



Importance of Happiness and Meaningfulness of Work in Increasing Work Engagement of Millennial Generation in the Digital Age: Systematic Literatur Review

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Abstract

Background: The mixing of 3 generations (x, millennial / y and z) in the world of work raises differences in the picture of work ethos and attachment. The company has a strategy of creating superior employees. Millennial employees show a desire to be appreciated, maximize work time and prioritize mental health, so that employees can still work in happy conditions and not depressed. **Objective:** This research shows the importance of happiness and work meaning felt by millennial employees to increase work engagement to the global competition. **Method:** Systematic literature review by identifying, assessing, and synthesizing literature search results through Google Scholar, Scopus, Research Gate, and Garuda. **Results:** 12 literature studies show that the work attachment of millennial generation employees is at a moderate level and is still below the work attachment of previous generations. **Conclusion:** Companies can provide work comfort and opportunities to be actively involved in work so that a sense of meaning arises for the work done to increase employee engagement in the company.

Keywords: work engagement, happiness, meaningful work, the millennial generation

Abstrak

Latar Belakang: Percampuran 3 golongan generasi (x, milenial/y dan z) di dunia kerja menunculkan perbedaan gambaran etos dan keterikatan kerja. Perusahaan memiliki strategi menciptakan karyawan unggul. Karyawan milenial menunjukkan keinginan untuk dihargai, memaksimalkan waktu kerja dan mengutamakan kesehatan mental, sehingga karyawan tetap bisa bekerja dalam kondisi bahagia dan tidak tertekan. **Tujuan:** Penelitian ini mengetahui pentingnya kebahagiaan dan kebermaknaan kerja yang dirasakan oleh karyawan milenial terhadap peningkatan keterikatan kerja pada persaingan global. **Metode:** yang digunakan adalah *Systematic literatur review* dengan mengidentifikasi, menilai dan menyintesis hasil penelusuran kepustakaan melalui *google scholar*, *Scopus*, *research gate* dan *garuda*. **Hasil:** 12 studi kepustakaan menunjukkan bahwa keterikatan kerja yang dimiliki para karyawan generasi milenial berada di taraf sedang dan masih di bawah keterikatan kerja yang dimiliki para generasi sebelumnya. **Simpulan:** Perusahaan dapat memberikan kenyamanan kerja dan kesempatan untuk terlibat aktif dalam bekerja sehingga muncul rasa bermakna atas pekerjaan yang



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dilakukan sehingga dapat meningkatkan keterikatan kerja karyawan di perusahaan.

Keywords: keterikatan kerja, kebahagiaan, kebermanaan kerja, generasi milenial

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In 2025, it is predicted that Generation Y, commonly called millennials, will occupy jobs $\pm 75\%$ (Rhamadanningrum, 2020). According to Wijoyo et al (Wijoyo et al., 2020), the millennial generation is a person born between 1981-1994 while generation z is a person born between 1995-2010 so in 2022 they are in the range of 20-41 years old which in Aprilyanti's opinion, 2017 is the productive age for the company's human resources at work. This generation has different characteristics from the previous generation, millennials and z generations have similarities in work activity and career planning. In addition, they are easily dissatisfied with companies that do not allow these generations to develop their abilities. This makes this generation less work with the company and causes turnovers (Parengkuan, 2020). The existence of this difference in character and considering the large number of millennial generations in the world of work is a new challenge for company HR management in managing superior and good quality human resources (Wardhani et al., 2019).

In the opinion of Takawira et al, 2014 the challenges of the organization today are not only retaining superior employees but also focusing on making employees feel attached to the organization/company so that they are skilled and fully involved in the work. Work engagement is very important for employees because it can have a positive impact on both employees and the company financially and organizationally (Sukoco et al, 2020). However, the reality is that currently according to Wicaksono, in 2020 only 36% of millennial workers in Indonesia feel attached to their company. Low work engagement owned by employees can increase employees' desire to move around the workplace (Solihin & Sagala, 2020) which harms the company financially interferes with work performance and productivity, and hinders the development of company human resources (Novisari & Dahesihsari, 2019), besides that, it can also reduce the performance of employees who are unable to complete their tasks and job responsibilities properly (Asmara, 2017).

