

Making Millennials Stay

Mirandha Ariesca Riana¹ , Abdullah Sanusi², Fitriyani³

^{1,3}Institut Teknologi dan Bisnis Kalla

²Universitas Hasanuddin


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Abstrak

Generasi milenial senang berpindah-pindah pekerjaan. Hal ini menjadi tantangan bagi organisasi mengingat tingginya jumlah angkatan kerja yang merupakan generasi milenial. Organisasi perlu memahami karakteristik generasi milenial dan apa sebenarnya yang mereka cari di tempat kerja dalam rangka meningkatkan komitmen mereka jika mereka ingin menjadi bagian dari organisasi. Rasa memiliki penting untuk diperhatikan karena dapat mempengaruhi komitmen organisasi. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh karakteristik individu, organisasi, pekerjaan, dan rasa memiliki terhadap komitmen organisasi. Populasi dalam penelitian ini adalah mahasiswa program studi Magister Manajemen di Kota Makassar yang merupakan generasi millennial dan pernah bekerja atau saat ini sedang bekerja. Jumlah sampel ditentukan sebanyak 100 responden. Data diperoleh melalui kuesioner kemudian dianalisis menggunakan analisis jalur. Hasil penelitian menunjukkan bahwa karakteristik individu berpengaruh positif dan signifikan terhadap komitmen organisasi tetapi karakteristik organisasi dan pekerjaan tidak. Karakteristik individu dan karakteristik organisasi berpengaruh positif dan tidak signifikan terhadap rasa memiliki sedangkan karakteristik pekerjaan berpengaruh positif dan signifikan terhadap rasa memiliki. Rasa memiliki berpengaruh positif dan signifikan terhadap komitmen organisasi dan merupakan variabel intervening yang mempengaruhi hubungan antara karakteristik individu, organisasi, dan pekerjaan dengan komitmen organisasi.

Kata Kunci: *Individual characteristics; job characteristics; millennials; organizational characteristics; organizational commitment; sense of belonging.*

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 Corresponding author :

Email Address : mirandhariesca@gmail.com

INTRODUCTION

Millennials or Generation Y is a demographic group with a range of birth years between the early 1980s and early 2000s (Sebastian et al., 2016). This generation is distinctly known for their increased use and familiarity with digital technology, social media, and communication. This generation, viewed from the negative side, is a lazy, narcissistic person, and often jumps from one job to another. However, the positive side is that millennials are open-minded and have good self-confidence, are able to express their feelings, are liberal, optimistic, and tend to accept ideas and new ways of life that continue to develop (Budiati et al., 2018). A survey conducted by Jobstreet Indonesia of 16 thousand job seekers showed that 66 percent of the millennials claimed to be fond of changing jobs in less than two years (Endro Priherdityo,

2016). A Gallup study even found that 21 percent of millennials change workplaces in less than one year.

Like it or not, organizations have to provide a supportive work environment to recruit or retain these millennials. Organizations that are aware and want to understand the uniqueness of the millennials, are willing to adjust their organizational and job characteristics to fit the millennials' can foster organizational commitment. To increase the commitment of their employees, one thing that should not escape the attention of the organizations is a sense of belonging. Sense of belonging or feeling of belonging is a feeling of love for the organization where employees feel they own the organization even though they do not have a stake in the organization (Peter et al., 2015). Employee's sense of belonging is going to affect the organizational level positively. This can act as a motor to spur employee's creativity and professionalism for a sense of belonging can foster a high work ethic, professionalism and commitment (Lampinen et al., 2018).

The purpose of this study is to examine the relationship between individual characteristics, organizational characteristics, job characteristics, and organizational commitment mediated by sense of belonging. The results then provide insights for organizations. Organizations can identify important factors that can be useful to improve their employees' commitment especially those who are millennials. The big questions about what are millennials looking for in the workplace and how to provide them can also be answered.

CONCEPTUAL BACKGROUND AND HYPOTHESIS

Technology will keep advancing exponentially. It will be integrated into everyday business functions even more and eventually will be established as a major form of communication either it is between individuals or work units. The technological advances have shaped and will continue to shape millennials during their childhood, school years, and finally workplace (Gibson & Sodeman, 2014). This generation can easily multitask and utilize technological devices simultaneously. This makes them great assets to organizations. Their technological culture influences their way of career building, what they demand in the workplace, as well as how to get their job done. And that, inevitably, affects their commitment to the organization.

