

## Maximizing Millennial Job Satisfaction: The Key Roles of Meaningful Work and Resilience

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**Abstract.** The millennial generation has different characteristics from previous generations. It is important for organizations to know the characteristics of millennials because they can bring advantages and disadvantages to the organization. This research aims to determine the magnitude of the influence of learning agility, meaningful work, and resilience on job satisfaction of the millennial generation. A quantitative causality design was applied in this research. Respondents were 100 millennial workers in Indonesia. Research data was taken via Google Form via Facebook, WhatsApp and Linked-in. Data analysis was carried out using the PLS SEM method. The research results show that learning agility has no effect on millennial job satisfaction. Meaningful work has a significant positive effect on millennial job satisfaction. Resilience has a significant positive effect on millennial job satisfaction. Future research can limit respondents to one sector, such as private and public. Future researchers can use the mediation of meaningful work and resilience on the influence of learning agility on job satisfaction. This research contributes to efforts to increase job satisfaction of the millennial generation through learning agility, meaningful work and resilience.

**Keywords:** *job satisfaction, learning agility, meaningful work, resilience*

### Introduction

Millennial workers are worried about an economic recession because it can prevent them from asking for salary increases, more flexible work, and the difficulty of finding a new job (Delloite, 2023). When workers feel that the salary, they currently receive is inadequate, their level of job satisfaction will decrease (Adamchik et al., 2022). Working arrangements that are less flexible can reduce the balance between aspects of life and aspects of work which results in decreased job satisfaction (Aziz-Ur-Rehman & Siddiqui, 2019).

Based on a survey, 55 out of 100 millennial workers feel disengaged from their work and they are the generation with the lowest level of work engagement compared to previous generations. (Gallup, 2016). Workers who feel less connected to their work are caused by lack of satisfaction with their work (Garg et al., 2018).

Job satisfaction is one aspect that millennial workers need to have. Millennial workers' job satisfaction causes them to stay at their company or organization (Tirta & Enrika, 2020). Job satisfaction from millennial workers has a positive impact on individual performance (Waworuntu et al., 2022). Millennial workers who feel satisfied with their jobs tend to display voluntary behavior at work that exceeds the formal rules of the organization (Sofiah et al., 2022). Millennial job satisfaction can increase their commitment to their organization (Pradipto & Chairiyati, 2021).

Millennial job satisfaction is caused by various things. Demographic factors of superiors along with their relationship with superior are the causes of millennial job satisfaction (Campiono, 2014). The level of millennial job satisfaction is caused by the level of professional relationships, rewards, communication, professional development, and workload (Waltz et al., 2020). A supportive work environment, supportive superiors, and career opportunities are factors in the high and low levels of millennial job satisfaction (Waworuntu et al., 2022).

Factors such as learning agility, meaningful work and resilience were found to have a positive impact on job satisfaction in previous research (Brown et al., 2018; Ghislieri et al., 2019; M. J. Kim & Kim, 2021). This research aims to determine the influence of learning agility, meaningful work and resilience on job satisfaction among millennial workers in Indonesia.

### **Method**

This research design is quantitative causality. Respondents were 100 millennial workers born from 1981 to 1996 from various genders and occupations. Data was obtained via Google form which was distributed via various social media such as Linked-in, Whatsapp and Facebook. The method for data analysis uses PLS SEM.

The research instrument consists of five answer choices, namely strongly disagree (score 1), disagree (score 2), doubtful (score 3), agree (score 4), strongly agree (score 5). The job satisfaction instrument consists of 4 statement items, learning agility consists of 9 statement items, meaningful work consists of 3 statement items, and resilience consists of 6 statement items. All research instruments were adapted from previous research (Bedford, 2011; Riyanto et al., 2023; Sapyaprapa et al., 2013; Spreitzer, 1995).

## Result

### Respondents Demographic

A total of 76 respondents (76%) had permanent employee status and 24 non-permanent employees (24%). Respondents with final education level of high school/equivalent were 5 people (5%), diplomas were 3 people (3%), bachelor/equivalent were 40 people (40%), masters were 50 people (50%), doctorates were 2 people (2%). There were 54 male respondents (54%) and 46 female respondents (46%). There were 66 respondents (66%) who worked in private companies, 11 people (11%) worked as civil servants, 8 people (8%) worked in state-owned companies, the remaining 15 people (15%) answered others. Respondents were born between 1981 and 1996. Most of the respondents had master's degrees, worked in private companies, had permanent employee status, and were male.