Referring to the character of the millennial generation that they have values life balance at work, wants a reference to their performance, and needs support for self-development and career (Adi & Indrawati, 2019) so it is necessary to form a comfortable work environment, that can make employees feel happy at work and it is easy for them to interpret the work done (Tjiabrata et al, 2021). According to research that has been conducted by Juniartika et al (2020) employees will complete their work well when they can consider the work a meaningful

activity and support their self-development and career. Research by Tjiabrata et al (2021) states that happiness along with emotional intelligence and work life has an effect of 75.4% on work engagement. Meanwhile, partially in his research, Karundeng et al (2021) happiness had an influence of 26.02% on work engagement.

Diener et al (1984) stated that happiness is when humans can make their lives better, and feel happy when they manage to get the desired thing so that when a person feels very happy he will be able to improve his quality of life. Meanwhile, Pryce (2011) more specifically stated that happiness at work is a mindset that allows employees to maximize performance and reach their potential, of course, it is done by considering whether they have to do their work or need to be done with their co-workers. When the employee feels happy with what is being done, he will maximize performance and improve his quality so that the employee will strive to continue to be enthusiastic exert all his potential, and concentrate fully on achieving the good abilities potential he has (Tjiabrata et al, 2021).

A positive state of mind towards work which is one aspect of work engagement is also related to the meaningfulness of work where employees can interpret their work as a career and work that can help employees achieve their desires (Juniartika et al, 2020). The diversity of work is interpreted by Wrzesniewski et al (1997) as the tendency of an employee to understand and interpret his job as a job, career, and calling. It is more clearly explained by Steger & Dik (2009) that the meaningfulness of work has 3 aspects, including; positive meaning (the work done is meaningful and important), meaning-making through work (work becomes a medium he understands himself and his environment in supporting his self-development) and greater good motivation (the work done provides benefits for employees).

Based on the results of previous research, the meaningfulness of work affects increasing work engagement as well as employees who feel comfortable, and happy and do not feel pressured in their work environment have a high work engagement in their work and company. Although several previous studies are similar, this study has a difference where previously there has never been a study on the meaningfulness of work and happiness together in increasing employee workability, especially for millennial generation employees who have different characteristics from previous generations.

The purpose of this study is to conduct a literature review of work engagement in millennial generation employees by revealing 3 questions as follows; 1) How does the millennial generation work engagement?; 2) What is the role of millennial generation employee happiness in increasing work engagement in the company?; 3)What is the role of the meaningfulness of the work of millennial generation employees to increase work engagement in the company?

The questions above are a guide for researchers in conducting literature review research so that the results of the study can contribute and can add insight into the work engagement of millennial generation employees in involving happiness and meaningfulness of work in the company.

Method

This research uses the Systematic Literature Review (SLR) method. Systematic Review is a research procedure that identifies, assesses, and synthesizes several related research results that are relevant to the question or research topic (Hadi et al, 2020). This research design is used to map areas of areas where the results are uncertain, identify research, and explore new studies carried out differently by researchers from previous research. According to Hadi et al (2020), a Systematic Review summarizes the results of the study to provide more facts with meta-analysis or meta-synthesis techniques. Meta-analysis is a way to synthesize results in the form of quantitative or statistical results, but if you synthesize narrative / qualitative results, it is commonly called meta-synthesis. The book Systematic Review: Meta Synthesis of Organizational Behavior Research by Hadi et al (2020) refers to 3 researchers Perry & Hammond (2002); Gough et aldd (2012) and Cooper (2016) as follows; 1) Identify research questions; 2) Develop research protocols; 3) Set up a digital library; 4) Screening relevant research results; 5) Choosing quality research results; 6) Data extraction; 7) Synthesis with Meta-analysis / Meta-synthesis; 8) Presenting the Results .

