

# Millennial Generation Organizational Commitment and Employee Loyalty Study in Indonesia: A Review

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## ABSTRACT

The millennial generation started to partake in Indonesia's Economy, and they are playing an important role, especially after the recent development of Indonesia's economy. On the contrary, it is still commonly found that Indonesia's business sector is still questioning about millennial generation's organizational commitment and loyalty, simply based on how "different" the millennial generation is compared to its predecessor. This point of view is mainly credited to a lack of understanding of Indonesia's millennial generation and this phenomenon simply happened because this issue is not gained enough interest among academicians and experts in Indonesia. This paper aims to provide a thorough review of this topic by encompassing several studies on millennials, focused on commitment and loyalty, mainly from recent studies. With this review, it has become important to give the millennial generation organizational commitment and loyalty study, scholarly attention. In all ways, the millennial generation is different and could play an important role in Indonesia's economy. Not only as a market but as a human capital and this study urges researchers to find millennial uniqueness, integrating them into organizations and managing their organizational commitment and loyalty, after all, with the recent economic shift it is about time this generation will become an integral part of Indonesia's economic development.

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## 1. INTRODUCTION

With demographic growth that happened all over the world, Indonesia is one of several countries expected to gain demographic bonuses. Based on a recent survey, conducted by the Indonesia Bureau of Statistics (2018), 66.02% of Indonesia's population entered the workforce, with 50.36% of that workforce coming from the

millennial generation. With astounding numbers, it is possible that Indonesia 2045 golden generation mainly consisted of the millennial generation [1], not only from their numbers but also their educational superiority and digital nativity.

This phenomenon occurred as part of a bigger phenomenon that happened around the world, which is millennial generation is

expected to outnumber the baby boomer [2] and started to gain scholarly attention.

Several experts started to define and even categorize the millennial generation, to gain a better understanding of this generation [3]. Furthermore, several studies also pointed out how businesses and organizations could interact with this generation [4], and even further captured the unique attitude of the millennial generation at work, related to their technological superiority [5]. With this number of studies, with extended depth of the study, it is safely said that the international community and their expert are well prepared or at least one step ahead, contrary to Indonesia, which is currently in a serious position to utilize the possible demographic bonuses in the future.

Even though international businesses still have certain views about the millennial generation, especially regarding their commitment and loyalty toward the organization [6] especially about how “not-so-loyal” they are. But experts did research the millennial attitude and found traits of why millennials stayed on their job [7]. Even further, experts researched how generated millennial commitment and loyalty, even in the voluntary field [8]. The same cannot be said about millennial study in Indonesia, even though it is clearer day by day about what millennials can do in Indonesia.

The disruption that recently happened in Indonesia mainly happened because there is a new breed of generation, with a better understanding and utilizing the technology. It is shown that the disruption that happened in Indonesia is mostly driven by that sector [9], and behind that is the millennial. It is happening because millennials have certain traits, especially in technology, hence even they are the very first generation called “digital natives” [3], [6]. With the large number of millennial generations in Indonesia, almost entire aspects of Indonesia’s business and economy may be driven by millennials. Either as the producers, marketers, and even workers, it is of utmost importance to understand how the millennial generation in Indonesia viewed those aspects.

It happened because although commitment and loyalty are quite old and have been studied for a long time, organizational commitment and loyalty are still becoming an important part of managing an organization. Commitment is the first step to nurturing the organizational citizenship behavior that could benefit the company from its employees [10]. It even provides several attitudes that could decide whether the employee will do the job safely [11] and it is also an important part of mitigating employee turnover [12]. Whether it is the millennial generation or another generation, commitment still plays an important role and the same can be said about loyalty, with a broader aspect. Several experts suggested that loyalty is an integral part of human resource management [13] but it is also an aspect that drives customer purchasing behavior, which is strongly related to marketing management [14]. In this study, both of those concepts are very important, but employee loyalty became a dominant factor because this study weighed more on the human resource study side. But eventually, this study tried to depict loyalty study evenly, because the millennial generation could also play an important role as a consumer. With the millennial generation's current position, it is paramount to gain a better understanding, either in organizational commitment or loyalty, especially in Indonesia.

