



Career decision making self efficacy and lifestyle: measuring the characteristics of millennial workers

Rina Indra Sabella

Department of Management, Sekolah Tinggi Ilmu Ekonomi YAPAN, Surabaya, Indonesia

ARTICLE INFO

ABSTRACT

Article history:

Received Jan 04, 2024

Revised Jan 09, 2024

Accepted Jan 28, 2024

Keywords:

Career Decision Making;

Lifestyle;

Millennial Worker;

Self Efficacy.

The aim of the research is to identify this lifestyle as well as measure self-confidence in career decisions (CDMSE), which in measuring lifestyle uses the value, attitude and lifestyle segment (VALS-2). Sampling was taken non-probability, on 124 job applicants who had or were currently working, and data was collected using the CDMSE scale and lifestyle taken from the VALS-2 concept, which was then carried out by K-Mean cluster analysis. It can be concluded that the lifestyle of millennial employees and CDMSE can be divided into 5 types of lifestyle, namely: 1) millennial holic lifestyle who have very high career confidence; 2) the sabotaging lifestyle has high career beliefs, and this lifestyle believes in the position that is being held, but its attitude tends to avoid competition and work conflict in achieving its career; 3) the millennial lifestyle has relatively high confidence and the characteristics of employees who like to attract the attention of many people; 4) millennial conformity lifestyle with the characteristic of easily following social trends or influences to make changes in attitudes and behavior to match the character of social norms; and 5) the aut-millennial lifestyle which has autistic behavior and ways of thinking, namely thinking and carrying out activities that are more self-oriented. These millennial employees show more personal thinking, liking symbols with personally translated meanings. Employees with an autistic lifestyle will show work behavior that is more focused and in-depth with one area of work where the activity is as if it were a dialogue.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Rina Indra Sabella,

Department of Management,

Sekolah Tinggi Ilmu Ekonomi YAPAN,

Jl. Gunung Anyar Indah Blok E, No. 150 -154, Surabaya, 60294, Indonesia.

Email: bella@stieyapan.ac.id

1. INTRODUCTION

The characteristics of human resources over time, as in the era of the technological revolution, have also experienced changes, interactive changes between the use of technology, the development of civilization and work behavior and lifestyle. So that each phase of technological development is often followed by a phase of change in generational characteristics that describes behavior and attitudes towards life as well as values in human resources. This is a concern for the industrial sector, which classifies generations (William Putra Utomo, 2019). (Filatrovi, 2021) research suggests that generation Y, also known as the millennial generation, has gone through the experience of internet

technology, liberal economics, rapidly developing social media, and the emergence of environmental awareness. These conditions make the millennial generation show a character that is ambitious, creative, and has goals as targets that can be achieved with a high level of self-efficacy and self-esteem (Djastuti et al., 2022), and is oriented towards the use of technology (Wen et al., 2018). The research reported by (Wen et al., 2018), stated that millennial generation employees are a group of people who are mostly highly educated, have big ambitions and are focused on their careers. This character is also reflected in the values, attitudes and lifestyle (values, attitude and lifestyle) which from an industrial perspective provide demographic advantages (Yunita et al., 2023).

Several researchers such as (Mohd Noor et al., 2022; Theopilus et al., 2021) explained that the workforce from the millennial generation group is better able to compete and is more productive than previous generations in facing free market competition. (Mulyati et al., 2019) reported that the millennial generation, which is seen as users of digital technology, tends to lack self-control over the use of technology, thus having a negative impact on work that should be completed effectively. (Mayangdarastri & Khusna, 2020), also provide the same picture, one of the characteristics of the millennial generation is the behavior of procrastination (postponing) work due to social interactions outside of work using technology. So several researchers, such as (Bataineh, 2019), stated that the lifestyle of the millennial generation supports work productivity and is equally high in destructive power, and this generation is less suited to working in the service sector. This description was also put forward in research by (Djastuti et al., 2022; Mulyati et al., 2019), who describe the characteristics of the millennial generation's lifestyle, namely delaying work, seeking attention, caring less about the environment, being selfish but having big ambitions. Apart from that, Sadaghiani (Djastuti et al., 2022), stated that the millennial generation tends to be impatient, selfish, and has no loyalty when viewed from an organizational perspective. On the one hand, companies really need quality human resources who have commitment and high dedication to the company (Djastuti et al., 2022), because it will be detrimental if you have quality employees but lack dedication and loyalty (Hidayat, 2022). Based on a Millennial survey conducted by Deloitte (Aprilianti, 2018) that 62 percent of employees from the Millennial Generation in Indonesia believe they will leave the company before 2020 passes. This is according to (Aprilianti, 2018; Mayangdarastri & Khusna, 2020), expressed the same view, that employees from the Millennial Generation have plans to leave the company before 2 years of service because this Millennial generation finds it difficult to be engaged in the company and has an unstable high career decision making self efficacy (CDMSE), namely career choice due to changes in the direction of goals or the existence of multiple goals.

