

Millennial Employee Performance Research Trends

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Abstract

Generation Millennials or generations are also known as Generation Y or Generation Digital natives, defined as individuals born between 1981 and 1996 when Generation Y or Millennials had Already almost entirely entered age. This article uses bibliometric analysis in processing the data, so it is included in meta-analysis research with qualitative data. These bibliometric analysis research results are visuals of keywords frequently appearing in the articles used. This article aims to know research trends from millennial employee performance in international organizations. Data used in the study: 176 articles were exported in Research Information System format and processed using Visualization of Similarities (VOSviewer) software. The researcher does 5-year data screening final, as has been explained previously with subject areas (Business, Management and Accounting) and (Economics, Econometrics and Finance). By using keywords and restrictions on Scopus database searches, the author hopes that the arrangement of the article can be in accordance with the scope of the research, that is, field Management and discussion are not widened to departing sector behind. Researchers also looked for countries that predominantly conduct research related to the topic of employee performance and analyzed it in terms of subject areas. Findings from the article: Many factors influence millennial employee performance and are also related to transformational leadership.

Keywords: Bibliometrics Analysis, Employee Performance, Millennial Employee, Transformational Leadership, Work Environment.

Introduction

The effectiveness of employees is a major factor in determining the success of the business. For an organization to flourish, human resources are crucial (1). By optimizing their utilization of human resources and matching workers' competencies with their responsibilities within the company, businesses will maintain their growth (2) Employees' existence is always determined by organizational resources, according to earlier studies on this subject. Furthermore, it will have an increasingly difficult time helping the company realize its organizational goals in an effective and efficient manner in the upcoming year (3). According to data from the Central Statistics Agency (BPS), 50% of Indonesian workers are under 30 years old. This indicates that the millennial generation is a dominant force in human resources inside a business, with many members being active workers (4).

Millennials, also known as Generation Y or the digital native generation, are defined as individuals born between 1981 and 1996 (5). In Indonesia, the millennial generation is ranked second among the total population. Indonesia's Generation Z

population, which makes up 74.93 million individuals or 27.94% of the country's overall population, is the largest demographic group, according to the 2020 Population Census data. The generation one level above millennials, or Generation X, comes next. Today, the approximate age range of Generation Z is 8 to 23 (6).

Although some members of Generation Z have not yet reached the productive age, all members will do so in roughly seven years. In this way, it can be ascertained that Generation Y or millennials have almost all entered the productive age. However, it cannot be concluded that the millennial generation works or has a job. However, in general, the millennial generation has entered the world of work. Work motivation problems in Generation Y have become very important in modern society, with increasingly complex challenges requiring appropriate solutions (7).

Total population of Indonesia according to Generation Classification (Figure 1). The difficulty millennial employees face in adhering to the business hierarchy is explained by prior research. Research indicates that while 57% of millennial

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workers dislike hierarchy, up to 43% of them enjoy working hard at their jobs. For maximum productivity, millennial workers prefer a cozy and enjoyable work atmosphere (8). Other research explains that company leaders and policymakers in organizations face the challenge of improving employee skills to obtain optimal performance. Employees perform activities more efficiently when they believe they have an appropriate workload and are given deadlines to finish the tasks assigned. This helps them discover more purpose in life (concentrating on important tasks)

and become more excited, motivated, and involved in it. Millennial managers may boost output and foster a more positive work environment by concentrating on these relationships (9). In developed nations however the term "millennial" is often used, it suggests that generations are all the same across borders, however this is not the case in reality. Although luxury brands are widely distributed worldwide, the definition of luxury and the ranking of its key characteristics differ between nations, necessitating careful consideration.