This study aimed to provide a review of the millennial generation study in Indonesia, with a strong emphasis on organizational commitment and loyalty study. This review looked through leading journals either in Indonesia or from foreign sources that were published in the year 2019-2022 and categorized the result accordingly. With this review, it is possible to understand how far the millennial generation study in organizational commitment and loyalty has gone so far. With the review, it is possible to find certain themes that scholars and experts in Indonesia could take benefit from and develop in this field. Mainly from an academic’s view, but with the current condition, with the disruption that happened either because of digitalization and changes in

current economic and social conditions, experts could gain a practical understanding from this study.

## 2. LITERATURE REVIEW

To understand how the millennial generation fare, we look thoroughly at several articles published with Indonesia's millennial generation as the main object. These articles are found in google scholar, because not many of these articles are actually indexed in renowned indexes, such as Scopus. Apart from that problem, this study still manages to find several studies, published in 2019-2022. It is quite interesting to find out that millennial studies in different subjects are quite vast, contrary, only a few studies that look at the millennial generation on their organizational commitment and loyalty study. Even though several papers mentioned, that organizational

commitment and loyalty is the common misunderstanding found in the business community toward millennials [2], [4], [6], [7].

While using the possible method, through Google Scholar to expand the scope of finding several studies related to these topics, this study still finds it hard because most of the studies are not available in reputable international journals. While using tools provided by reputable indexing such as Scopus, only 1 article with the desired theme appeared. This is quite problematic because Indonesia has a great amount of research potential. With more than 200 million people, understandably, Indonesia become its microcosm in the world [15]. This review could help to understand how the commitment and loyalty issues among Indonesia's millennial generation have been studied, and provided and, important insight into how this study progressed.

Table 1: Extant Literature on Indonesia's Millennial Generation Study

Authors	Key Research Question	Journal	Method	Field of Study	Sample Size
[16]	How Indonesia's millennial generation viewed commitment and loyalty tested through interactions between variables	Journal of Asian Finance Economics and Business (JAFEB)	Survey through questionnaires, quantitative	Human Resource Management	261 teachers and employees in several educational institutions in Central Java, Indonesia
[17]	Explores the involvement of young volunteers in the Krakatau Festival	Journal of Human Behavior in the social environment	Data collection from volunteers that participated in Krakatau Festival analyzed with an ethnographic approach.	Human behavior, volunteerism	Young volunteer participated in Krakatau Festival
[18]	Investigate determinants of Muslim millennials purchasing behavior of halal food in Muslim-majority countries.	British Food Journal	Survey through questionnaire, quantitative	Marketing, Religiosity	339 Muslim millennial consumers
[19]	Association of internal and external factors and moderating role of comparative marketing aspects (YouTuber and Influencer)	Journal of Distribution Science	Survey through questionnaire, quantitative	Marketing	300 bachelor-educated millennials

Table 1: Extant Literature on Indonesia's Millennial Generation Study (continue)

Authors	Key Research Question	Journal	Method	Field of Study	Sample Size
[20]	Examining 3 (three) factors financial literacy, self-control, and peer influence that influence investment behavior among Indonesian millennial	Data in Brief	Investment behavior survey on millennial attending in Investments Gallery seminars and events in Jakarta, Quantitative	Finance	265 young millennials attending Investments Gallery seminars and events.
[21]	Determine the millennial generation's willingness to pay (WTP) for low-energy housing	Knowledge E-Journal. Equity, Equality, and Justice in Urban Housing Development	Survey through questionnaire, quantitative	Marketing	121 millennials from various income
[22]	The relationship between work values and millennial organizational commitment	Jurnal Ilmiah Administrasi Bisnis dan Inovasi	Survey through questionnaire, quantitative	Human Resource Management	200 millennial employees
[23]	Can employer branding, compensation and flexible working hour increase employee motivation	International Journal of Innovation, Creativity and Change	Survey through questionnaire, quantitative	Human Resource Management	285 millennial respondents
[24]	Millennial generation purchase behavior on halal cosmetics product	JIMA	Survey through questionnaire, quantitative	Marketing, Islamic Marketing	206 Muslim female from millennial generation
[25]	How the intrafamily succession may change if millennial cohorts are considered successor, with exploration on superordinate themes that support the success of intra-family line from perspective of 2 (two) cohorts (Millennial and X)	Intra-family Succession Insight	Interview, qualitative	Family firm, Intra family succession	10 Individuals with family business successor background
[26]	Resilience of millennial Muslim family in the middle of Covid-19 pandemic from several indicators including gender partnership, health and security, economic condition, social psychological resilience, and social-cultural resilience.	Jurnal Penelitian IAIN Pekalongan	Survey through questionnaire, quantitative	Family resilience	403 millennials
[27]	Work pressure as a mediator on quality of work life and desire to leave	GATR Journal of Business and Economic Review	Survey through questionnaire, quantitative	Human Resource Management	100 millennial financial consultants