Research studies that highlight the working community group from the Millennial Generation or Generation Y are people born from 1980 to 2000, which in 2020, more than 48% of the total population in Indonesia will be the millennial generation which is predicted to reach peak population of up to 70% in 2030 (William Putra Utomo, 2019). The millennial generation can be called the Net Generation, namely a generational community that has high digital knowledge and multitasking (Sihombing et al., 2020), and tends to carry out social activities using the Internet as a learning medium (Filatrovi, 2021). The research gap and main problem in research on the millennial generation as stated by several previous researchers, is that it explains relatively many things that do not support company performance, so it is important that this research was carried out with the aim of classifying the character of the millennial generation from the perspective of values, attitude and life style as well as career decision making self-efficacy as a mapping. the potential of employees from the millennial generation to be built in accordance with company expectations.

2. RESEARCH METHOD

This research took samples from several labor supply companies located in Surabaya. Samples were taken using a non-probability technique with an incidental sampling approach, namely sampling during the research was carried out from job seekers who submitted applications offline, and job seekers who submitted applications online were sent a research questionnaire to be filled out. Data was collected for one month and responded by 124 job seekers, who were then selected as samples whose age met the requirements of the millennial generation, namely the age group 27 years to 42 years, or job seekers born between 1981-1996. Analysis of the characteristics of millennial workers was then carried out by K-Mean Cluster analysis, where the analysis process was processed from all data, from respondent identity data to scale data compiled from lifestyle variables compiled from the VALS-2 (Value and Lifestyle) indicators from SRI (Stanford Research International) and career decision making self efficacy (CDMSE) taken from the scale compiled by (Purnama & Ernawati, 2021). According to (Ghozali, 2018), the K-Mean Cluster approach states that K-means is an algorithm that is unsupervised learning. K-Means functions as a data grouping analysis into a cluster data model, and the algorithm is able to accept data without any category labels. The K-Means Clustering Algorithm is also a non-hierarchy method, with which researchers can determine the number of groups required.

3. RESULTS AND DISCUSSIONS

Conceptually, the characteristics of the millennial generation or generation Y are the generation born around 1980 to 1996 when knowledge and technology developed rapidly. This generation grew up in a world that is adept at using equipment and technology, especially social media and smartphones, so this generation is quite skilled in using technology. However, this millennial generation group is often said to be a generation that has low work motivation, but in fact several studies state that this millennial generation group has a high sense of curiosity, self-confidence, and is a generation that diligently reads books even though this millennial generation is quite vulnerable. suffering from mental problems and anxiety. Based on the data collected, the age characteristics of respondents who are the millennial generation can be stated as follows.

Table 1. Age Group of Respondents

Respondent's Age	Amount	%
37 - 42 years old	15	12.1
32 - 37 years old	62	50.0
27 - 32 years old	47	37.9
Total	124	100.0

Source: Research Data, SPSS Output

Referring to data on job application letters and questionnaires that respondents responded to, it can be seen what type of job the respondent is interested in when submitting a job application letter as in the following table.