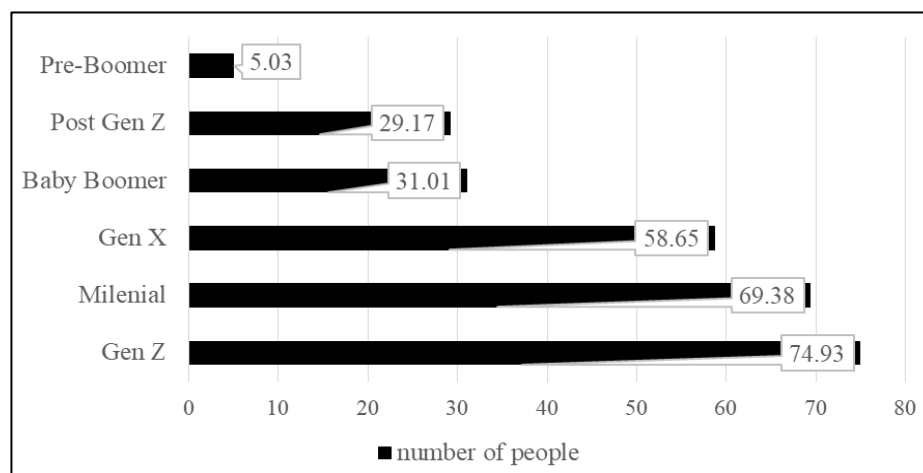


Figure 1: Generation Classification

In addition, many studies also state that there are generational differences that influence differences in work behavior (10, 11). The problem that occurs is that, until now generations are known with various types according to the historical context that influences each generation. The current generation often stereotypes by describing phenomena in other generations. However, there is still little research that proves or confirms that stereotypes of differences in phenomena in this generation do exist (10), especially in Indonesia, this is very rare and has never been studied.

Some of the research above points out that employees who perform well can carry out the tasks given. Numerous studies relate this subject to transformational leadership, citing it as one of the elements that significantly affects worker performance (4, 12, 13). To accomplish shared objectives, a leadership style establishes a constant blend of individual behavior and attitudes toward other groups/team members. Maximizing performance within a firm may be achieved in large part via effective leadership (14). In this case, leadership will, of course, also be related to where the human resources system requires one person

who is capable of managing or leading existing human resources (HR).

In some articles, the retention of millennial workers in Bangladesh's tourist sector is examined in connection to HR procedures. In the link between human resource (HR) practices and employee retention in the sector, the study looks at the moderating effect of the work environment. Findings from the study indicate that in order to keep the millennial generation engaged, managers in the tourist industry need to create HR procedures and cultivate a happy workplace (15). Furthermore, studies look at how the workplace culture of the hotel sector affects career commitment, as well as how Millennial culture acts as a moderator. Graduates in hospitality who work in Indonesia's five-star hotels make up the research population. The study's findings indicate that Millennial hospitality graduates' dedication to a career in the sector is strongly correlated with factors including working hours, workplace culture, and pay. Opportunities for job progression, however, did not significantly predict career commitment. It's interesting to note that the link between Millennial graduates' views of the job

environment in the hotel sector and their dedication to their careers was not significantly mediated by Millennial culture (16).

In other countries, namely China, there is a phenomenon where the millennial generation is choosing to resign from their jobs. This issue occurred in October 2023, when the millennial generation in the country felt unhappy doing mechanical and repetitive work, minimum wages, unhoneed creativity and rejected innovative ideas. Because of this occurrence, companies must comprehend the work values, motivational factors, and expectations of the Millennial generation in order to modify current employee retention strategies that may not be appropriate for this generation. The Millennial generation makes up the greatest portion of the worldwide workforce (17). According to this phenomena, the research's theoretical hypothesis—which posits that millennial workers are more likely to build a feeling of change (self-efficacy) when they encounter a more joyful work environment—is supported by examining the findings of the preceding questionnaire. Additionally, because of their self-efficacy regarding change, they will be better equipped to manage work-related obligations and come up with creative ideas. This will eventually boost the task performance and innovation performance of millennial employees (18).

This article demonstrates the wide range of variables that affect how well the millennial generation performs at work. The workplace culture of the millennial generation generally has a direct impact on how well they perform at work. The link between earlier studies on the job performance of the millennial generation and its contributing aspects in global multinational organizations is examined in this article. In addition to discussing the main problem in this article, the researcher also prepared the questions "What are the factors related to the work performance of the millennial generation?", "Is transformational leadership related to the performance of the millennial generation?"

Methodology

This article uses bibliometric analysis in processing the data, so it is included in meta-analysis research with qualitative data. So, this research uses secondary data. These bibliometric analysis research results are visuals of keywords frequently appearing in the articles used (19). An overview of the functions performed by writers, organizations, publications, and nations is provided in this paper. It is feasible to develop a profile of the activity and its effects by looking at these literary components (20). It also identifies the most influential journals and frequently cited references (21). Additionally, our research synthesizes theoretical perspectives from articles (22). Researchers then looked at the number of articles published in the Scopus database using bibliometric analysis methods.