Table 1: Extant Literature on Indonesia's Millennial Generation Study (continue)

Authors	Key Research Question	Journal	Method	Field of Study	Sample Size
[28]	Relationship between financial knowledge and investment behavior	ITS Jurnal Sosial Humaniora	Survey through questionnaire, quantitative	Finance	635 millennials throughout 63 cities in Indonesia
[29]	Interest of millennial investors in investing in stock using the theory of planned behavior approach.	Jurnal Riset Akuntansi dan Keuangan Indonesia	Survey through questionnaire, quantitative	Finance	148 millennial investors from Kebumen
[30]	Investigate and reconfirm the instruments and variables used in prior research, besides analyzing the essential role of fundamental, rational, and psychological aspects to increase employee intention to stay in the company.	Journal of Asian Finance, Economics, and Business	Survey through questionnaire, quantitative	Human Resource Management	438 male respondents aged 23-36, working on SOE and civil servants' sector.
[31]	Career decision-making Difficulties (CDMD) among millennial university students in Indonesia	Advances In Social Sciences Research Journal	Survey through questionnaire, quantitative	Human Resource Management	120 males and 140 females with university student background
[32]	Factors that influence millennial loyalty to mobile banking applications	Management and marketing challenges for knowledge society	Survey through questionnaire, quantitative	Marketing	395 millennial mobile banking application users
[33]	Understanding Indonesia's millennial generation social exchange in organization	Jurnal Economia UNY	Survey through questionnaires, quantitative	Human Resource Management	51 Lecturers in Faculty of Economics UNY
[34]	Coping stress for the millennial, digital leadership of the direct supervisor, and learning culture in business organizations impact work engagement	Polish Journal of Management Study	Survey through 3 big companies in Indonesia, quantitative	Human Resource Management	317 employees from 3 big companies in Indonesia
[35]	Investigates the effect of informativeness, entertainment, and credibility of the social media for the perceived value for advertising for Muslim Millennial Parents.	JIMA	Gather Social Media Information and online survey, quantitative	Marketing, Islamic Marketing	210 Muslim Millennial Parents
[36]	The effect of openness on millennial employee style on leadership effectiveness and its impact on 4.0 organizational performance.	Management Science Letter	Survey through questionnaire, quantitative	Human Resource Management	224 millennials from various companies in Indonesia

Table 1: Extant Literature on Indonesia's Millennial Generation Study (continue)

Authors	Key Research Question	Journal	Method	Field of Study	Sample Size
[37]	Transformational leadership roles reflect the millennial character in the 4 <sup>th</sup> (fourth) industry revolution	Manajemen Bisnis	Systematic review, qualitative	Human Resource Management	A systematic review through theories and articles related to the main question
[38]	The impact of reward and recognition, work-life balance on employee retention, with job satisfaction as a mediating variable	Journal of Business and Retail Management Research (JBRMR)	Survey through questionnaire, quantitative	Human Resource Management	50 millennials reside in Tangerang and Jakarta Indonesia
[39]	The influence of servant leadership and breakthrough leadership on organizational performance with employee satisfaction as an intervening variable, in coal mining industry. Listed on Indonesia Stock Exchange.	International Review of Management and Marketing	Survey through questionnaire, quantitative	Human Resource Management	112 employees from supervisor to director in a coal mining company
[40]	The relationship between financial literacy and millennial decision making	DIJEMSS	Survey through a questionnaire, quantitative	Finance	448 Millennials

### 2.1 Lack of Studies in Millennial Generation Organizational Commitment and Loyalty Study

It is inevitable to understand why millennial studies in different fields are coming forward and started getting scholarly attention. Because in years it is understandable to categorize millennials as an object, for marketing, finance, and human resource study. According to the extant literature in Table 1, it is possible to conclude that millennial studies in these various fields are growing rapidly.