Table 2. Jobs of Interest

Expected Work	Amount	%
Freelancing	21	16.9
Security (Security Service)	4	3,2
BUMN/BUMD	27	21.8
Teachers (Permanent Teachers and Lecturers)	22	17.7
Service Company	13	10.5
Manufacturing company	37	29.8
Total	124	100.0

The table of interest in occupational careers shows that 29.8% of millennial respondents hope to work in manufacturing companies; and 21.8% of respondents hope to be accepted into government-owned companies such as provider companies or subsidiaries of BUMN or BUMD companies. Apart from these two fields of work, 17.7% of millennial respondents hope to be accepted as permanent teachers or lecturers at universities. Then 16.9% of respondents hope to get freelance work or other types of part-time work as additional work; Meanwhile, 10.5% of millennial respondents are interested in getting a job in a service sector company, either in a hotel or in a hospital or restaurant.

Research reported by (Yunita et al., 2023) explains that the ideal job for the millennial generation is a type of work field that suits their personality and lifestyle, because if employees from the millennial generation can enjoy their work, it can give them job satisfaction and make them survive. in their environment (Yahya et al., 2021). (Bataineh, 2019), explains that millennial generation employees tend to expect companies to provide salaries and incentives that are felt to be appropriate to workload, provide opportunities for career development, and provide a supportive work environment. Although most of the millennial generation respondents in this study explained their interest in working in manufacturing companies, BUMN/BUMD, and freelance work, it is known that the expectations of these millennial employees have the view that this type of work can provide what is expected, namely salary and incentives, environment. comfortable work, and good career opportunities. Gichuhi & Mbithuka, (Wulandari et al., 2021), stated that millennial employees will value an award such as a form of company or superior recognition for their existence as more important than just wages, because for millennial employees this is seen as an effort to provide meaningful contribution to the company where he works. So companies need to provide feedback to millennial employees as input for their role in improving company performance, and encourage their confidence in career decisions to remain loyal and dedicated.

The career decisions of millennials according to the data analysis carried out can be identified at levels as shown in the following figure.

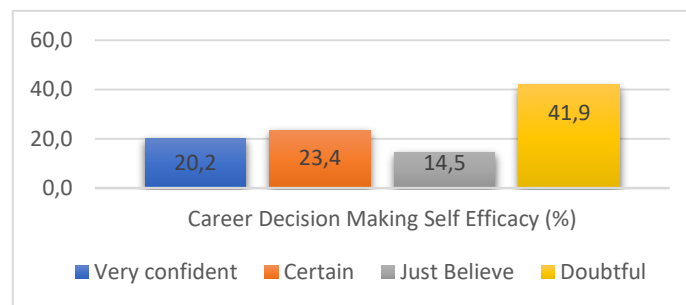


Figure 1. CDMSE Level of Job Seeker Respondents
Source: Research Data, SPSS Output

This graph can explain the level of CDMSE among millennial employees who apply for work, 20.2% of job applicants from this millennial generation have CDMSE which is classified as very high, 23.4% of job applicants from this millennial generation have CDMSE which is high, and 14.5% show CDMSE which is classified as fair or moderate, but the largest number, namely 41.9% of respondents as job applicants from the millennial generation, had CDMSE which was relatively low. Furthermore, from data on the characteristics of respondents, such as age, educational background, current job, type of work they are interested in, hobbies and use of free time, as well as scale data, namely work motivation, value and lifestyle scale (VALS-2), and social media usage activities. The cluster analysis process is determined by the k value which refers to the number of centroids (center points of each cluster) needed in the dataset. Distribution of data before and after using the K-Means algorithm with a value of k = 2 (VALS-2 and

CDMSE) to form centroids randomly, and researchers divided them into 5 millennial lifestyle groups. These data as a whole were entered into the analysis process simultaneously with the following results.

Table 3. Distances between Final Cluster Centers

Characteristics of Job Seekers	Iteration Value					Amount	%
	1	2	3	4	5		
Cluster 1		11,139	18,513	12,879	6,689	17	13.7
Cluster 2	11,139		8,245	5,998	9,819	36	29.0
Cluster 3	18,513	8,245		8,894	16,440	15	12.1
Cluster 4	12,879	5,998	8,894		8,755	33	26.6
Cluster 5	6,689	9,819	16,440	8,755		23	18.5
	Amount					124	100.0

Source: Research Data, SPSS Output

From the final cluster analysis, 5 groups of millennial workers obtained centroid values for aspects of lifestyle, work motivation, use of free time, activities on social media, and confidence in their skills. In group 1 it was 13.7%; group 2 as much as 29%; group 3 as much as 12.1% and group 4 as much as 26.6%; and group 5 as much as 18.5%. It is also known that the characteristics of group 1 have almost the same characteristics as group 3 (18.51) and group 4 (12.88); the characteristics of group 2 have several characteristics in common with group 5 (9.82) and group 3 (8.25); while the characteristics of group 3 have several characteristics in common with group 1 (18.51) and group 5 (16.44); and group 4 has the same characteristics as group and group 1 (12.88) and group 3 (8.89); and group 5 has several characteristics with group 3 (16.44) and group 2 (9.81).

