

The Influence of Altruism and Work Engagement on Millennial Worker Job Satisfaction

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Abstract

Background: The millennial generation has the characteristic that they do not feel tied to their work. The lack of work engagement of the millennial generation can cause them to be less satisfied with their jobs. Meanwhile, employee job satisfaction is important for every company because it can have an impact on individual and organizational performance. **Objective:** This research aims to determine the influence of altruism and work engagement on job satisfaction of the millennial generation. **Method:** Respondents were 100 millennial workers born between 1981 and 1996. The research instrument is an online questionnaire using a Likert scale with five answer choices. Partial Least Square Structural Equation Modeling was chosen as the data analysis method. **Results:** Altruism and work engagement each have a significant positive effect on job satisfaction. **Conclusion:** This research contributes to efforts to increase job satisfaction of the millennial generation through factors such as altruism and work engagement. Further research can be limited to certain industries or sectors to see the consistency of research results.

Keywords: Altruism; job satisfaction; work engagement, millennial generation

Abstrak

Latar Belakang: Generasi milenial memiliki karakteristik yaitu tidak merasa terikat dengan pekerjaannya. Kurangnya keterikatan kerja dari generasi milenial dapat menyebabkan mereka kurang puas dengan pekerjaannya. Sementara itu kepuasan kerja karyawan penting untuk dimiliki setiap perusahaan karena dapat berdampak terhadap kinerja individu maupun organisasi. **Tujuan:** Penelitian ini bertujuan guna mengetahui pengaruh altruism dan work engagement terhadap kepuasan kerja generasi milenial. **Metode:** Responden ialah 100 pekerja milenial yang lahir antara tahun 1981 sampai 1996. Metode pengambilan sampel dipilih secara *convenience sampling* dan termasuk ke dalam kategori *non probability sampling*. Data diperoleh melalui googleform dengan yang disebar melalui whatsapp, linkedin, dan facebook. PLS SEM dipilih sebagai metode analisis data. **Hasil:** Altruism dan work engagement masing-masing berpengaruh positif signifikan terhadap kepuasan kerja. **Kesimpulan:** Penelitian ini berkontribusi bagi upaya meningkatkan kepuasan kerja generasi milenial melalui faktor-faktor seperti *altruism* dan *work engagement*. Penelitian selanjutnya dapat dibatasi pada industri atau sektor tertentu guna melihat konsistensi hasil penelitian.

Kata Kunci: Altruisme; kepuasan kerja; keterlibatan kerja, generasi milenial

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Surabaya

In this modern era, many companies compete with each other to maintain the sustainability of their companies. Good human resources are needed to face competition. One aspect that companies need to pay attention to is job satisfaction. Job satisfaction is owned by employees at various age levels. The millennial generation is one category of various employee age levels.

A Gallup survey institute in its 2016 report entitled "How Millennials Want to Work and Live" stated that as many as 55 out of 100 (55%) millennial workers do not feel connected to their work. Lack of engagement with work is an indication of a worker's lack of satisfaction with aspects of their work (Karanika-Murray et al., 2015).

Thematic Gender Statistics in its 2018 report found that the contribution level of the millennial generation was relatively high in the total structure of the productive age population. This is because around 50.36% of the total productive age population is basically generation Y (millennials). This implies that as many as 49.64% come from other generations and the millennial generation is the largest in the category of productive age workers. It is important for all companies or organizations to treat the millennial generation specifically because most of the total productive age population is dominated by the millennial generation.

A survey conducted by Deloitte in 2023 stated that 49 out of 100 millennials prioritize balance between work and aspects outside of work, 35 out of 100 millennials focus on their financial situation, 39 out of 100 millennials feel work stress almost every day, 49 out of 100 millennials 100 millennials have experienced minor forms of violence in the workplace. The balance between work and non-work aspects, financial problems, work stress, experiences of incivility at work can reduce job satisfaction of the millennial generation (Haar et al., 2014; Khan et al., 2021; Sidabutar et al., 2020; Wu et al., 2021).