This bibliometric methodology was chosen because bibliometrics can represent trends in research conducted by many researchers. By using this bibliometric method, researchers can see various aspects related to the topic of millennial employee performance, so this method was chosen because it is in accordance with the purpose of the study, namely to see research trends from various articles in the Scopus database.

Bibliometric analysis can study a subject, perform knowledge analysis, and uncover unobservable objective patterns, based on Pattnaik and Hassan (22). Many bibliometric-based processing software, such as VOSViewer, CiteSpace, SALSA, and PRISMA, are available. When choosing a bibliometric tool, one of the things to consider is its implementation and operation (23,24). In contrast to bibliometric analysis tools such as PRISMA and SALSA, VOSviewer and CiteSpace are relatively easy to operate, do not require users to have programming skills, and parameter settings are not complicated. They only require importing relevant text data, making them a popular tool for beginners to analyze quickly. As supporting data, researchers analyzed document research trends by year from 2019-2024 in the Scopus database and found the following results:

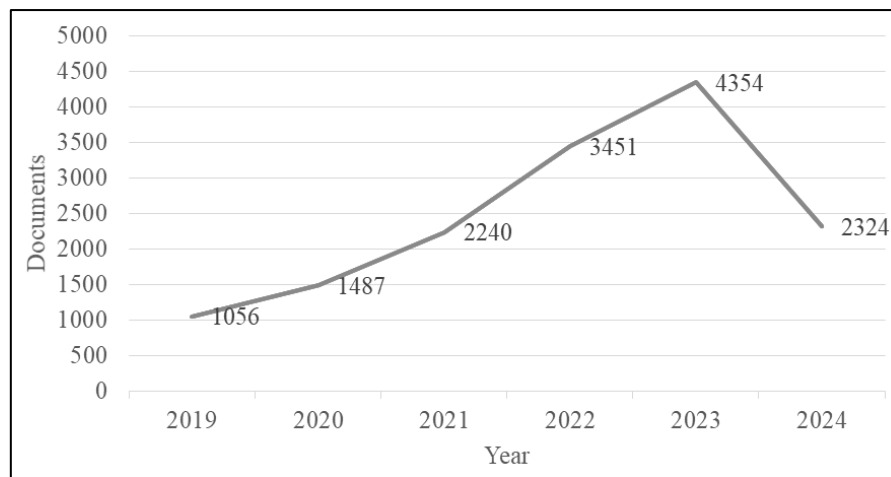


Figure 2: Publication per Year

From the results of this analysis, it can be explained that the number of documents using the bibliometric method in the Scopus database has continuously increased over the last 5 (five) years (Figure 2). From the number of increases each year, bibliometric analysis methods are still frequently used. The decrease from 2023-2024 is, of course, because 2024 is still in the current year, which means that not all research using this bibliometric analysis model has been completed and published on the Scopus database. The increase is quite significant from 2020 to 2022. This article was prepared using RIS data that was sourced from the Scopus database. A research information system known as RIS data contains all metadata pertaining to research activities, including individual data, articles, projects, patents, and other associated materials (19).

Research Information Systems (RIS) are required because information is frequently kept in several ways, making it difficult to manage, generate reports, or allow value-added services (25). The RIS feature allows for the integration of several external data sources, such as finance, student administration, personnel systems, and price management, with internal institutional systems (for example, PubMed, arXiv, CrossRef, Mendeley, Web of Science, and Scopus). 176 articles were retrieved from the database <https://www.scopus.com> and converted to RIS format based on the search results. VOSviewer was then used to assess the study RIS data. 2019–2024: These are pertinent and are subsequently processed with the use of VOSViewer software with version 1.6.20 or data processing tools. Thus, the following is the research model (Figure 3) used in this article:

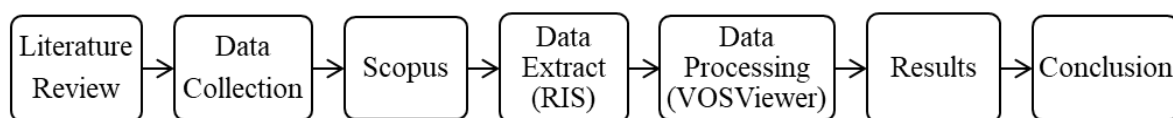


Figure 3: Research Model

Keywords used in search documents in the Scopus database is ABS TITLE- KEY (millennial AND employees) AND PUBYEAR > 2019 AND PUBYEAR < 2024 AND (LIMIT-TO (SUBJAREA, "BUSI") OR LIMIT-TO (SUBJAREA, "ECON")). The researcher does 5 year data screening final, as has been explained previously with subject areas (Business, Management and Accounting) and (Economics, Econometrics and Finance). By using keywords and restrictions on Scopus database searches, the author hopes that the arrangement of the article can be in accordance with the scope of the

research, that is, field Management and discussion are not widened to departing sector behind. Researchers also looked for countries that predominantly conduct research related to the topic of employee performance and analyzed it in terms of subject areas. The selection of organizations in this article covers the entire world contained in the Scopus database with the sub-fields explained previously.