Organizational commitment is a condition where employees side with a certain organization to the point that they are willing to pursue the same goals as the organization and planning to be a member of the organization longterm (Robbins & Judge, 2015). Van Dyne and Graham (1994) mention several factors that influence a person's commitment to the organization based on a multidimensional approach (Panggabean, 2014), namely personal factors, situational factors, and position factors. Personal factors are factors that are influenced by employee's backgrounds such as age, educational background, attitudes and values, and their intrinsic needs. Situational factors consist of organizational values, the relationship between leaders and employees, job characteristics, and organizational support. The position factor is a factor related to tenure and the hierarchy of positions. Based on that, it is safe to classify the factors that influence organizational commitment into three categories, individual, organizational, and job characteristics.

Hypothesis 1: individual, organizational, and job characteristics are positively and significantly affecting organizational commitment.

a. Individual Characteristics

Individual characteristics are specific characteristics of an individual following certain dispositions (Pane & Nurbaiti, 2018). Individual characteristics are a way of looking at certain objects and trying to interpret what they see. Individual characteristics consist of gender, education level, age, years of service, marital status, number of dependents, and position (Pane & Nurbaiti, 2018). Individuals in entering their new environment or in this case organization,

will bring several elements that have shaped their characteristics including abilities, needs, beliefs, experience, expectations (Aprizal, 2017). However, the new environment also has its own characteristics in the form of regularity which is realized in the hierarchy, jobs, tasks, authority and responsibilities, payroll system, control system, and so on. Then in the process of achieving organizational goals, these two characteristics interact and will form an individual's behavior in the organization.

b. Organizational Characteristics

Organization is a number of people who perform certain tasks and work for each person or group of people in a rational, non-personal way to achieve certain goals (Simamora, 2014). Furthermore, organizational characteristics are internal conditions in the organization. The intended organizational characteristics are organizational structure and culture. The organizational structure consists of the division of work, departmentalization, hierarchy, and coordination. Organizational culture consists of artifacts, supporting values, and basic assumptions. The characteristics used in this study are resources, climate, and structure (Janićijević, 2013).

c. Job Characteristics

Job characteristics are the nature of the task which includes the magnitude of the responsibilities and kinds of tasks carried by the workforce (Raihan, 2020). Job characteristics can be measured through :

- 1) Job description
The extent to which the completion of the work as a whole can be seen and can be recognized as a result of one's performance.
- 2) The significance of the job
The extent to which work has a significant impact o people around, whether it is a co-worker in the same organization or someone else outside the organization.
- 3) Degree of autonomy
Autonomy is the cultivation of a sense of responsibility for one's work and its results (Anggraeni, 2017). This means that workers are given the freedom to control their own performance of their duties based on the description and specifications of the work assigned to them. The level of freedom of an individual in his work and schedule is called autonomy. More autonomy makes a greater sense of personal responsibility towards work. Efforts to increase autonomy lead to what is called enriching work.
- 4) Feedback
Feedback is information received by workers regarding the good or bad work they have done.

Hypothesis 2: individual, organizational, and job characteristics are positively and significantly affecting sense of belonging.

One of the many factors that foster organizational commitment is sense of belonging. Sense of belonging is a person's involvement in a particular group or situation and the feeling of being a part of a group or situation (Lampinen et al., 2018). According to her, sense of belonging is being active, manifested in the form of initiative, dare to take responsibility and risk, and having the desire to share. There are a few things that indicate sense of belonging (Azwar, 2014):

- 1) Desire to excel

Every person or employee has the desire to do something that can lead them to a higher career path to get an award or reward for the achievements they have done.

2) Loyalty

The sense of faith that the employees have towards their organization showing that they are willing to be a part and to devoted to the organization. Loyalty must be fostered in a work climate because it can increase the effectiveness of employees in completing their work.

3) Responsibility

It is a big obligation for every employee to do their job on time and be able to complete the tasks given by the employer as they expected. Responsibility is also a reflection of the behavior of the employees themselves.

4) Motivation

The level of desire that the employees have to do their job.

5) Work discipline

How employees manage their schedules to get their job done right on time. Work discipline must be applied in a work climate to be more efficient.

Hypothesis 3: sense of belonging is positively and significantly affecting organizational commitment. Hypothesis 4: the relationship between individual, organizational, and job characteristics with organizational commitment is mediated by sense of belonging.