Millennial workers need to have job satisfaction. The job satisfaction of workers from the millennial generation can increase their performance (Indrayani et al., 2024; Waworuntu et al., 2022). Millennial workers who are satisfied with their jobs tend to want to stay at their company or organization (Tirta & Enrika, 2020). All dimensions of job satisfaction from millennial workers were found to improve organizational performance (Putri et al., 2020). The more satisfied millennial workers are with their jobs, the lower their desire to leave and look for another job (Elian et al., 2020). Millennial job satisfaction is a determining factor in increasing their commitment to their organization (Pradipto & Chairiyati, 2021). Job dissatisfaction can predict the extent of a millennial worker's intention to change jobs (AbouAssi et al., 2021). Job satisfaction can increase affective commitment and the effect will be greater for millennial workers who have a high level of job resilience than those who have a low level of work resilience. (Muchtadin, 2023a). Millennial job satisfaction can increase organizational citizenship behavior indirectly through resilience (Muchtadin, 2023b).

Millennial job satisfaction is caused by various triggers. A supportive work environment, supportive superiors, and career opportunities are the causes of whether millennial workers are satisfied with their jobs (Waworuntu et al., 2022). The existence of job mismatch is the trigger for the decline in job satisfaction of the millennial generation (Chavadi et al., 2022). The transformational leadership style is the cause of increasing job satisfaction in the millennial generation and ideal attributes and intellectual stimulation are validated as factors that increase job satisfaction (Valldeneu et al., 2021). High work stress is the cause of the decline in the level of job satisfaction of the millennial generation (Budiman & Tan, 2022). The level of millennial job satisfaction is caused by the transactional leadership style of superiors (Purwanto & Sulaiman, 2023). Employee development, balance between work and life aspects, and the awards given can determine the level of job satisfaction of the millennial generation (Wen et al., 2018).

Research related to job satisfaction in the millennial generation is important to conduct because this generation has the largest workforce participation rate. According to data from the Central Statistics Agency (BPS) in August 2022, the total Indonesian workforce is 143.72 million with a labor force participation rate of 68.63%, dominated by the millennial generation at 25.87% and Gen Z at 27.94%. Companies or

organizations will suffer losses if they are unable to understand the characteristics of the millennial generation well.

Altruistic behavior reflects acts of positive social behavior toward one or more other people and actions intended to improve the well-being of others (Pfattheicher et al., 2022). Work engagement is defined as a state or condition of a person's positive motivation accompanied by the characteristics of vigor, dedication and absorption in their work (Bakker et al., 2014). Previous research found that fluctuations in job satisfaction levels were caused by altruism and work engagement factors (Karanika-Murray et al., 2015; Nasrabadi et al., 2016). So far, research that examines the influence of altruism and work engagement on job satisfaction has not been found in the millennial generation. This research contributes to the development of knowledge regarding the impact that altruism and work engagement have on job satisfaction in the millennial generation, therefore this research is hypothesized as follows "There is an influence of altruism and work engagement on job satisfaction of the millennial generation".

Method

Participant

The respondents in this study were millennial workers whose birth range was from 1981 to 1996 (Dimock, 2019). Respondents work and live in Jabodetabek. Respondents were divided into categories of state civil servants, private employees, state-owned employees and temporary workers.

Sample or Population

Respondents were aged 27 to 42 years. Respondents came from the Jabodetabek area. Respondents consisted of 54 men and 46 women. The exact population in this study is not known, therefore the researcher limited the sample size to a minimum of 100 respondents. This is because the number of 100 people or more is a general requirement for analysis to be carried out (Hair et al., 2019). Other researchers also suggested a sample size of 25 people or more and this was fulfilled in this study (Jenkins & Quintana-Ascencio, 2020).