Results

In the documents by subject area (Figure 4) section, you can see that the fields (Business,

Management and Accounting) and (Economics, Econometrics and Finance) are bigger than the others. From these data, it can be explained that research in this subject area is very popular. Business, Management and Accounting have a percentage rate of 55.6%, and this field covers almost half of the other topics. Another reason for the high interest of researchers in this topic is that many organizations operating in the economic sector require good employee performance. For more details, researchers will explain in the meta-analysis discussion below.

The next most popular topic is the topic of Social Sciences, where the percentage result is (13.1%). If you look at the main topic, the topic of social sciences has an interrelated relationship with employee performance. In fact, this percentage is only 0.06% behind the topics of Economics,

Econometrics and Finance, which have a percentage of 13.7%. The researcher also reviewed several studies on social science topics which, according to the researcher, are related to the article "Dynamic, resilient leadership: Mediating effects on logistics bureau performance", where, in general, According to the study, the bulk of new hires are members of the millennial generation and must possess relevant knowledge data and technology. The performance of the company will be impacted by the leadership's, which is often not very high, inability to use technology, which will distance them from their subordinates (26). This connection is important for organizational leaders to research because the millennial generation will become the largest part of the workforce by 2025.

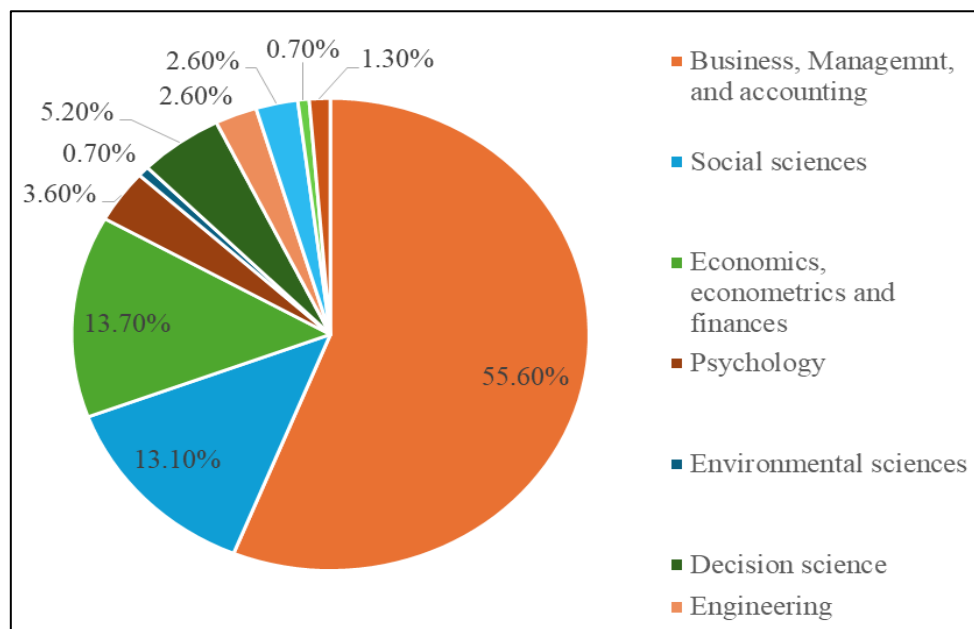


Figure 4: Documents by Subject Area

However, other research states that the influence of transformational leadership is possibly not as strong as research has shown previously. The millennial generation differs from earlier generations in a number of areas, which accounts for these variances. Spending thousands of dollars on spiritual (meaningful) workplaces and transformative leader development may not pay off in the long run (27). Looking at several studies with other subject areas, many of which discuss transformational leadership, the researcher then looked further into the core discussion using RIS data processing to answer the question already mentioned, "What are the factors related to the

work performance of the millennial generation?" and "Does transformational leadership have a relationship to the performance of the millennial generation?"