Furthermore, from the results of the cluster analysis, the frequency based on clustering of job seekers can be described along with the arguments in naming each cluster as in the following picture.

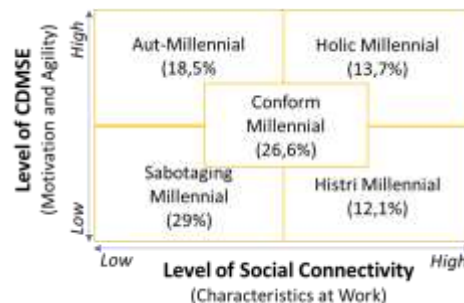


Figure 2. CDMSE level clustering

Source: Research Data, SPSS Output

The scheme explains the results of the cluster analysis and the naming of each cluster, which shows that 18.5 respondents as job seekers were given the group term "Aut" which borrows the psychology term "Aut-ism" which means self-oriented. The histri cluster of 12.1% are job seekers who have a tendency to attract attention from other people. This term is taken from the term personality psychology, namely histrionics, according to Alwisol (2016), liking new, stimulating and fun things. Apart from that, this histri character tends to get bored easily with routine things, is often intolerant of delayed activities and is oriented towards seeking immediate gratification. So this cult is relatively happy to use information channels to discover new things. Then, 29% of millennial sabotaging refers to the characteristics as termed in VALS-2 which refers to the APA (American Psychiatric Association), that self-sabotaging behavior is a form of thoughts, attitudes, or actions to restrain oneself from achieving what one wants. expected, for example targets in his life (Alshehri, et., al, 2018). Individuals with these characteristics choose to avoid conflict and competition and force themselves to live in comfort. Holic millennials are 13.7%, this term is borrowed from workaholic which means

workaholic like the concept of addiction or addiction. Job seekers with these personality traits refer to the term in industrial psychology put forward by (Munandar, 2013) regarding holic as addicted or very severe dependence and addiction to something. Then cluster conform is taken from the term psychology and in VALS-2 as conformity which describes someone who is knowledgeable, easily follows other people's opinions and spreads opinions that they think other people will like.

The typical characteristics of millennial employees are described by Schwartz et al. (Mayangdarastri & Khusna, 2020) that the work ethics and values of millennial employees are relatively multitasking, have high enthusiasm, focus on targets, and are realistic; view on authority, and prioritize teamwork; have good communication skills, both direct communication in the workplace and via short messages, adept at utilizing virtual media; interactive (William Putra Utomo, 2019) also explained that millennial employees have a more interactive and participative lifestyle compared to previous generations who were more individual; Millennial employees also need direct assessment of their work results. This character is a lifestyle built from the values and attitudes of millennials in carrying out work activities as a work-life balance (Muliawati & Frianto, 2020), and millennial employees expect more flexible management implementation (Djastuti et al., 2022), and choice of work career; The motivation expected by millennial employees is to be able to carry out work tasks as a team (Yunita et al., 2023), and this millennial generation can show their intelligence and strive to develop creativity (Mulyati et al., 2019), so that they can continue to maintain their enthusiasm. work and develop their potential in their field of work.