Data Collection

Research data was taken via Google Form which was distributed via WhatsApp, Facebook and LinkedIn. Each indicator states that it provides five answer choices with a score weight range of 1 to 5. The job satisfaction instrument consists of 4 statement items and is an adaptation of previous research (Riyanto et al., 2023). Examples of job satisfaction statements are "I am satisfied with my current job", "I am satisfied with my colleagues", "I am satisfied with my boss", "I am satisfied with the company where I work".

The altruism research instrument consists of 5 statement items and is the result of an adaptation from previous researchers (Tawil, 2022). Examples of altruism statements are "my willingness to help when colleagues need help related to tasks in the company/organization", "my willingness to always do good to colleagues in the company/organization", "my willingness to help colleagues to help alleviate problems of a similar nature." personal", "my willingness to help colleagues who have additional workload outside the main tasks of the company/organization", "my willingness to help colleagues who have just joined to introduce themselves to the work environment".

The work engagement instrument consists of 3 statement items and is an adaptation of the UWES 3 Scale with three indicators called vigor, dedication, and absorption (Schaufeli et al., 2017). Examples of work engagement instruments are "at work, I feel full of energy", "I am enthusiastic about my work", "I feel engrossed in my work".

Data Analysis

This research is quantitative causality which seeks to test the relationship between the existing variables. Data processing is carried out with the help of Smartpls. The stages carried out in data analysis were by looking at the outer loadings value, the average value of the variant extractor, the discriminant validity test by looking at the Heterotrait-Monotrait Ratio value, the reliability test by looking at the composite reliability value and Cronbach's Alpha. The stages continue by looking at the R Square, f Square values, then testing the hypothesis.

Result

Respondent Description

Table 1. Respondent Description

Variable		Total	Percentage
Gender	Male	54	54%
	Female	46	46%
Education Level	High School/Equivalen	5	5%
	Diploma	3	3%
	Bachelor	40	40%
	Master	50	50%
	PhD	2	2%
Origin of Institution	private companies	66	66%
	state civil apparatus	11	11%
	state-owned companies	8	8%
	other	15	15%

Respondents in this study consisted of various characteristics. Respondents had the highest level of education, namely high school/equivalent 5 people (5%), 3 people (3%) were diploma graduates, 40 people had bachelor's degrees (40%), 50 people had master's degrees (50%), 2 doctoral graduates (2%). 66 respondents (66%) worked in private companies, 11 people (11%) worked as ASN, 8 people (8%) worked in state-owned companies, while 15 people (15%) answered other. 54 of the respondents were male (54%) while 46 were female (46%).

Outer Model and Inner Model

This research combines the results of the outer model and inner model in one table. The outer model results can be seen from the size of the outer loading of each indicator, the average variant extracted (AVE) value, the composite reliability value, and the Cronbach Alpha value. The results of the inner model can be seen from the magnitude of R Square, f Square, and Q Square. Meanwhile, the discriminant validity included in the outer model is separated in a different table.

Table 2. Outer Model and Inner Model Results Test

	Outer Loading	AVE	Composite Reliability	Cronbach Alpha	R Square	f Square	Q Square
Altruism		0.627	0.894	0.851		0.137	
Alt1	0.824						
Alt2	0.848						
Alt3	0.735						
Alt4	0.751						
Alt5	0.796						
Work Engagement		0.795	0.921	0.870		0.180	
We1	0.851						
We2	0.907						
We3	0.915						
Job Satisfaction		0.695	0.901	0.853	0.370		0.240
Js1	0.814						
Js2	0.777						
Js3	0.861						
Js4	0.879						

Table 2 shows that the outer loading value for all statement items in all variables has a value > 0.7 so it is considered valid. The AVE (average variant extracted) value in each variable is also > 0.5, which means that each variable in this research is considered valid. The composite reliability and Cronbach Alpha values are also > 0.7 so that all research variables are considered reliable.