This phenomenon occurred mainly because several scholars are in terms of the importance of millennials. Either from their number, based on demographic statistics globally [2] or locally [30], [37]. Another factor is millennials' uniqueness as a generation cohort [4] and the impact that they brought upon the entrepreneurship sector [41] and even family businesses [25]. After looking thoroughly at several journals, whether international or national journals

with the millennial generation as a main object, there are not so many studies, conducted on millennial commitment and loyalty.

In this review, it is found out only a handful of studies focused on millennial organizational commitment and loyalty in any way. There is a study conducted to reconfirm previous instruments and indicators related to employee intention to stay at the organization [30] which is related to organizational loyalty, while another study found out how the loyalty of millennial consumers on mobile banking applications [32] which is strongly related to customer loyalty. In organizational commitment, a study mentioned how work values relationship with organizational commitment [22], and this is the only study that used organizational commitment as a variable.

There are several studies actually, that conducted research on millennial's intention to leave, or turnover. A study tried to look at reward, recognition, and

work-life balance and their impact on employee retention [38] while other studies examined factors related to employee turnover [23]. This study does not actually mention millennial organizational commitment and loyalty, but employee turnover is strongly related to the millennial generation attitude [6], [7] and turnover is strongly related to employee commitment and loyalty [5], [13], [42]. With only a handful of studies compared to other studies.

Examples of millennial attitude as a consumer [18], [24], or study on millennial financial knowledge [28], [40] it is substantially concluded that millennial organizational commitment and loyalty needed scholarly attention. It is quite an extraordinary fact, mainly because organizational commitment and loyalty itself is quite a broad study. To put an example, loyalty could be found as a part of marketing, or human resource studies, and both are related to individual or group attitudes toward certain objects [13], [14]. This means, looking at loyalty only could offer a certain degree of depth and variations, especially with millennial and their notorious nature as a generation cohort.

## **2.2 Organizational Commitment and Loyalty Study Importance**

Organizational commitment and loyalty study are still important aspects to maintain an organization. Both organizational commitment and loyalty are one of several foundations for organizational citizenship behavior [10]. This prompted academicians to research this subject, and all concluded on the same tone on organizational commitment and loyalty are important to an organization's existence.

Several variables are related to organizational commitment according to research. A study found that organizational commitment is an antecedent for attitudinal loyalty [43]. Another study also found that organizational commitment is related to both attitudinal and behavioral loyalty

[13], and most importantly the way an organization could enhance factors that affect millennial employee organizational employees, the millennial will likely stay on their job [7], [30] and even if the job is voluntarily [8]. It means that organizations played an important role in managing millennials and even improving their behavior toward organizations.

Loyalty also held an important role, still, especially with its relationship with organizational commitment. Loyalty could describe both in marketing or human resource terms with different objects and depictions [13]. Loyalty also had different phases, mainly described as attitudinal and behavioral loyalty that played different phases, either on consumer or employee behavior [14], [44]. With this broad concept of loyalty, it is not impossible why organizational commitment could have a certain relation with loyalty.

Organizational commitment is the basis of loyalty, especially in human resource terms. Several studies mentioned above already prove this point. With the millennial generation it is becoming clearer, to integrate millennials into the workforce, organizational commitment and loyalty study are paramount. This cannot happen if the millennial perspective on these topics cannot be proven empirically and this is what exactly happening in Indonesia's millennial generation. Their turnover, or attitude toward certain products or activities is interesting probably, but understanding their view on organizational commitment and loyalty could provide a concrete scientific understanding of their attitude toward the organization, way of thinking, and even possible treatment. These results can come from a better understanding.

## **2.3 Millennial Generation: A Broader Perspective**

The millennial generation with their number and uniqueness offered a different challenge for business.