The scheme (Figure 2) can reflect each lifestyle character as well as CDMSE as a personality type with characteristics of millennial employees that differ from one employee to another. This is also in accordance with a report from Viatch Global (Prasetyo et al., 2022), which identified the characteristics of prospective employees using the DISC typology approach for Career Management, which reported that there were 4 typical characteristics of prospective employees from the results of DISC personality analysis (Bantam, 2020). The DISC typology approach can provide an overview of the characteristics of each employee and is divided into 4 types, this concept has the same measurement design as the VALS-2 approach developed by SRI (Alshehri et al., 2018), which measures each millennial's characteristics. Prospective job applicants do not just have one personality profile, but also have a combination of two or more of these personality profiles. Apart from that, among several combinations, it has been found that one particular profile or lifestyle has similarities with other lifestyles, and certain attitudes dominate these millennial applicants or employees. So that the most prominent characters can be seen. (Sudrajat et al., 2023) explained that the type of lifestyle of one individual and another gives birth to a different lifestyle. This is identical to the results of this research, that each lifestyle proposed by the researcher is no different from the results of the DISC personality test which has different characteristics for each type.

Furthermore, from each character, the CDMSE in each group of millennial job seekers' lifestyles can be seen as shown in the following graph.

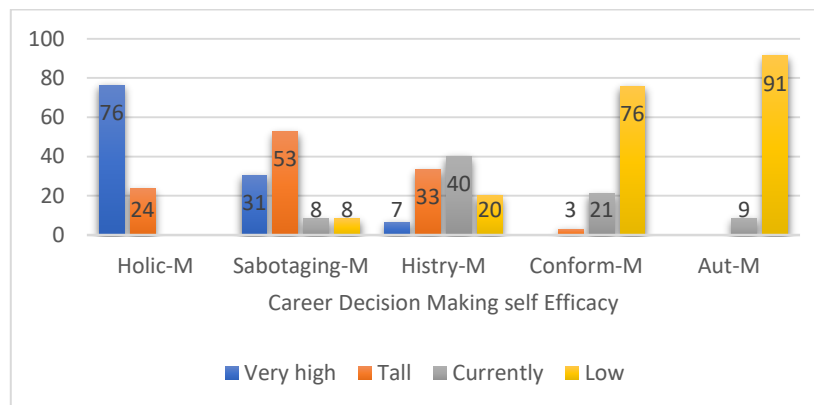


Figure 3. Lifestyle of Millennial Workers in terms of CDMSE
 Source: Research Data, SPSS Output

The graph shows the CDMSE (Career Decision Making Self-Efficacy) measure as a form of respondent's self-confidence in their ability to complete tasks related to career decision making in each lifestyle. CDMSE among respondents is an important aspect in the process of determining career decisions (Bandura, in Yunita, et., al, 2023). The graph illustrates that job seekers with a millennial holic lifestyle have a CDMSE of 76% which is classified as very high, and 24% CDMSE is classified as high, which means that this millennial holic lifestyle has confidence in themselves and a positive self-concept about their abilities in their career. who will be successful if they get the opportunity to occupy the desired position (Hung, 2020). Research reported by (Kun et al., 2021), explains that workaholic employees have behavior such as not running out of energy, and doing work continuously, and tend to place excessive importance on work which even ignores other aspects of life, including themselves and their families.

In the millennial sabotaging lifestyle group, 31% of respondents have very high CDMSE and 53% of respondents in this group have a lifestyle that reflects relatively high CDMSE. This can illustrate that this group believes in their current career position, although they still show hope of developing their career by looking for a new job. This group will also show an attitude of being reluctant to compete for work and avoid work conflict in achieving their career. Research by (Sudrajat et al., 2023) suggests that decision making is the result of a selection process from several alternatives to be determined through certain considerations, with the aim of making the best decision. Decision making related to career choices of prospective employees in this lifestyle group tend to choose established positions such as being a teacher or lecturer or being an employee in a government-owned company in a BUMN or BUMD which is seen as providing guarantees without competition. (Sudrajat et al., 2023) research provides an illustration that one of the characteristics of the big five personality is a behavior called self-sabotage, namely behavior or thinking patterns that tend to prevent oneself or others from doing what is actually expected. Research by (Alshehri et al., 2018) explains that it is difficult to identify whether a worker has behaved in a manner that is classified as self-sabotage, because the impact is not immediately visible.

Then in the millennial *histry* lifestyle group, 33% of respondents had CDMSE which was classified as high and 40% of respondents had CDMSE which was classified as medium, and 20% of respondents had CDMSE which was classified as low. This condition is in accordance with the personal characteristics of respondents who tend to want to get the attention of many people, and respondents will feel uncomfortable if they do not receive attention. So workers with this type of histrionic lifestyle will choose to get attention from many people and superiors rather than improving their abilities to reach a higher career level.