In Table 2 you can see the results of the R Square, F Square and Q Square tests. The R Square test results mean that altruism and work engagement contribute to increasing job satisfaction by 37% (0.37) while the remaining 63% is caused by factors outside this research. R Square values of 0.75, 0.50 and 0.25 can be considered substantial, moderate, and weak (Purwanto, 2021). The value of 0.37 is between 0.25 and 0.5 so the R Square value falls into the weak category. The F Square test results on the effect of altruism on job satisfaction were found to be 0.137 (> 0.02 and < 0.15), which means it has a weak effect. The F Square test results on the influence of work engagement on job satisfaction were found to be 0.180 (> 0.15 and < 0.35), which means it has a medium effect. The Q Square test results were obtained at 0.24, which means this research has good observation value.

Table 3. Discriminant Validity Test Results

	ALT	JS	WE
ALT			
JS	0.588		
WE	0.530	0.611	

Table 3 shows the results of the discriminant validity test using the Heterotrait-Monotrait Ratio (HTMT). All HTMT values in Table 3 are <0.9 so that all variables have good discriminant validity and have their own characteristics that differentiate them from other variables in this study.

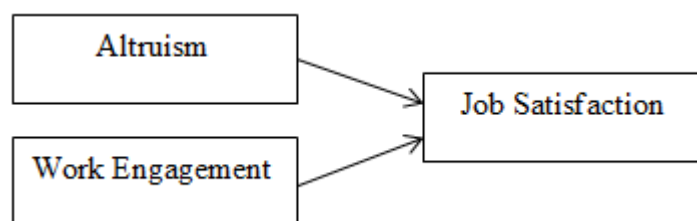


Figure 1. Research Model

Hypothesis Testing Results

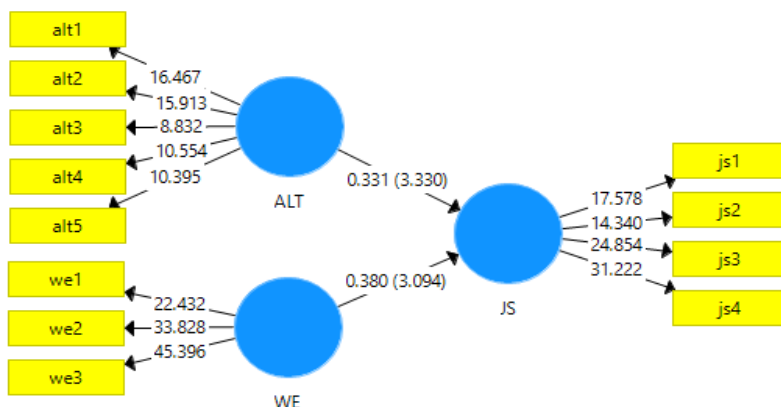


Figure 2. Path Analysis

Figure 2 shows the results of hypothesis testing where altruism and work engagement act as exogenous (independent) variables and job satisfaction acts as an endogenous (dependent) variable. More complete results of the hypothesis test will be presented in Table 3 below:

Table 4. Hypothesis Testing

	Original Sample	T Statistics	P Value	Decision
ALT ► JS	0.331	3.330	0.001	Accepted
WE ► JS	0.380	3.094	0.002	Accepted

Table 4 contains the results of the hypothesis test. Altruism was found to have a significant positive effect on job satisfaction of the millennial generation ($r = 0.331$; $t = 3.330$; $p = 0.001$). Work engagement was found to have a significant positive effect on job satisfaction of the millennial generation ($r = 0.380$; $t = 3.094$; $p = 0.002$). All hypotheses were declared accepted because they had a statistical value of $t > 1.96$ and a p value < 0.05 . The correlation value or original sample also has a positive direction (0.331 and 0.380) so that the two exogenous variables (altruism and work engagement) are stated to have a positive effect on the endogenous variable (job satisfaction).

