. The answer choice of strongly agree is assigned a value of 5 for positive statements, whereas strongly disagree is assigned a score of 1. Regarding negative assertions, the option "strongly agree" is assigned a score of 1, while the option "strongly disagree" is assigned a value of 5. The survey encompasses the entire population of millennial generation employees working in hotels. The name of the establishment is Alila Jakarta. The sample for this research consists of 18 individuals who are all employees from the millennial generation working in the front office department. Data analysis approaches employ both quantitative and qualitative descriptive methods.

RESULTS

Profile and Characteristics of the Respondent

An in-depth analysis of the respondents' profile and attributes was conducted to gain a better understanding. The findings of this analysis are presented in Table 1.

Table 1. Profile and characteristics of the respondents

Units	Variable	Percentage (%)	
Gender	Male	44%	
	Female	56%	
Age	18-22 Years	22%	
	23-27 Years	56%	
	28-32 Years	17%	
	33-37 Years	5%	
Education	High school	28%	
	3 years diploma	17%	
	Bachelor	55%	
Frequency of changing jobs	1 time	28%	
	2 times	11%	
	3 times	22%	
	4 times	11%	
	More than 5 times	28%	
Length of work	0-1 Year	22%	
	2-3 Years	56%	
	3-4 Years	17%	
	More than 5 Years	5%	

According to the data in Table 1, the front office department of Hotel Alila Jakarta is primarily staffed by women from the millennial generation, accounting for 56% of the employees. By age, the largest proportion of employees falls within the 24-27 year range, accounting for 56% of the workforce. Those aged 18-23 make up 22% of the employees, while those aged 28-32 represent 17%. Lastly, individuals aged 32 years and beyond comprise 5% of the workforce. The majority of front office personnel have attained a Bachelor's or Diploma degree, accounting for 55% of the total. High School or similar graduates make up the second largest group, comprising 28% of the workforce. The smallest proportion, at 17%, consists of those with a 3-year diploma.

Remarkably, when examining the frequency of job changes, a significant 28% of respondents have changed jobs 5 times or more. This number is equivalent to the number of respondents who have only switched jobs once. Next, the data will indicate the number of participants who have switched occupations three times. Meanwhile, 56% of the respondents have worked at the front office of the hotel, which is the main focus of the research, for a period of 2-3 years. This is followed by 22% of employees who have worked for 0-1 year. Just 5% of individuals remain employed for a duration of 5 years or more.

Productivity of Millennial Employees in The Front Office Department

Table 2 shows that the average work productivity score for millennial generation employees is 4.2, indicating a high level of production. The employees themselves evaluate various areas pertaining to their knowledge, skills, competencies, as well as attitude and behaviour. A significant majority of respondents expressed a high level of proficiency in their field of work and evaluated themselves with confidence in their competence.

Table 2. The work productivity of employees belonging to the millennial generation

No	Indicator	Mean
	Knowledge	
1	I master the field of work that I am currently doing	4,4
	The quantity of work given is in accordance with my abilities	4,2
	Total Average	4,3
	Skills	
2	I know the work procedures that I am currently working on	4,2
	I received sufficient job training from the company	4
	Total Average	4,1
	Abilities	
3	I am able to do the work given according to the job description	4,2
	I focus when working by not doing other activities that are not my job	4
	Total Average	4,1
	Attitude and Behavior	
4	I always arrive on time to respect other colleagues	4,2
	I have good relationships with colleagues and superiors	4,4
	Total Average	4,3
	Total Overall Average	4,2

Table 2 reveals that respondents generally rate themselves well in terms of job productivity, particularly in relation to attitude and behaviour indicators as well as knowledge. Respondents possess confidence in their expertise within their current professional domain. Respondents said that they possessed a positive attitude as they were capable of cultivating strong relationships with their coworkers and superiors.

Loyalty of Millennial Employees in The Front Office Department

Employee work loyalty has a lower value of 3.8 compared to work productivity. Most responders concurred about their competence in meeting company objectives and being prompt at work. Respondents commonly experience a sense of pride and contentment in their workplace.