Then, in the millennial conformity lifestyle group, in the psychological concept of Alwisol (2016), the characteristic is that an employee tends to easily follow the flow or

social influence to change their attitudes and behavior so that it matches the character of existing social norms. The term conformity itself is a description of the influence of the environment on a person to imitate (imitation) his work behavior with the behavior of the people around him which is seen as a social norm, this is as explained by Baron and Byrne (Yahya et al., 2021) that conformity employee behavior is a form of behavior that imitates the employee's work model on that of his co-workers which is seen as ideal and as a description of work behavior in general. Taylor, et.,al (Ahn, 2019) divides the characteristics of conformity into five aspects, namely imitation, trust, adjustment, agreement and obedience which can be used as a reference to determine whether someone is experiencing conformity.

Aut-millennial lifestyle, which aut is a word that borrows a psychology term that explains autistic thinking, namely thinking and orienting itself. Kertz (Ng et al., 2022) explains that employees with autistic lifestyle characteristics will show a lot of their thoughts in a very personal way, liking symbols with personally translated meanings. Employees with an autistic lifestyle will show work behavior that is more focused and in-depth with one area of work where the activity is as if it were a dialogue (Javed & Tariq, 2016). The lifestyle of this type of employee is similar to the DISC typology of choleric characters (Bantam, 2020), which is used to select employees in the finance or computer programs, foreign exchange and security services sectors. The graph shows that CDMSE in this lifestyle group is 91% low, meaning that employees of this lifestyle type do not need confidence in their work career, and believe more that life is fluid and dynamic, and even have the attribution that their career is determined by their own strength and power. external forces dominate.

Based on lifestyle classification which refers to the VALS-2 concept, namely values, attitudes, and lifestyles, which is a framework for determining psychographic segmentation. The VALS-2 concept is taken from SRI combined with CDMSE to explain the psychological characteristics of prospective workers and consumer behavior. Research presented by Wulandari, Djawoto, and Prijati (2021), explains that career decisions based on values, attitudes and lifestyle reflect the condition of resources in prospective workers or consumers, such as income, level of education, self-efficacy, intelligence, skills. owned, and work motivation. Meanwhile, the second dimension according to (Prasetyo et al., 2022; Wulandari et al., 2021), can explain the main potential and motivation of prospective workers or employees, namely ideals, need for achievement (N-achievement), and self-expression. These two dimensions can provide a picture of the dynamics that form the basis for determining daily behavior, principles of values and attitudes as well as self-expression, as well as decisions and work as a lifestyle. This is in accordance with the concept explained in SRI (Sihombing et al., 2020), that lifestyle indicators can be measured from daily activities such as hobbies, work, entertainment, social relationships, free time activities, community, organization, sports, and shopping; then the interest indicator (Interest) is a picture of individuality that influences the decision making process; opinion indicators (Opinion), such as views that reflect attitudes and values that are believed to include oneself, political participation, business, social life, aspects of education and culture. This is also in accordance with the view of (Kotler & Keller, 2016), that lifestyle is a person's pattern of living in the world which is expressed in activities, interests and opinions.

4. CONCLUSION

This research, which took samples from job applicants at job street service companies in Surabaya, found that almost all job applicants who submitted application documents were people who were already working. From the results of the analysis and description presented, it can be concluded that the lifestyle of millennial employees and CDMSE is divided into 5 types of lifestyle, namely: 1) the millennial holic lifestyle whose CDMSE is classified as very high; 2) high CDMSE millennial sabotaging lifestyle. This lifestyle

reflects his confidence in his current career position, but his attitude avoids competition and work conflict in achieving his career; 3) the lifestyle of millennials who have relatively high CDMSE and have behavioral characteristics that tend to attract the attention of many people, and will choose to get attention from the environment and superiors rather than increasing their ability to achieve a higher career level; 4) millennial conformity lifestyle with characteristics that tend to easily follow currents or social influences to change their attitudes and behavior so that they match the character of existing social norms; and 5) the aut-millennial lifestyle which is similar to autistic behavior and ways of thinking, namely employees who think and carry out activities oriented towards themselves. These millennial employees show more personal thinking, liking symbols with personally translated meanings. Employees with an autistic lifestyle will show work behavior that is more focused and in-depth with one area of work where the activity is as if it were a dialogue.