Based on the existing stages, the researcher refers to the sequence of the Systematic Review research process presented by Perry & Hammond (2002), as follows;

1) Identify research questions

This study revealed 3 questions as follows:

- a) How does the millennial generation work engagement?
- b) What is the role of millennial generation employee happiness in increasing work engagement in the company?
- c) What is the role of the meaningfulness of the work of millennial generation employees to increase work engagement in the company?

All of the above questions are used as a guide in research so that the results of the literature become effective.

2) Develop research protocols

This research uses the Systematic Review method which is determined based on the advantages of this method that using the procedures and stages of the systematic review will obtain more comprehensive and directed research results.

3) Set up a digital library

In literature study research, it is certainly important to make a literature search strategy. In this study, literature searches used the keywords Indonesian work entitlement, happiness, work meaningfulness, and the millennial generation. In English, it uses keywords; Work Engagement, Meaningful Work, happiness, and the millennial generation in several sources such as; google scholar, Scopus, Research Gate, garuda, and others.

4) Screening relevant research results

Collecting the results of previous research that are relevant in answering research questions. In filtering appropriate journals, it is started by understanding the abstract content of a study if the research results are by the research questions, information can be used to deepen this research. The screening of the relevant research results is made in the form of the following table.

Table 1. Screening research results

No	Question	Author & Year published	Literature Title
1	How does the millennial generation work engagement?	Kusumawati, Elza Sofiah, Diah Prasetyo, Yanto, 2021	Keterikatan kerja dan tingkat Turnover Intention pada karyawan generasi milenial dan generasi Z
		Rinardus Bayu Dewantoro, Sylvia Diana Purba, 2018	Pengaruh Work Engagement Dan Job Satisfaction Terhadap Turnover Intention (Perbandingan Pada Generasi X Dan Generasi Y)
		Adi, Putu Ratih Puspita Indrawati, Komang Rahayu, 2019	Perbedaan Keterikatan Kerja berdasarkan Generasi Kerja Karyawan pada Perusahaan Berkonsep THK ditinjau dari Etos Kerja
2	What is the role of millennial generation employee happiness in increasing work engagement in the company?	Dhurul Khoiriyah, Erita Yuliasesti Diah Sari, Herlina Siwi Widiana, 2020	Keterikatan Kerja Perawat: Pengaruh Dukungan Organisasi, Work-Life Balance Dan Kebahagiaan
		William Tjiabrata, Victor P.K. Lengkong, Greis M. Sendow, 2021	Pengaruh Kecerdasan Emosional, Kualitas Kehidupan Kerja Dan Kebahagiaan Di Tempat Kerja Terhadap Keterikatan Karyawan Pada Pt Pln (Persero) Up3 Manado
		Ike Agustina, 2020	Kebahagiaan Autentik dan Keterikatan Kerja Guru di Sekolah Inklusi
		Imory Rebecca Jayata Karundeng, Andik Matulessy, Amanda Pasca Rini, 2021	Pentingnya Kebahagiaan Dalam Membentuk Keterikatan Kerja Pegawai Di Indonesia
		Diannisa Wahyu Putri Chinanti, Siswati, 2018	Hubungan Antara Kebahagiaan Di Tempat Kerja Dengan Keterikatan Karyawan Pada Karyawan Pt. Dwi Prima Sentosa Mojokerto
3	What is the role of the meaningfulness of the work of millennial generation employees to increase work engagement in the company?	Rifa Juniartika, Erita Yuliasesti Diah Sari, Herlina Siwi Widiana, 2020	Efektivitas Pelatihan Kebermaknaan Kerja untuk Meningkatkan Keterikatan Karyawan pada Perawat
		Rina Mulyati, 2020	Kebermaknaan Kerja dan Keterikatan Kerja: Sebuah Tinjauan Metaanalisis
		Jasmine Gita Putri, 2019	Hubungan antara Kebermaknaan Kerja Dengan Kesejahteraan Psikologis pada Wanita yang Bekerja di PT. AA Jakarta
		Wahyu Saripudin, Nita Sugiarta Wijaya, 2021	Pengaruh Kepemimpinan Spiritual Pada Work Engagement Di Lembaga Pendidikan Islam:

5) Choosing quality research results

The results of previous studies are assessed related to their credibility and relevance by making a mapping table by mapping important things that need to be explored from a research journal such as; title, author, subject, research methods, and research results. Furthermore, it is determined that the journal that has the credibility and relevance that is most in line with this research is used as the basis for systematic review research.

6) Data extraction

Based on the results of the selection of journals or quality research results, further screening and grouping of interesting data are carried out and further literature reviews need to be carried out in the research.

7) Synthesis with meta-analysis /Meta-synthesis

Synthesizing with meta-analysis and meta-synthesis means that the data that have been obtained in the form of both accumulative and qualitative are summarized and grouped according to the questions in this study.

8) Presenting the Results

Providing answers according to the results of the analysis and synthesis of grouping questions that have been stated is then assembled in the form of paragraphs that provide comprehensive and directed explanations of the research topic discussed.

Result

The results of literature studies, and empirical research articles related to the meaningfulness of work, happiness, and work engagement of millennial generation employees in companies found that there are several research models, both qualitative and carried out using meta-analysis, quantitative correlational, comparative, and path analysis to experimental research models.

The results of this literature show that millennial generation employees in Indonesia have a level of work engagement that is below the previous level of work engagement and is still quite good compared to the level of work engagement of subsequent generations. The happiness felt by workers at work also influences the level of work engagement possessed by millennial generation employees both directly and indirectly through other factors such as organizational support, a balanced and quality work life, and emotional intelligence possessed by employees. Millennial generation employees can increase work engagement by creating a sense of meaning in the performance they produce and feeling like they are actively involved in their work.

The results of the analysis of work engagement of millennial generation employees are generally presented in the following table;

Table 2. Review Analysis

Authors (Year)	Title	Method	Sample	Instrument	Result
Kusumawati, Elza Sofiah, Diah Prasetyo, Yanto, (2021)	Keterikatan kerja dan tingkat Turnover Intention pada karyawan generasi milenial dan generasi Z	Correlational Quantitative Approach	84 employees divided into 32 gen Y employees and 52 gen Z employees	Three-item turnover intent questionnaire dan Utrecht Work Engagement Scale (UWES)	The work engagement of millennial generation and generation Z employees at PT. P does not have a significant difference and the majority have a work engagement score at a moderate level, this can happen because both generations are individuals who are able to complete many tasks at the same time (multitasking), like challenges, confident in their abilities, especially in carrying out tasks in the company, optimistic when working, and including individuals who focus on their work.
Rinardus Bayu Dewantoro, Sylvia Diana Purba (2018)	Pengaruh Work Engagement Dan Job Satisfaction Terhadap Turnover Intention (Perbandingan Pada Generasi X Dan Generasi Y)	Correlational Quantitative Approach	35 millennial employees and 36 non-millennial employees with a total sample of 71	Utrecht Work engagement Scale (UWES), Job Satisfaction Survey (JSS) and Turnover Intention scale	1. Job satisfaction affects work engagement 2. There is no difference between millennials and non-millennials in responding to work engagement 3. Work engagement and job satisfaction have a significant effect on the desire to move in the non-millennial generation. 4. Work engagement and job satisfaction have a significant effect on intention turnover in millennials.
Adi, Putu Ratih Puspita Indrawati, Komang Rahayu (2019)	Perbedaan Keterikatan Kerja berdasarkan Generasi Kerja Karyawan pada Perusahaan Berkonsep THK ditinjau dari Etos Kerja	Quantitative Approach; Correlational - Comparison	34 employees from the Boomers generation (born in 1946-1964), 43 employees from generation X (born in 1965-1980), and 43 employees from generation Y	Work engagement scale and work ethic scale	(a) There are differences in work continuity based on employee work generation in THK concept companies that are controlled by work ethic. (b) Work ethic has a greater contribution compared to employee work generation to work engagement. (c) There is no difference in work engagement behavior between employees from the generation of employees in companies with the