Businesses need to start embracing generational differences because simply put millennials are there, prepared, and even entered the business organization as an employee, customers, and even partners [4], [45]. It is necessary to understand the millennial generation with a broader perspective. To provide a better understanding of the millennial generational cohort.

Millennials played an important role in recent entrepreneurial events. With the digitalization that looming and already taking place and integrated with human life, several high-tech companies are led by millennial CEOs, like Mark Zuckerberg on Facebook [41]. The same condition happened in Indonesia, while several starts took off and challenged established businesses, like Gojek. This event mainly occurred with the help of something called “the disruption era” [9]. This trend confirmed that entrepreneurship among millennials could provide an interesting study.

Millennials are notoriously known for being a generation with large numbers. This number is comparable with their predecessor either Gen X or Baby Boomers [2], [46]. Their great number only provides an interesting start for consumer attitude study, either their consumption habit [18], [19] or their attitude toward a certain product [24], [32]. The study mentioned in this section is only a fraction of that was conducted in Indonesia, there are still several studies with the same topic as mentioned here. The millennial study has taken great interest from scholars but not for their organizational commitment and loyalty, unfortunately. As part of broader topics in organizational behavior [10], it is paramount to look at this topic from generational perspectives [41]. This being said, scholars from other countries already provide empirical proof, that maintaining the millennial generation's organizational commitment and understanding factors related to loyalty could provide a great deal in dealing with

millennials [7], [8]. Not only that, even certain behavior could be avoided to maintain factors that affect millennial commitment and loyalty, like “Phubbing” [5].

With these findings, a broader understanding of Indonesia's millennial generation is a must, and this includes organizational commitment and loyalty topics.

### 3. DISCUSSION: DIRECTION FOR FUTURE

This study aimed to review how far Indonesia's millennial generation's organizational commitment and loyalty gained scholarly attention. Although several topics like marketing and finance millennials as a generational cohort in Indonesia already got their rightful attention, the same cannot be said for organizational commitment and loyalty study, especially in the topics of the millennial generation as employees in the organization. This study then mapped out several suggestions that researchers and scholars may take as a general direction on how to expand academic's understanding of the millennial generation. The millennial generation will become a part of Indonesia's workforce, whether they gained necessary scholarly attention or not, and looking at the numbers only, it will become tougher either practically or academically if this attention is given in the later stage of the millennial generation integration towards Indonesia's workforce.

#### 3.1 *Organizational Commitment and Loyalty Study, Generational Approach*

Organizational commitment and loyalty study are needed to take a generational approach. It is mainly to capture generational differences and uniqueness among generational cohorts. It is undeniable that millennials shared their uniqueness either in worldview, values, and attitude [4] but so did their predecessor. To put an example, the baby boomer generation has their own set of values, that are derived

from their own upbringing [47] as a result, the workplace becomes such a diverse environment.

This diversity could be utilized for the organization's benefit. This benefit comes from the way the organization could embrace generational differences and treat employees in their manner. It is possible to use, to put an example, mentoring to quickly integrate different generations [45] This could happen mainly because organizations understand the organizational commitment and loyalty topics in a certain way that a generation perceives.

With this approach solutions related to either maintaining or nurturing organizational commitment and loyalty among employees especially, could reach a generational level. This could provide an integral solution that is much more effective, in the way it deals with certain generation uniqueness. The workplace is already a diverse environment, and a generational approach could help either scholars or practitioners to map these differences, and craft more reliable solutions.

### ***3.2 The Socio-cultural Aspects of Indonesia and Its Effect on Indonesia's Millennial Generation***

It is not an aggravated claim that Indonesia as a nation is filled with socio-cultural factors, that make it extraordinarily different from other countries. With more than 10.000 islands, 800 tribes, and hundreds of languages made Indonesia is a unique macrosocial phenomenon [15]. With that being said, one such socio-cultural factor that becomes a stark contrast between Indonesia and other countries is religiosity. Religiosity is mainly defined as how a person sees himself in his relationship with God and how he/she understands the context of their

religion [48], [49]. In the context of the modern world, several studies pointed out that the younger the generation, the more they disconnected from their religion, and this assumption made the millennial generation one such example, even though they put a higher emphasis on their personal beliefs, religion is not one of them [4].