Discussion

Millennial Employees to Performance

The results of data processing show that the largest Node from processing 176 RIS data is Millennial Employee (Figure 5). Largest Nodes are also interpreted as topics that are often discussed and chosen by researchers. The lines between nodes explain that the topic is related to other topics. Millennial employee nodes have a

relationship with performance nodes. This shows that researchers link the millennial generation a lot with their performance. While performance issues have been extensively studied, some researchers believe that differences in culture, communication, and leadership—factors that also affect job

satisfaction—should still be investigated and further developed with additional research, particularly in light of the dominance of the millennial generation and the fact that individual performance drives organizational performance (14).

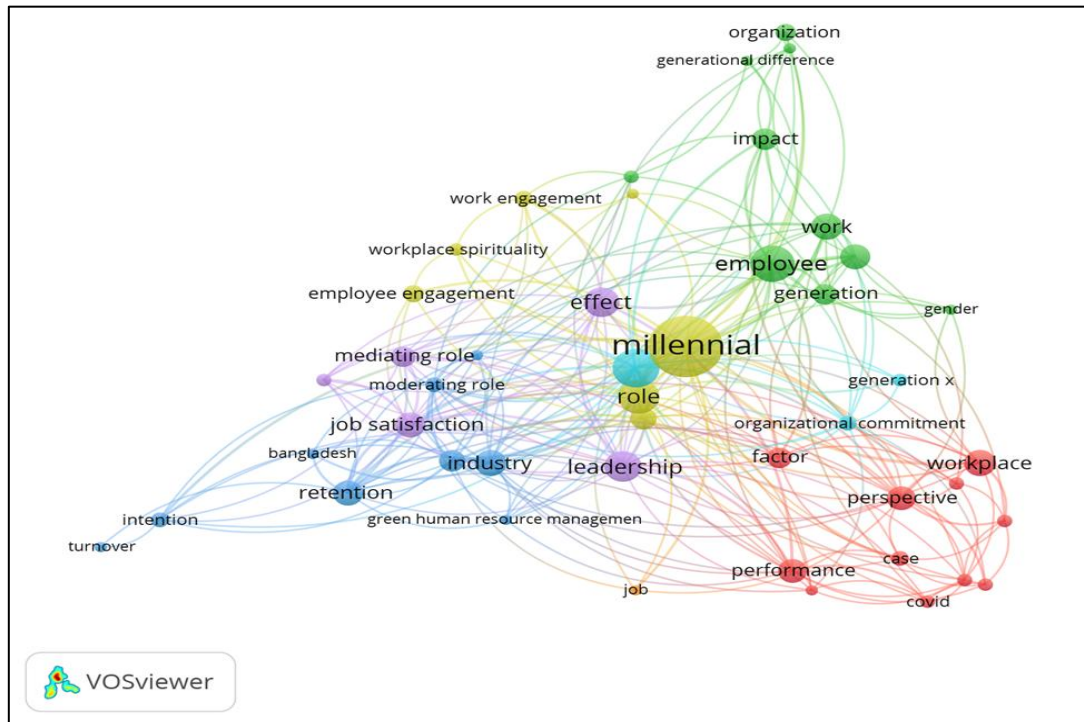


Figure 5: Keyword Co-occurrence Network

These nodes are also connected to industry nodes. This relationship can be interpreted as one of the trends in millennial employee performance research in international organizations, or we can interpret these international organizations as those operating in the industrial sector. Another finding from researchers about why these industrial nodes can appear in research is that many researchers carry out research by taking samples from organizations operating in the industrial sector. The research population, which consists of millennial workers in the computer industry sector involved in research and development in China, was successfully examined in previous studies. Analysis of the questionnaire results confirmed the study's theoretical hypothesis, which holds that millennial workers will become more confident in change when they work in an enjoyable environment (18). Several of these articles answer the first question, which is about factors related to the work performance of the millennial generation.

Understanding the performance of millennials, also known as Generation Y, poses a particular

challenge for HR managers. They grew up in a technology-driven world where mobile phones, DVD players and instant messaging are commonplace. The widespread use of technology in education is the reason behind their close relationship with the digital world. The fast-paced, non-linear environment is a natural fit for Generation Y, as they adapt quickly to multiple sources of information. Their ability to adapt puts them in an excellent position to work in an ever-changing environment (7). Findings from other studies suggest that millennials are not loyal to their companies; instead, they turn on their peers. The attitudinal or affective approach, which emphasizes the importance of alignment between millennial employees' values and goals and those of the company, differs from theories of the relationship between organizational commitment and performance (2).