### Validity Test

**Table 1.**  
**AVE Value**

Variable	AVE
Job Satisfaction	0.696
Learning Agility	0.634
Meaningful Work	0.729
Resilience	0.637

Table 1 shows the AVE (average variance extracted) value where all research variables have an AVE value > 0.5 so they are declared valid.

**Table 2.**  
**Outer Loadings**

	KK	LA	ME	RES			
KK1	0.802	LA1	0.794	ME1	0.863	RES1	0.747
KK2	0.790	LA2	0.672	ME2	0.856	RES2	0.741
KK3	0.870	LA3	0.661	ME3	0.842	RES3	0.849
KK4	0.871	LA4	0.734			RES4	0.773
		LA5	0.835			RES5	0.812
		LA6	0.859			RES6	0.860
		LA7	0.861				
		LA8	0.861				
		LA9	0.855				

Table 2 shows the outer loadings values for each statement item from all variables. Job satisfaction has an outer loadings value between 0.790 to 0.871. Learning agility has an outer loadings value between 0.661 to 0.861. Meaningful work has an outer loadings value between 0.842 to 0.863. Resilience has an outer loadings value between 0.741 to 0.860. With a sample size of 100 people, items with an outer loading value > 0.55 can be used in further analysis.

**Table 3.**  
**Discriminant Validity**

	KA	LA	ME	RES
KK	0.834			
LA	0.400	0.796		
ME	0.595	0.668	0.854	
RES	0.465	0.762	0.566	0.798

Table 3 contains the results of the discriminant validity test. Affective commitment has a discriminant validity of 0.834 (greater than 0.400; 0.595; 0.465). Learning agility has a discriminant validity of 0.796 (greater than 0.400; 0.668; 0.762). Meaningful work has a discriminant validity of 0.854 (greater than 0.595; 0.668; 0.566). Resilience has a discriminant validity of 0.798 (greater than 0.465; 0.762; 0.566). This means that all variables in this study have good discriminant validity so that they can differentiate between each variable.

### **Reliability Test**

**Table 4.**  
**Reliability Test**

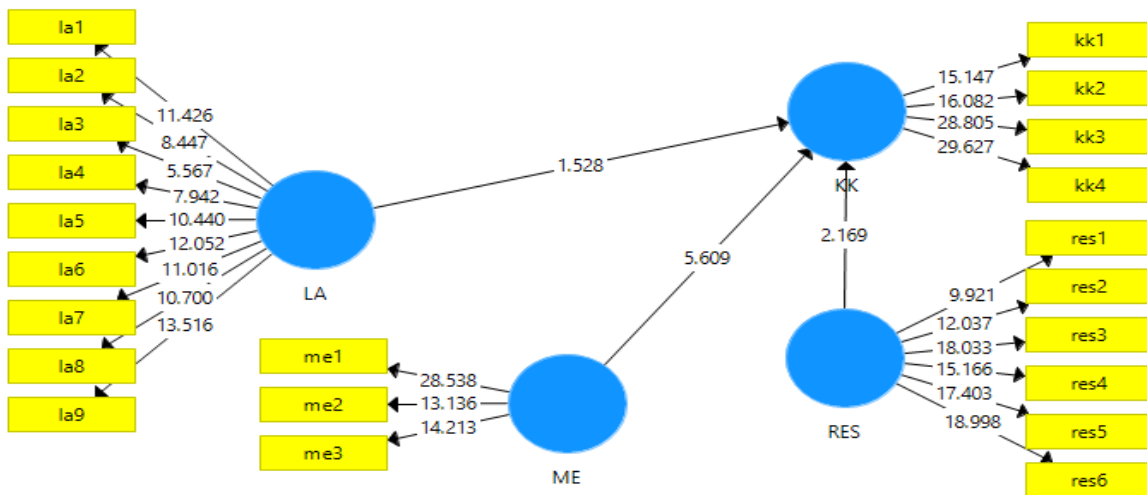
<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>
Job Satisfaction	0.853	0.901
Learning Agility	0.926	0.939
Meaningful Work	0.817	0.890
Resiliensi	0.886	0.913

Table 4 contains the results of the Cronbach's Alpha reliability test and composite reliability values. All variables in this study have Cronbach's Alpha values and composite reliability higher than 0.7, which means that all variables are declared reliable.