The limitation of this research is that it limits identifying the lifestyle of Millennial Workers and measuring self-confidence in making career decisions (CDMSE), so it does not examine several aspects that can actually be used as reasons for Millennial Workers to make career decisions other than lifestyle factors used by Millennial Workers, such as salary, pleasant office atmosphere and work flexibility and with this research the potential for millennial generation employees to be built in accordance with the company's expectations can be achieved.

REFERENCES

- Ahn, M. K. (2019). The effect of career decision making self-efficacy and military duty planning on career preparation behavior among male nursing students. *Journal Korean Academic Social Nursing Education*, 25(1), 93–102.
- Aprilianti, D. F. (2018). *Millennials, a generation that is responsive to technology but has no loyalty. What Kind of Jobs They Are Looking for*. <https://www.kalibrr.com/advice/2018/01/kerja-yang-dicari-millennials>
- Bantam, D. J. (2020). Survei Pilihan Karir Ditinjau dari Profil Kepribadian DISC Pada Calon Karyawan PT . X Indonesia Career Choice Survey viewed by the DISC Personality Profile on Prospective Employees of PT . X Indonesia dan kemajuan yang diterima oleh individu permasalahan. *Jurnal Penelitian Pendidikan, Psikologi Dan Kesehatan*, 1(1), 277–291.
- Bataineh, K. adnan. (2019). Impact of Work-Life Balance, Happiness at Work, on Employee Performance. *International Business Research*, 12(2), 99. <https://doi.org/10.5539/ibr.v12n2p99>
- Djastuti, I., Suharnomo, S., Lestari, L., & Sugiharti, R. R. (2022). Determinan Employee Engagement Generasi Millennial Karyawan BUMN. *Jurnal Bisnis Strategi*, 31(1), 14–28. <https://doi.org/10.14710/jbs.31.1.14-28>
- Filatrovi, E. W. (2021). The Understanding of Millennials Generation. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 2021(3). <https://jurnal.stie-aas.ac.id/index.php/IJEBAR>
- Ghozali, I. (2018). *Structural Equation Model Alternative Method with Partial Least Square* (4th ed.). Undip Publishing Agency.
- Hidayat, A. (2022). Work Engagement: Main Factors and Supporting Factors (Study at PT. ACS Surabaya). *Enrichment: Journal of Management*, 12(2), 1299–1308. <https://doi.org/https://doi.org/10.35335/enrichment.v12i2.377>
- Hung, W. T. (2020). Revisiting relationships between personality and job performance: working hard and working smart. *Total Quality Management & Business Excellence*, 31(7–8), 907–927. <https://doi.org/10.1080/14783363.2018.1458608>
- Javed, Z., & Tariq, O. (2016). General Self-Efficacy Scale (Schwarzer, 1996) and the Career Decision Making Difficulties Questionnaire. *Pakistan Journal of Social and Clinical Psychology*, 14(2), 42–46.
- Jung, Y. M., & Yoo, I. Y. (2022). Development and testing of the career decision-making self-efficacy scale for nursing students: a methodological study. *BMC Nursing*, 21(1), 1–10. <https://doi.org/10.1186/s12912-022-01017-7>
- Kotler, P., & Keller, K. L. (2016). Marketing management. In *Pearson Education* (15th ed.). Pearson Education.