Referring to Documents by Country (Figure 6), the United States is the country that raised this topic as a research object. There is an interesting phenomenon related to the performance of the millennial generation in 2022, namely that careers

in jobs that were considered strong or stable and reliable for prosperity in the previous generation are currently no longer running as they used to. Interview results from several teachers, a nurse, and a doctor from the millennial generation who

have all quit their jobs. Saying it's because they're exhausted, underpaid, or feel insecure. Many people also mentioned that they prioritize their mental health over their parents, often out of necessity — financial insecurity is stressful.

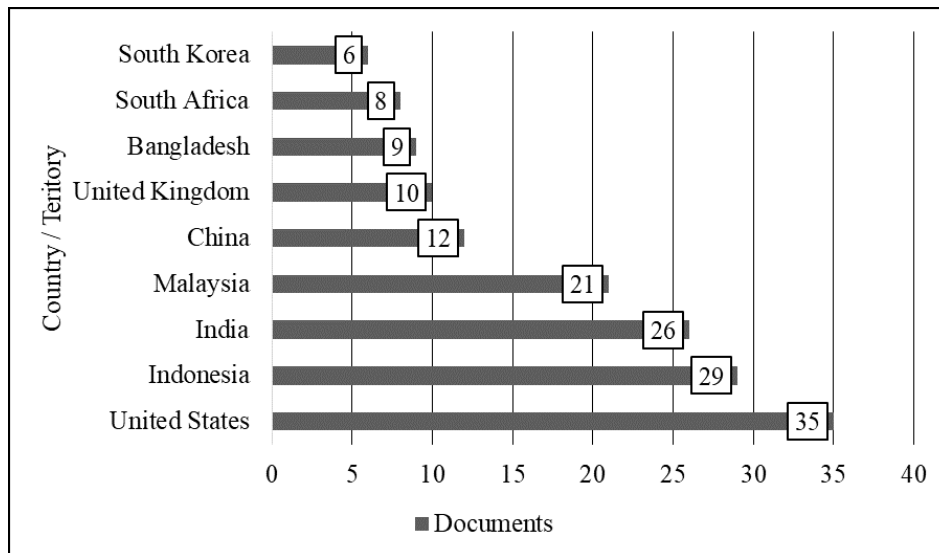


Figure 6: Documents by Country or Territory

Millennial employees' performance in industrial sector firms is influenced by their workplace environment, according to some of the study mentioned above. The performance of employees is also significantly impacted by a favorable work environment. The work environment from previous research is not only related to relationships between colleagues in equal positions but also the hierarchy above them (18). This article then continues to examine in more detail whether millennial employee performance is related to leadership. Researchers then select employee performance nodes to see what nodes are related to that topic.

Millennial Employees to Leadership

The visualization above is a topic that is directly related to the first Nodes of Millennial employees (Figure 7). If we observe, the leadership nodes are connected to the first node. This indicates that the topic of leadership is related to millennial employees. Prior studies used work satisfaction as a mediator variable to examine the possibility of a link or effect between communication and

leadership on the individual performance of the millennial generation (14). As a result, through the mediating effect of job satisfaction, transformational leadership has an impact on individual performance. According to this research, which is consistent with previous research, millennial employees' performance is significantly impacted by transformative leadership (4, 13).

Transformational leadership is able to mobilize human resources (HR) to improve their respective qualities so that they can reflect the quality of the organization or company. Transformational leadership is considered effective in any situation or culture. Increasing performance within a firm may also be fundamentally achieved via effective leadership (14). Unfortunately, this article does not discuss this relationship in more detail because the researcher only limited this article to a meta-analysis or *literature review*. It is anticipated that future studies will speak more just on how transformational leadership affects the performance of millennial employees.