			(born in 1981-2000).		THK concept. (d) Employees who have high work engagement will be shown by: Optimistic Expecting Future Success, Enthusiastic at Work, and Fully Concentrating on Work. (e) There are differences in work ethic based on the generation of employees in THK concept companies, where the generation is significantly different only generation X and Y. (f) Employees from generation X have higher work ethic scores compared to employees from Boomers and generation Y.
Dhurul Khoiriyah, Erita Yuliasesti Diah Sari, Herlina Siwi Widianana (2020)	Keterikatan Kerja Perawat: Pengaruh Dukungan Organisasi, Work-Life Balance Dan Kebahagiaan	Quantitative Approach; Path Paradigm	Nurse of a private hospital in Yogyakarta	Organizational Support Scale, Work-life Balance Scale, Happiness Scale, and Work engagement Scale.	The results showed that happiness was able to mediate the effect of organizational support and work-life balance on work engagement
William Tjiabrata, Victor P.K. Lengkong, Greis M. Sendow (2021)	Pengaruh Kecerdasan Emosional, Kualitas Kehidupan Kerja Dan Kebahagiaan di Tempat Kerja Terhadap Keterikatan Karyawan Pada Pt Pln (Persero) Up3 Manado	Correlational Quantitative Approach	Employees at PT PLN (Persero). 87 permanent employees	Questionnaire on Skills, Abilities, Work Environment and Employee Performance	1. Emotional Intelligence has no significant effect on Employee Engagement 2. Quality of Work Life has a significant effect on Employee Engagement. 3. Emotional Intelligence, Quality of Work Life and Happiness at Work together have a significant effect on Employee Engagement.
Ike Agustina (2020)	Kebahagiaan Autentik dan Keterikatan Kerja Guru di Sekolah Inklusi	Correlational Quantitative Approach	70 teachers at Sekolah Inklusi Yogyakarta, age range between 23 – 48 years	Authentic Happiness Inventory and Utrecht Work Engagement Scale (UWES)	This shows that there is a significant positive relationship between authentic happiness and work engagement among inclusive school teachers in Yogyakarta.
Imory Rebecca Jayata Karundeng, Andik Matulesy,	Pentingnya Kebahagiaan Dalam Membentuk Keterikatan Kerja	Correlational Quantitative Approach	277 employees not limited by business type	Oxford Happiness Questionnaire (OHQ) and Utrecht Work	The results of the study found a positive relationship between the happiness variable and the work engagement variable with a correlation coefficient