But the same cannot be said in Indonesia. As a context, although Indonesia already moving toward secularity, it is evident that religion is still strongly instilled through education, and the impact is found throughout aspects of Indonesian life [15]. Several studies also pointed out how the social environment in Indonesia is strongly related to the perceived religiosity among Indonesia's university students [50] and affects the attitudes among Indonesia's millennial entrepreneurs [51]. Religiosity as a context is rich enough as a variable in several actions regarding Indonesia's millennial generation, and the same can be said about how religiosity affects organizational commitment.

Religiosity played a major role as a moderating variable in the effect of organizational commitment toward job performance, especially among Syariah bank workers in Indonesia [52] so did how religiosity resulted in different commitment and performance factors among workers in a Christian country [53]. Religiosity also becomes a moderator on the effect between organizational commitment and life satisfaction, one of the key factors in maintaining work-life balance as evident in South Korea, a highly secular country in Asia [54]. These studies pointed to how religiosity could strengthen or weaken an effect, between organizational commitment and job-related behavior, such as performance and life satisfaction, and

with more than 200 million people, this is becoming an urgent matter that needed scholarly attention.

The same can be said with other socio-cultural factors like races and tribes, which Indonesia has quite a diverse society. But religiosity is one of the most important that we need to understand. This is mainly derived from how religiosity could greatly affect a person's point of view and even becomes cognitive reasoning in their actions [49], [53]. This cognitive reasoning is the main difference between the millennial and the previous generation [46] and how the millennials integrated their decision through this cognitive reasoning, such as how they build their commitment toward organizations [7], [45]. Indonesia is a Muslim-majority country, so there is a need for Muslim scholars to understand this phenomenon, and provided precise guidelines either academically, or practically.

### **3.3 Understanding the Millennial: Indonesia's Most Importance Task**

With millennials as a majority of Indonesia's workforce, dealing with this generation is not an easy matter. With the lack of studies especially on organizational commitment and loyalty, there is a great possibility that businesses in Indonesia will always see millennials as a troublesome generation. Worth nothing but their turnover intention, their relationship with technology, and "job hopping" [3], [6], [30]. That was some millennial generation traits found by researchers, that is true but that doesn't mean the millennial generation is all about that.

Especially with the lack of studies in terms of organizational commitment and loyalty in Indonesia's millennial generation, understanding the millennial itself becomes an important task. There is a need to improve and enrich the

millennial study to create a concrete understanding of the millennial generation and organizational commitment and loyalty are part of this need. Understanding the millennial could provide a great deal, especially in how Indonesia could deal with its workforce generationally.

This is not limited to organizational commitment and loyalty study only. There are still plenty of issues and studies that are very able to be conducted on the millennial generation. This is necessary to unveil the misunderstanding and misconception about the millennial generation in Indonesia. Furthermore, considering Indonesia itself is a one-of-a-kind country, with its cultural uniqueness, diversity, and religiosity [15] plenty of results could be very interesting in each study development. This applied to organizational commitment and loyalty study most importantly.

## **4. CONCLUSION**

This study concluded that millennial generation organizational commitment and loyalty studies in Indonesia are still lacking, regardless of how the millennial generation study gained several scholarly attentions. With the millennial generation playing an important role either from their size in Indonesia's workforce or from their uniqueness as a generation, it is safely assumed that Indonesia is in dire need to unveil the misunderstanding toward the millennial generation. Studies outside Indonesia have shown how dealing with the millennial generation while understanding their behavior regarding organizational commitment and loyalty, resulted in better solutions to several problems that are tightly related to millennials such as turnover. Organizational commitment and loyalty itself are one of several aspects that provide a basis for organizational citizenship behavior, in

which organizational commitment acted as an antecedent for loyalty. This lack of scholarly attention is needed address because the millennial generation has to be seen from a broader perspective. Scientists could look at organizational behavior including organizational commitment and loyalty study from a generational approach, and the stark contrast between social factors between

Indonesia and other parts of the world, for example in religiosity, there is an opportunity for scholars to gain a better and deeper understanding about millennial generation organizational commitment and loyalty, because all of that is one step closer to finish Indonesia most important task on understanding the millennial.

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