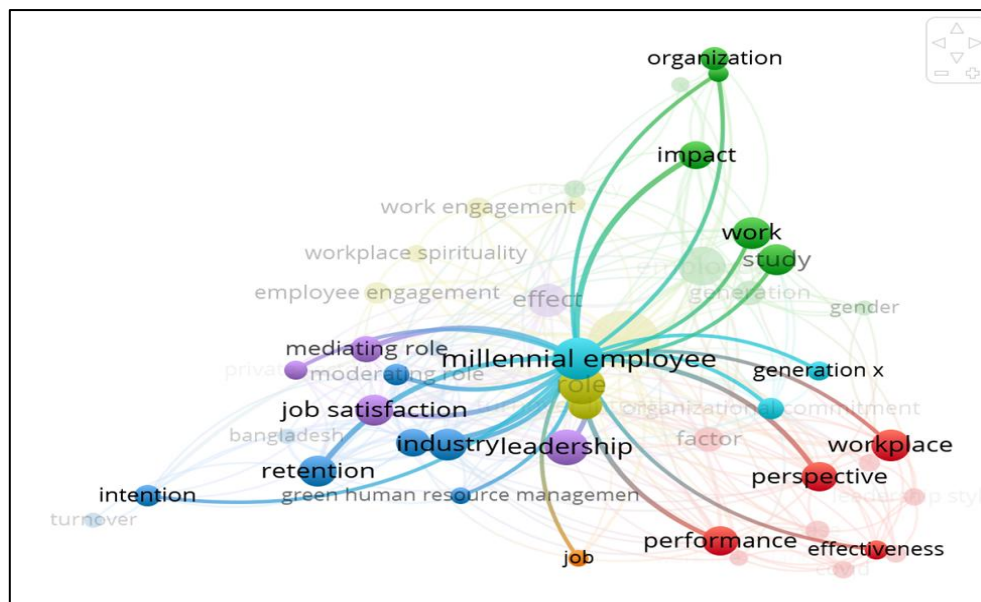


Figure 7: Focus Nodes Co-occurrence Network

Based on the analysis that has been carried out, the conclusion of this article is as follows. This article is a meta-analysis of research that was conducted previously by analyzing 176 studies that were then exported into RIS data and processed using VOSviewer software. The research examines research trends on millennial employee performance in international organizations. The Millennial Employee is the first and biggest node. Because millennial employees find their workplaces to be more fun, they will be more likely to embrace change and become self-assured (18). When it comes to performance issues, researchers find that differences in leadership, communication, and culture affect job satisfaction as well. These issues should still be investigated and developed further, particularly if individual performance is the basis for organizational success given the predominance of the millennial generation (14). The general body of research on generational studies indicates that distinguishing between intergenerational traits is challenging. The values of the generational dimensions in their life cycle have been measured in this study. In line with earlier research. As a result, variations in life cycle stages may give rise to alternative possibilities. If Indonesia has no generational divide regarding putting each person's values into practice, then the study's conclusions offer something. This study aims explicitly to observe these differences, though other factors must also be considered. The

researcher hopes that additional research will enable them to consider other factors.

Conclusion

According to this research, as the Millennial generation grows to become the largest generation in the global workforce, it is critical for organizations to adapt current employee retention strategies that may not suit this generation. These strategies include understanding the work values, motivation factors, and expectations of the Millennial generation. Some of these studies explain guidelines from researchers with the question, "What are the factors related to the work performance of the millennial generation?" The second question from researchers in this article is, "Is transformational leadership related to the performance of the millennial generation?" Looking at the VOSviewer visualization results, millennial employees are closely related to leadership. Previous research tried to analyze whether there was a relationship or influence between leadership and communication on the individual performance of the millennial generation through job satisfaction as a mediator variable. The result is that transformational leadership has significance on individual performance, mediated by Job Satisfaction. This research is in line with this research and states that transformational leadership has a significant effect on the performance of millennial employees. This

explanation can be considered as an answer to the researcher's second question.

This article is a meta-analysis of previous articles in the www.scopus.com database. In preparing this article, of course, there is still a lot of room for other researchers to develop research and prepare articles using this meta-analysis as the basis. At a later date, the researcher can discuss in detail the interrelated nodes that have not been mentioned by the researcher. So that valid data can be obtained for research progress in the field of employee performance in international organizations. The Job Satisfaction node is one of the nodes that, according to researchers, is quite important for carrying out a more in-depth study, considering its use as a mediator for other nodes. Increasing research on these nodes, of course, will increase literacy and also new research that can be used in academics and other fields.

Abbreviations

RIS: Research Information Systems, VOS: Visualization of Similarities, HR: Human Resources.

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Author Contributions

Agifian Hanif Firdaus conducted all aspects of this research, including data collection, analysis, and manuscript writing. Nuryakin and Ika Nurul Qamari provided valuable feedback and oversight.

Conflict of Interest

The authors declare no conflicts of interest.

Ethics Approval

Not applicable.

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