Amanda Pasca Rini (2021)	Pegawai Di Indonesia			Engagement Scale (UWES)	value of 0.627 and an effective contribution of 26.02%.
Diannisa Wahyu Putri Chinanti, Siswati (2018)	Hubungan Antara Kebahagiaan Di Tempat Kerja Dengan Keterikatan Karyawan Pada Karyawan Pt. Dwi Prima Sentosa Mojokerto	Correlational Quantitative Approach	202 Employees of PT. Dwi Prima Sentosa Mojokerto	Workplace Happiness Scale and work Engagement Scale	Based on a simple regression analysis, there was a significant positive relationship between happiness at work and employee engagement ($r_{xy} = 0.791$; $p<0.001$). The higher the happiness at work, the higher the employee engagement, conversely, the lower the happiness at work, the lower the employee engagement. Happiness at work contributed 62.6% effectively to employee engagement.
Rifa Juniartika, Erita Yuliasesti Diah Sari, Herlina Siwi Widiani (2020)	Efektivitas Pelatihan Kebermaknaan Kerja untuk Meningkatkan Keterikatan Karyawan pada Perawat	Experimental research: pretest – posttest control group design	16 nurses in a hospital	Work engagement scale	The results showed a significant effect of work meaningfulness training on the level of work engagement.
Rina Mulyati (2020)	Kebermaknaan Kerja dan Keterikatan Kerja: Sebuah Tinjauan Metaanalisis	Review (literature review)	30 literature	25 articles discussing the meaningfulness of work	The results of a meta-analysis of 30 studies with a total of 11,794 subjects showed that work meaningfulness was positively correlated with work engagement with a correlation value of .475 after corrected sampling error and $r = 0.562$ after measurement error correction.
Jasmine Gita Putri (2019)	Hubungan antara Kebermaknaan Kerja Dengan Kesejahteraan Psikologis pada Wanita yang Bekerja di PT. AA Jakarta	Correlational Quantitative Approach	70 women who working at PT. AA work in a company of at least 1 Years and have a family	Psychological well-being scale and <i>The Work and Meaning Inventory</i>	In this study, correlational results showed a significant positive relationship between the two variables. Result (r) = 0.467 and significance (p) = 0.001 ($p < 0.05$). The effective contribution of work meaningfulness to psychological well-being is 21.8%.
Wahyu Saripudin, Nita Sugiarta Wijaya (2021)	Pengaruh Kepemimpinan Spiritual Pada <i>Work Engagement</i> Di Lembaga Pendidikan Islam: Peran Kebermaknaan	Correlational Quantitative Approach	269 people working at the Institute Islamic education located in the Special	5 Scales; Inner Life, Leadership Spirituality, Work Meaning, Membership,	A sense of work and membership has only a partial role to play in mediating the influence of spiritual leadership on work engagement

Kerja Keanggotaan Sebagai Pemediasi	Dan	Region of Yogyakarta	and Work Engagement
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Discussion

Millennial Work Engagement

The company's human resources are an important element that is a determining factor for an organization's success in competing in today's digital era. The rapid development of digital today certainly requires the company's human resources to adapt quickly so that they can work optimally and optimally. On the other hand, according to Angelia & Astiti (2020), work engagement also contributes greatly to a company. So, when employees have a good commitment to their work and feel like they want to always provide the best results, it is easy for employees to be able to achieve optimal performance.

The large number of millennial generation employees occupying current employment in Indonesia is certainly a new challenge for the company. To increase the work engagement of millennial generation employees, it is necessary to consider the character of this generation as in the opinion of Martin & Tulgan (in Sukoco et al., 2020) that millennials can take a positive view of a job when they are in a supportive work environment and are flexible in work. These conditions can certainly be a consideration for companies in forming employees who are engaged in their work and are willing to adapt so that they can increase their productivity and performance.

In several previous studies, results were obtained that millennial generation employees in Indonesia are classified as quite having an ethos and work engagement with the company even though they are still below the average employees of previous generations (Adi & Indrawati, 2019). In today's world of work, the level of employee work engagement makes a great contribution to the company, such as being able to improve work performance and productivity (Khoiriyah et al, 2020), easier to achieve company targets by retaining qualified employees who have loyalty and high work engagement to the company. This is a challenge for companies in forming employee work engagements, especially millennials with characteristics that are different from previous generations of employees. As the results of research by Dewantoro & Purba (2018) that generation y has an engagement rate in the order of no. 3 compared to the engagement of employees from Generation X and baby boomers.

Schaufeli et al (2006) pioneered the theory of work entanglement which states that work integrity is a positive condition that employees will feel enthusiastic and enthusiastic at work (vigor), dedicated (dedication), and fully concentrated while working so it is difficult for employees to leave their work (absorption). Schaufeli et al also explain the details of the 3 aspects as follows; Vigor or spirit can be seen from the energy and mental resilience that employees have when working, besides that it can be seen from how employees try and do not give up easily when facing difficulties. Dedication is seen in how strongly employees are involved in work, feel proud and inspired by work, and make work a challenge. Finally, the

absorption is seen from the concentration of employees at work until they feel that time flies quickly and it is difficult to leave work before all their workers are completed.