Table 3. The job loyalty among employees from the millennial generation

No	Indicator	Mean
1	Decrease or low work productivity	
	The work assigned to me is always good, correct and on time	4
	I am able to work according to company targets	4
	Total Average	4
2	Increased absenteeism rate	
	I always work according to the given schedule	4
	I never come late to work	3,6
	Total Average	3,8
3	High transfer rate	
	As an employee, I feel proud to work for this company	3,9
	I feel comfortable, safe and cared about working according to expectations	3,9
	Total Average	3,9
4	Anxiety everywhere	
	I don't have the enthusiasm to work at the Alila Jakarta hotel	3,5
	I feel like I want to go home quickly while I'm working	3,8
	Total Average	3,7
5	Frequent demands	
	As an employee, I am disappointed with management policies	4
	I was asked to do work that was not my job	3,7
	Total Average	3,9
6	Strike	
	As an employee of the Alila Jakarta hotel, I will go on strike if the policy is not implemented in accordance with the agreed agreement	3,5
	I will go on strike if it is not in accordance with my conscience	3,8
	Total Average	3,7
	Total Overall Average	3,8

Table 3 provides insight into employees' reactions to company policies that conflict with their own beliefs. Negative assertions are made regarding the prevalence of worry, frequent demands, and strikes. Most responses exhibit a cooperative disposition. Despite the dissatisfaction with management policies, they refrain from making rash decisions.

Productivity and Work Loyalty: From The Perspective of Millennial Front Office Employees Leaders

An in-depth analysis of the productivity and work loyalty of front office personnel was conducted by questioning the direct superiors of the observed respondents. Three sources were interviewed, including the reception host supervisor, assistant front office manager, and front office manager.

Productivity of The Millennial Employees in The Workplace

According to the viewpoint of the reception host supervisor, employees from the millennial age in the front office department demonstrate high levels of work productivity. The reason for this is that management conducts regular training sessions for staff in every area, occurring twice a week. The purpose of this training is to enhance work efficiency by familiarising participants with work procedures, job responsibilities, hotel etiquette, cashiering, and other relevant topics. In order to ensure that staff perform at the level desired by the firm.

Supervisors acknowledge the exceptional work of the millennial age at the front office, namely in terms of their punctuality, discipline, and expertise in the sector. Indeed, their level of passion was elevated and they appeared to be driven by ambition, as most of them were still inexperienced in the sector and eager to demonstrate their optimal performance. Millennial employees have positive attitudes and possess the ability to cultivate strong interpersonal connections with their colleagues.

The deputy front office manager and front office manager confirmed that the millennial generation staff at this hotel demonstrate excellent performance, have a rapid ability to acquire new concepts, and possess a high level of excitement. Even if the work is not completed within regular working hours, employees are required to remain back, adhere to a flexible schedule, and come punctually in order to fulfil the tasks. Typically, immediate supervisors are content with the outcomes of their performance. The findings from interviews performed with immediate supervisors corroborate the conclusions obtained from the descriptive analysis based on the employee's own viewpoint.

Employee Loyalty

Work loyalty is a key indicator of a company's sustainability, as it ensures seamless functioning of the company's operations (Strenitzerova & Achimsky, 2019). According to the findings from interviews with immediate supervisors, millennial employees demonstrate strong commitment in fulfilling their job responsibilities. Nevertheless, when examining the personnel turnover rate, it becomes evident that it is significantly elevated within the front office sector. Based on interviews with the supervisor, assistant front office managers, and front office managers, it was found that the majority of front office workers belong to the millennial generation. These individuals are motivated to advance in their careers and are actively seeking opportunities to move up the ladder more rapidly. In addition, this is due to the millennial generation's need for vast experience and networking opportunities. The duration of the transfer process typically spans from approximately 1 to 2 years.

Is Loyalty Obsolete for The Millennial Generation in The Front Office Department?

Research findings indicate that women make up the majority, accounting for 55%, of millennial employees working in the front office. The front office department mostly focuses on administrative tasks, in contrast to other divisions like housekeeping, food and beverage service, and product management. Most of the employees in the front office department are millennials, between the ages of 22 and 37. Adikusumah (2017) defines the millennial generation, also known as the millennium generation, as those who were raised in an atmosphere where the internet was prevalent. This generation was born between the years 1982 and 2004 (Howe & Strauss, 2000).

The millennial generation surpasses the previous generation in terms of education and knowledge due to their adeptness at acquiring information from the internet and other digital platforms. The millennial generation has very different characteristics from the senior generation and need a special treatment (Meliandayani, 2016). The majority of millennial generation employees have achieved a final education level of bachelor's graduates. This supports the assumption that the millennial generation possesses superior education and expertise compared to the preceding generation (Panjaitan, 2017).

Based on the duration of their employment, it appears that most employees from the millennial age working at the front office of Hotel Alila Jakarta have been with the company for a period of 2-3 years. This may be attributed to the accommodating work environment. In his study, Cran (2014) asserted that the millennial generation's lack of loyalty towards firms can be attributed to an environment that lacks flexibility. Nevertheless, millennials exhibit a strong sense of loyalty towards their colleagues, and although they may form friendships with their superiors, they are more likely to remain in the workplace for an extended period of time.