Discussion

The research results show that altruism has a significant positive effect on job satisfaction. This means that the higher the altruism that millennial workers have, the more satisfied they are with their work. These results are strengthened by previous research which found that altruistic values influence job satisfaction directly and positively (Song et al., 2020). Job satisfaction that comes from altruism is experienced as a pleasant feeling as well as enjoyment from meeting the needs of other people, namely colleagues and superiors (Nasrabadi et al., 2016). Other results found that not only altruistic behavior originating from within workers can increase job satisfaction, altruistic behavior from superiors can also increase employee job satisfaction (Al-Asadi et al., 2019).

The influence of altruism on job satisfaction is supported by self-determination theory. This theory states that all employees have three basic psychological needs, namely competence, autonomy, connectedness, which if met will encourage autonomous motivation, health and high-quality performance (Deci et al., 2017). The feeling of connection between employees causes employees to be willing to help each other and feel more satisfied with their work.

According to the intentionalist view, altruism refers to the reason a behavior is carried out and altruism seeks to pursue the ultimate goal of improving the welfare of others (Pfattheicher et al., 2022). This

means that improving the welfare of other people can lead to satisfaction for someone in certain aspects of work (Nasrabadi et al., 2016). According to the consequentialist perspective, altruism refers to behavior that harms the perpetrator but provides benefits to the recipient and that altruistic behavior is costly (Pfattheicher et al., 2022). This means that even though they have to suffer losses, when a worker is able to provide benefits to other people, it can create satisfaction for the worker (Song et al., 2020). The societal approach seems closest to the original meaning of altruism. Altruism reflects more than benefiting others and ignoring personal gain. Altruism reflects societal expectations and guiding principles about how to behave in a society where one does not take personal advantage for the sake of collective gain (Pfattheicher et al., 2022).

The research results show that work engagement has a significant positive effect on job satisfaction. These results are supported by previous research with the same results (Karanika-Murray et al., 2015). Previous research found a positive relationship between work engagement and job satisfaction (Garg et al., 2018; Vorina et al., 2017). This implies that the higher the level of work engagement of a worker, the higher his job satisfaction. Previous research found that social support from coworkers can increase the effect of work engagement on job satisfaction (Orgambídez-Ramos & de Almeida, 2017).

According to the Job Demand Resources model, the expected results at work are influenced by a series of workplace characteristics, namely job demands and job resources (Mazzetti et al., 2023). High job demands will decrease employee job satisfaction, while adequate job resources will increase employee job satisfaction. The interaction between job demands and job resources will determine the amount of work engagement and also employee job satisfaction.

The influence of work engagement on job satisfaction can be explained through job demand resource theory. Job resources can determine personal resources and work engagement, but this also applies vice versa (Bakker & Demerouti, 2017). Personal resources and work engagement can also determine job resources (wages, support from superiors, job autonomy, role clarity, feedback, and empowerment). Meanwhile, wages, feedback, support from superiors, role clarity, job autonomy, and empowerment are among the factors that determine a person's job satisfaction. (Cesário et al., 2023; Charoensukmongkol et al., 2016; Choi et al., 2016; Gözükarar & Çolakoğlu, 2016; Lestari, 2019; Unegbu et al., 2023). This explains why work engagement can increase job satisfaction.

Conclusion

This research concludes that altruism and work engagement each have a significant positive influence on job satisfaction of millennial generation workers. The large R Square value indicates that altruism and work engagement have a weak influence on job satisfaction. Behavior that improves the welfare of other people can make a millennial worker feel satisfied with his job. The more millennial workers feel connected to their work, the more satisfied they are with aspects of their work.

Suggestion

This research is limited to the millennial generation in Jabodetabe so that further research can involve different generations to compare the results. Further research can be limited to certain industries or sectors to see the consistency of research results. Companies are expected to implement an organizational culture of mutual help and service in order to increase employees' altruistic behavior and make them feel more connected to their work, which will ultimately make employees satisfied with their work.

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