**R Square**

The R Square test results obtained in this research were 0.393, meaning that learning agility, meaningful work and resilience contributed to the rise and fall of job satisfaction by 39.3% and the remaining 60.7% was caused by other factors outside this research.

**Path Coefficient**



**Figure 1. Path Coefficient**

Figure 1 shows the path coefficient from exogenous (free) variables to endogenous (dependent) variables. On the effect of learning agility on job satisfaction, the T statistical value was 1.528 (< 1.96), which indicates that there is no significant effect. On the influence of meaningful work on job satisfaction, the T statistical value was 5.609 (> 1.96), which means there is a significant influence. On the influence of resilience on job satisfaction, the T statistical value was 2.169 (> 1.96), which means there is a significant influence.

**Hypothesis Testing**

**Tabel 5.  
Hypothesis Testing**

	Original Sample	P Values	Decision
LA ► KK	-0.208	0.127	Accepted
ME ► KK	0.561	0.000	Accepted
RES ► KK	0.306	0.030	Accepted

Table 5 shows the results of hypothesis testing. Learning agility was found to have no effect on job satisfaction with a p value of 0.127 (> 0.05). Meaningful work has a

significant positive effect on job satisfaction with a p value of 0.000 ( $< 0.05$ ) and an original sample value of 0.561. Resilience has a significant positive effect on job satisfaction with a p value of 0.030 ( $< 0.05$ ) and an original sample value of 0.306.

### **Discussion**

The research results found that learning agility had no effect on job satisfaction of millennial workers (Table 5). These results contradict previous research where learning agility had a significant positive effect on job satisfaction (M. J. Kim & Kim, 2021). This result is also different from previous findings where learning agility should have a good impact on the organization. The insignificant results on the effect of learning agility on job satisfaction are due to differences in the millennial generation's understanding of their work and their resilience in facing difficulties. Learning agility in millennial workers must be accompanied by meaningfulness in work and the ability to overcome work difficulties, then after that it can increase their job satisfaction.

Learning agility can reduce workers' desire to leave their workplace (Tripathi et al., 2020). Learning agility is also associated with a leader's potential and leader performance (De Meuse, 2019). Workers with good learning agility tend to show voluntary behavior at work that goes beyond formal rules (S. M. Kim & Hong, 2022). Workers who are agile in learning will feel more connected to their work (Muchtadin & Sunday, 2023).

The research results found that meaningful work had a significant positive effect on job satisfaction (Table 5). The results of this research are supported by previous research where workers who give importance to their work tend to feel satisfied with their work (Ghislieri et al., 2019). Workers who perceive their work as more meaningful and satisfying will have less anxiety and stress (Allan et al., 2018). Meaningful work is able to predict work engagement, commitment, job satisfaction which in turn can improve self-assessed performance, organizational citizenship behavior, and intention to resign (Allan et al., 2019).

The research results found that resilience had a significant positive effect on job satisfaction (Table 5). These results are supported by previous research that when worker resilience is high, the level of job satisfaction will also be high (Brown et al., 2018). Millennial workers with high work resilience tend to feel satisfied with their jobs and will

ultimately have good performance and low intentions to leave their jobs. (Ghandi et al., 2017; Meneghel et al., 2016). Job satisfaction can be further enhanced through strengthening personal resilience (Zheng et al., 2017).

The research results found that meaningful work and resilience had a significant positive effect on job satisfaction, but this did not apply to the effect of learning agility on job satisfaction (Table 5). It is suspected that learning agility can have an indirect effect on job satisfaction if it is mediated by meaningful work and resilience.

### **Conclusion**

The research results concluded that learning agility had no effect on job satisfaction of the millennial generation. Meaningful work and resilience each have a significant positive effect on job satisfaction of the millennial generation.

This research is only limited to workers based on age, namely the millennial generation born between 1981 and 1996. Future research can also be limited to workers in the private sector or public sector in order to better generalize the research results. Future researchers can also use the mediation of meaningful work and resilience on the influence of learning agility on job satisfaction to explain the insignificant results.

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