- Kun, B., Takacs, Z. K., Richman, M. J., Griffiths, M. D., & Demetrovics, Z. (2021). Work addiction and personality: A meta-analytic study. *Journal of Behavioral Addictions*, 9(4), 945–966. <https://doi.org/10.1556/2006.2020.00097>
- Mayangdarastri, S., & Khusna, K. (2020). Retaining millennials engagement and wellbeing through career path and development. *Journal of Leadership Education.*, 2(1), 42–48. http://www.leadershipeducators.org/Resources/Documents/jole/2010_summer/JOLE_9_2.pdf#page=155
- Mohd Noor, N., W. C. Yew, V., & Yusoff, N. H. (2022). The Changing World: A Literature Review on The Significant Roles of Millennial Women in Malaysia. *Malaysian Journal of Social Sciences and Humanities (MJSSH)*, 7(1), 285–298. <https://doi.org/10.47405/mjssh.v7i1.1217>
- Muliawati, T., & Frianto, A. (2020). Peran Work-Life Balance Dan Kepuasan Kerja Terhadap Kinerja Karyawan Milenial: Studi Literatur. *Jurnal Ilmu Manajemen (JIM)*, 8(3), 606–619.
- Mulyati, R., Himam, F., Riyono, B., & Suhariadi, F. (2019). Model Work Engagement Angkatan Kerja Generasi Millennial dengan Meaningful Work sebagai Mediator. *Gadjah Mada Journal of Psychology (GamaJoP)*, 5(1), 34. <https://doi.org/10.22146/gamajop.47964>
- Munandar, A. . (2013). *Psikologi Industri dan Organisasi*. Rineka Cipta.
- Ng, E. S., Posch, A., Köllen, T., Kraiczy, N., & Thom, N. (2022). Do “one-size” employment policies fit all young workers? Heterogeneity in work attribute preferences among the Millennial generation. *BRQ Business Research Quarterly*. <https://doi.org/10.1177/23409444221085587>
- Prasetyo, A., Yuhastina, Y., & Rahman, A. (2022). The Influence of Lifestyle and Conformity on the Performance of Phicos Group IT Company Employees. *Budapest International Research and Critics Institute - Journal (BIRCI-Journal)*, 5(6), 3114–3122. <https://doi.org/10.33258/birci.v5i1.3960>
- Purnama, C. Y., & Ernawati, L. (2021). A psychometric evaluation of the career decision making self-efficacy scale. *Jurnal Penelitian Dan Evaluasi Pendidikan*, 25(1), 77–87. <https://doi.org/10.21831/pep.v25i1.39960>
- Sihombing, A., Rahardja, A. A., & Gabe, R. T. (2020). The Role of Millennial Urban Lifestyles in the Transformation of Kampung Kota in Indonesia. *Environment and Urbanization ASIA*, 11(1), 155–169. <https://doi.org/10.1177/0975425320906288>
- Sudrajat, B. H., Faini, H., Lau, R., & Prajogo, W. (2023). Karakteristik Big Five Model Terhadap Job Performance Melalui Workaholism Dan Creativity. *Jurnal Ilmu Manajemen Saburai (JIMS)*, 9(1), 49–58. <https://doi.org/10.24967/jmb.v9i1.1681>
- Theopilus, Y., Yogasara, T., Theresia, C., & Ardine, D. (2021). Customer experience analysis of cosmetics retail store on millennial women. *Engineering Management in Production and Services*, 13(2), 29–45. <https://doi.org/10.2478/emj-2021-0010>
- Wen, T. Y., Muthuveloo, R., Ping, T. A., & Franco, A. (2018). Factors influencing job satisfaction: A perspective of millennials in malaysia multinational (MNC) companies. *GBMR Journal Global Business and Management Research*, 10(1), 48–66. <https://search.proquest.com>
- William Putra Utomo. (2019). Indonesia Millennial Report 2019: Memahami Perilaku Milenial Indonesia. In *IDN Research Institute* (Vol. 01). <https://www.idntimes.com/indonesiamillennialreport2019>
- Wulandari, R., Djawoto, D., & Prijati, P. (2021). The Influence of Delegative Leadership Style, Motivation, Work Environment on Employee Performance in Self-Efficiency Mediation in SNVT Housing Provision of East Java Province. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(3), 3294–3311.
- Yahya, T., Hidayat, F., & Hakim, G. (2021). Hubungan Konformitas dengan Keterikatan Kerja Pegawai Desa Kecamatan Turen. *Flourishing Journal*, 1(6), 434–440. <https://doi.org/10.17977/um070v1i62021p434-440>
- Yunita, T., Hadita, H., Wijayanti, M., & Ismayani, V. (2023). Work-Life Balance, Job Satisfaction, and Career Development of Millennials: The Mediating Role of Affective Commitment. *Journal of Economics, Business, & Accountancy Ventura*, 26(1), 115. <https://doi.org/10.14414/jebav.v26i1.2994>