According to the findings of this research, the rate of workplace turnover among the millennial generation is typically high, with the majority of them having switched employment 5 times. It can be inferred that the millennial generation continues to search for an appropriate workplace until they find the workplace that meets their preferences. Cran (2014) confirmed that individuals belonging to generation Y will switch employment as much as twenty times throughout their lifespan.

According to the findings of a comprehensive analysis that combines quantitative and qualitative methods, the millennial employees at the Alila hotel possess the necessary expertise for their job. When

it comes to skills, employees from the millennial age demonstrate mastery of their work by following established procedures, as confirmed by evaluations from their supervisors during interviews. Nevertheless, when it comes to loyalty, the generation remains receptive to superior prospects and potentialities beyond their current circumstances. Consequently, the level of loyalty exhibited by the millennial age towards organisations is often low, whereas their devotion towards oneself is comparatively higher. The millennial generation possesses traits such as rapid learning abilities, a willingness to explore numerous opportunities, and a fearlessness when it comes to taking chances. Bahkan, menurut generasi milenial kerja adalah salah satu prioritas dalam hidup, tetapi bukanlah prioritas yang utama (Kian et al., 2013).

Effectively overseeing the millennial cohort in the professional setting necessitates employing a distinct methodology. The millennial generation exhibits commendable conduct and demonstrates high levels of cooperation, provided they receive the necessary entitlements and incentives. Furthermore, demonstrating adaptability towards their requirements for personal growth holds immeasurable significance for them. In her 2022 study on the work-life interface of millennial employees in five-star hotels in Bali, Indrayani (2022) discovered that enhancing millennials' personal lives at work is crucial for retaining them in the organisation. Millennials need work that is purposeful, along with a supportive work environment and chances for personal growth to enhance their abilities (Kurniawan, 2013).

This is further corroborated by prior empirical research, which asserts that millennial employees desire active participation in company projects or activities in order to enhance their learning and skill development through direct practice (Baldonado & Spangenburg, 2009). Tulgan (2009) asserted that the significance of millennial employees' positions on projects is relatively insignificant, as long as they are able to make a contribution and their thoughts or ideas are accommodated by the work team.

Purnawati et al (2021) did additional research that revealed an equally intriguing finding: Millennial Employees, Work Culture, and Person Job Fit have a notable impact on Employee Engagement. Employee engagement may be enhanced by ensuring the organisation offers a sense of certainty regarding the future, emphasises transparency, fosters mutual trust and effective communication, and recognises the achievements of its employees. staff engagement directly influences the enhancement of staff productivity.

Moreover, achieving a harmonious equilibrium between professional and personal spheres is a crucial determinant of an employee's overall satisfaction and an organization's ability to retain its workforce. According to a study conducted by Jaharuddin & Zainol (2019), employees identified a healthy work-life balance as the primary factor influencing their decision to remain with their present employer. Notably, this extends beyond compensation and job security, which rank as the second and third most significant factors influencing employees' decision to remain with the organisation. This equilibrium is commonly known as Work-Life Balance, wherein employees effectively allocate and distribute their work obligations, family life, and other responsibilities to avoid any clash between their personal and professional spheres.

CONCLUSION

The research findings indicate that front office staff from the millennial age at Alila Hotel demonstrate high levels of job efficiency, as confirmed by their direct superiors who evaluate and oversee their performance. Work productivity is evaluated based on an individual's knowledge, skills, abilities, attitude, and behaviour. Regarding employee loyalty, most employees have been employed at the Alila Hotel for a period of 2-3 years. This is due to the perception that the hotel management offers a conducive environment for employee self-improvement, characterised by flexibility and openness. The positive impact of the strong ties fostered by the hotel's work team includes a notable reduction in employee turnover. While acknowledging the significant turnover rate among front office employees, the superiors nevertheless recognised the staff's productive performance. The findings of this study offer suggestions for human resource management strategies as a crucial resource in organisations, particularly for the millennial generation that comprises the majority of the workforce. The management

of a star hotel is expected to establish a work system that aligns with the basic principles that are highly regarded by the millennial generation. In addition, management can develop a range of strategic initiatives and policies that promote the professional endeavours of millennial employees, while also enhancing their personal well-being. By retaining the millennial generation within the organisation, their maximum potential can be harnessed, leading to a decrease in employees' inclination to depart. Penelitian ini memiliki keterbatasan dimana sampel penelitian hanya karyawan milenial yang bekerja pada divisi front office, sehingga tidak dapat digeneralisasi pada posisi yang lain. Adapun penelitian selanjutnya dapat diikutsertakan divisi lain sebagai sampel penelitian sehingga dapat memberikan gambaran lebih luas bagaimana karakteristik milenial di tempat kerja, terutama di sektor hospitality.

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