According to Kusumawati et al (2021) when employees have high work engagement they can last longer in the company because employees with high work engagement can survive in difficult circumstances and make difficulties a challenge that must be resolved. This is done not only to contribute to the company, but for employees, it is also a step in developing themselves in the workplace. This opinion is supported by Parengkuan (2020) that this millennial generation employee feels that he is important when he is involved in programs or work so that he can use his abilities to seek satisfaction and get the opportunity to become a superior person.

Currently, the company's focus on developing and growing competitiveness is one of which is by having resources that can maximize the work and programs that are being carried out. According to Mufarrikhah et al (2020), employees can work optimally when they have commitments and feel attached to their work because the existence of commitment both emotional and intellectual can improve the quality of employee work which is certainly a determinant of progress in the organization.

From some of the explanations above regarding the picture of work engagement owned by millennial generation employees, it appears that millennial generation employees in Indonesia are currently still at a moderate level and are still different from the work engagement of previous generations of employees such as baby boomers or generation x. With this, companies or organizations that mostly have the millennial generation, human resources need to focus more on efforts to increase employee work engagement so that there is no high turnover, which can have a negative impact both for the company and for employees.

Happiness and Work Engagement of Millennial Generation Employees

Each employee feels happy in their way so it cannot be equalized between employees each other. Although happiness remains the ultimate goal for every employee in their workplace (Tjiabrata et al., 2021). For employees, when they feel comfortable in the work environment, it can cause a sense of happiness while working so that they can enjoy the work they do. As explained earlier the employee feels happy if he is involved, supported by the surrounding environment at work and flexible situations.

Happiness is a form of positive psychology that contains positive emotions and activities that are felt by individuals subjectively in doing work. To be clear, Pryce (2011) states that employees who feel happy at work will always try to think and feel positive so that they can know, process, and study what is felt so that they can have an impact on their work such as maximizing performance and feeling satisfied at work.

Chinanti & Siswati (2018) happiness can occur due to the presence of internal factors and external factors. Happiness that comes from internal factors (in oneself) can be in the form of conformity between expectations and the ability of employees to complete their work and it

can also be due to the employee's open and humble personality type, while happiness that comes from external factors (outside the self) usually occurs due to a comfortable and supportive environment at work and task loads that are balanced with the abilities and rewards that employees get at work. With this, of course, employees need a balance between happiness that comes from inside and outside the employee to still be able to provide the best performance at work.

Seligman (2005) provides 3 ways for employees to achieve a sense of happiness, including; the pleasure or pleasure they feel by involving the good experiences of the past in the form of satisfaction and forgiving, the present with joy and joy, and the future by feeling optimistic about the future; second, to be able to interpret what is both within himself and outside himself so that he knows what is the purpose and meaning of his hapu; third, by allowing everything that is happening at the moment to flow and still doing what he should do.

In the complex process of forming happiness as an effort to increase the work engagement of employees, especially the millennial generation, many processes are carried out to be able to make Haryana satisfied with their work. On the other hand, the company also supports in the form of providing comfort both internally and externally to encourage the emergence of a sense of happiness for employees so that in the future they will begin to cultivate a sense of enthusiasm and enthusiasm in completing work, can enjoy the work process and provide maximum results.

In the opinion of Pryce (2010) when employees feel happy at work, the potential employees to complete their work is 40% more than employees who do not feel happy at work. This is supported by the results of Chinanti & Siswati's research in 2018 that the happiness felt by employees contributed 62.6% in increasing employee work engagements. Research by Khoiriyah et al (2020) also showed results that 30.8% happiness can increase work engagement among nurses. Employees who feel bound can find the meaning of the work they do, employees also feel safe at work and can provide good performance for their work.

Based on the description above, it can be seen that employee happiness at work makes an important contribution for employees to feel attached to their work so that they have an important role in their organization. Employees with high work engagement to their work can cause positive behavior so that they can increase their productivity and performance. In addition, employees will feel satisfied with the results of their work and be proud of their abilities making it easier for the company to achieve success.

Work Meaningfulness and Work Engagement of Millennial Generation Employees

The results of a survey conducted by Firma Kon Sultan show that work-making is the main focus for employees, especially the millennial generation compared to the income received. The high awareness of the millennial generation in understanding their strengths, shortcomings, and purpose in life makes these millennial generation employees maximize their potential in working both physically, psychically, and emotionally when they feel compatible with their work. An employee who is trying to give the best results for his work means that he

has considered that the work done has a positive impact on his life and that of others. This opinion is supported by Juniartika et al (2020) that when employees can provide assessments and perceive work as an activity that means they will seriously provide the best quality for their work.

Steger & Dik (2009) stated that employees who understand their abilities and potential, expectations, and how to achieve success in the work environment will be better able to interpret their work. When an employee feels that his work is meaningful, he will easily engage in a certain job that can bring out a sense of work engagement and make himself proud of the achievements that have been made.

Meaningfulness as explained by Wrzesniewski et al (1997) is an ability to interpret work as a job (focus on rewards and financial needs), career (focus on self-progress and development), and a vocation in carrying out their duties (focus on enjoyment while working that gives rise to a sense of satisfaction when contributing and benefiting others around). When an employee feels that his work means that he will understand that the work is a process that must be passed to be able to grow and develop and be able to feel the call to complete tasks well so that he is satisfied and immersed in his work.

Results of Mulyati's research (2020) that employees who feel that their work is meaningful and make a positive contribution to themselves in the future will make employees feel humane (vigor), proud of what is done and inspired and feel challenged by their work (dedication), besides that this millennial generation employee will feel happy in spending time to complete their work (absorption). For millennials in the digital era who care about the future, a sense of meaning in work becomes a self-identity that makes them focus on working and always struggle to give their best for their work.

The results of the research of Juniartika et al (2020) showed that work meaningfulness training was able to increase the work engagement of experimental group employees. In the process of training activities for the meaning of work, some participants feel that time passes faster when working and they can enjoy the work done (absorption). Likewise, the results of methane analysis conducted by Mulyati (2020) from 30 studies that have been collected show that the meaningfulness of work is positively related and contributes to the working relationship of employees so that employees feel optimistic, motivated and feel the need to be involved both physically, psychically and emotionally towards their work.

Based on several research results, show that work meaningfulness can increase employee work engagement, even if it is necessary to conduct work meaningfulness training based on experiments, which has been effective as an effort to increase employee work engagement.

Conclusion

The millennial generation employees who are sophisticated in the world of IT and technological developments today seem to lack a high work engagement in what is done.

However, this does not mean that the work engagement owned by millennials is relatively low, but based on the results of the literature, it is found that the work engagement of millennials is still different from the previous generations such as baby boomers. The important employees have high work engagement with companies is to still be able to maximize employee performance and company productivity in achieving success. The efforts that can be made by the company certainly still pay attention to the characteristics of the millennial generation in working such as providing opportunities for employees to maximize and develop themselves, supporting positive employee activities, and involving employees in various jobs so that employees can feel comfortable and happy at work and provide meaningfulness for employees in their work. This is very important to be formed in the environment and culture of the organization because when employees feel comfortable and involved in work, employees will feel enthusiastic, enthusiastic and enjoy all the work done.

The results of the study can be used as a consideration for companies with the majority of employees from the millennial generation to review employee work engagement. Companies can provide comfort both in terms of facilities and a comfortable social environment, providing opportunities for employees to be actively involved while working so that a sense of meaning arises in the work they do. This can contribute to increasing employee work engagement in the company. This research can be developed in the form of quantitative research by subsequent researchers by taking data directly from the millennial generation who work in various fields such as education, industry, and social affairs. Other researchers can also develop this research by comparing the picture of work engagement possessed by various generations, considering that currently, the workforce in Indonesia is starting to be filled by workers from Generation Z.

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