Based on the number of considerations above, the following conceptual framework is developed. This framework shows how independent variables namely individual, organizational, and job characteristics are affecting organizational commitment as a dependent variable with sense of belonging as a mediator variable.

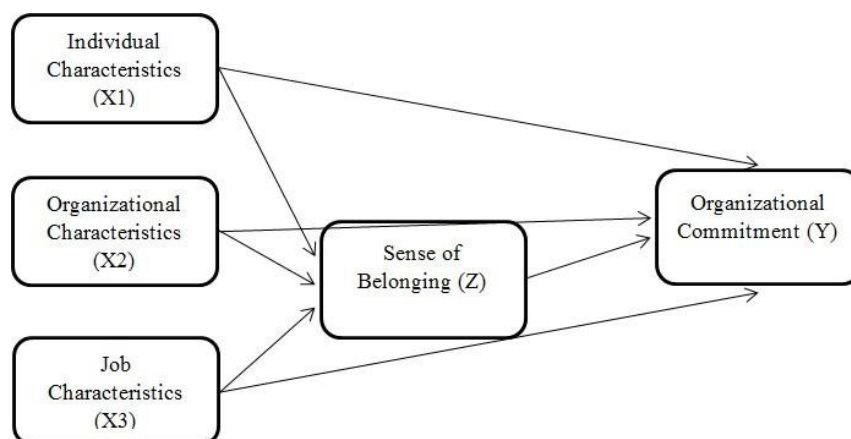


Figure 1. Conceptual Framework

METHODOLOGY

This research is a correlational study, which is a study to find out whether or not there is an influence between variables. If there is an influence between variables, the changes that occur in one of the variables will affect the other variables (Ghozali, 2016). The location of the study was conducted in Makassar. The population in this study are millennials who are registered as students of the Master of Management Program at several postgraduate schools in Makassar and have worked or are currently working. The total

population is unknown. From this population, it is determined using the Lemeshow formula that the number of samples is going to be 100 respondents. The sampling technique used in this study was non-probability sampling by accidental sampling.

Primary data used in this study were obtained directly from filling out a questionnaire addressed to respondents including responses or views on organizational commitment and sense of belonging. The data obtained then analyzed using path analysis. Path analysis is an analysis to estimate the causality relationship between predetermined variables using regression analysis (Noor, 2014). The path diagram can be used to calculate the direct effects as well as the indirect effects of the Independent variable on a dependent variable (Attamimi, 2019). These effects are reflected in what is called the path coefficient.

RESULTS

1) Path Analysis Model I

Table 1. Path Analysis Result Model I

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.748	3.124		3.121	.002
Individual Characteristics	-.026	.158	-.017	-.162	.872
Organizational Characteristics	.112	.096	.136	1.167	.246
Job Characteristics	.650	.127	.625	5.119	.000

a. Dependent Variable: Sense of Belonging

Based on table 1, we obtain the regression equation $Y = (-0.017) X_1 + 0.136X_2 + 0.625X_3 + 0.690e_1$... (1). Referring to the table, the significance value of $X_1 = 0.872$ and $X_2 = 0.246$ is above 0.05 while the significance value of $X_3 = 0.00$ is below 0.05. In conclusion, X_1 and X_2 have no significant effect on Z , while X_3 has a significant effect on Z .

2) Path Coefficient Test Model I

Table 2. Path Coefficient Result Model I

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724 ^a	.524	.509	4.00297

a. Predictors: (Constant), Job Characteristics, Individual Characteristics, Organizational Characteristics

From the calculations using SPSS program in table 2, the correlation coefficient (R) of 0.524 is obtained. This shows that X_1 , X_2 , and X_3 are 52,4% affecting Z while the remaining 47.6% is contributed by other variables not included in the study. While the value of e_1 is obtained by the formula $e_1 = \sqrt{1 - 0.524} = 0.690$. Thus obtained a structure diagram pathway model I as follows:

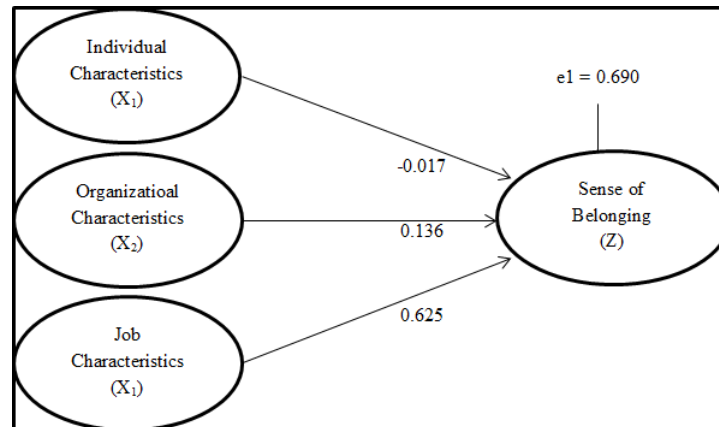


Figure 2. Path Diagram Model I

Based on the diagram above, the effect of X1, X2, and X3 on Z can be determined. The meaning of the diagram above can be explained as follows:

- Analysis of how X1 (Individual Characteristics) is affecting Z (Organizational Commitment) shows the direct effect of X1 (Individual Characteristics) on Z (Sense of Belonging) is -0.017.
- Analysis of how X2 (Organizational Characteristics) is affecting Z (Organizational Commitment) shows the direct influence of X2 (Organizational Characteristics) on Z (Sense of Belonging) is 0.136.
- Analysis of how X3 (Job Characteristics) is affecting Z (Organizational Commitment) shows the direct effect of X2 (Job Characteristics) on Z (Sense of Belonging) is 0.625.

3) Path Analysis Model II

Table 3. Path Analysis Result Model II

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
1 (Constant)	-3.858	1.750		-2.205	.030
Individual Characteristics	.337	.084	.385	4.008	.000
Organizational Characteristics	.040	.051	.086	.782	.436
Job Characteristics	-.018	.076	-.031	-.241	.810
Sense of Belonging	.259	.054	.452	4.759	.000

a. Dependent Variable: Organizational Commitment

Based on table 3, we obtained the regression equation $Y = 0.385 X1 + 0.086 X2 - 0.031 X3 + 0.452 Z + 0.409 e2 \dots (2)$. Referring to table, significance value of variables $X1 = 0.000$, $X2 = 0.436$, $X3 = 0.810$, and $Z = 0.000$, which means $X1$ and Z are below 0.05 while $X2$ and $X3$ are above 0.05. In conclusion from the regression model II, $X1$ and Z significantly affect Y , while $X2$ and $X3$ do not..

4) Path Coefficient Test Model II

Table 4. Path Coefficient Result Model II

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.769 ^a	.591	.574	2.13648

a. Predictors: (Constant), Sense of Belonging, Individual Characteristics, Organizational Characteristics, Job Characteristics

Based on table 4, the correlation coefficient (R) of 0.591 was obtained. This shows that X1, X2, X3, and Z are 59,1% affecting Y while the remaining 40.9% is contributed by other variables not included in the study. While the value of e2 is obtained by the formula $e1 = \sqrt{1 - 0.591} = 0.409$. Thus the path structure model II diagram is obtained as follows:

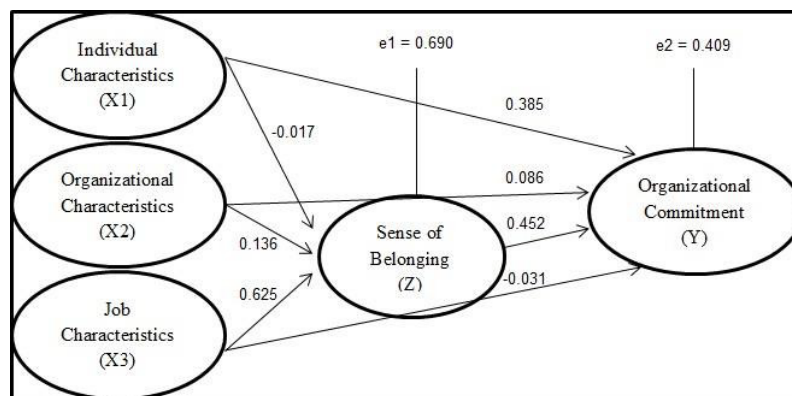


Figure 3. Path Diagram Model II

Based on the diagram above, the effect of X1, X2, and X3 have on Y can be determined. The meaning of the diagram above can be explained as follows:

- Analysis of X1 (Individual Characteristics) affecting Y through Z: the direct effect of X1 (Individual Characteristics) on Y (Organizational Commitment) is 0.385. While the indirect effect of X1 (Individual Characteristics) through Z on Y is the multiplication between the beta value of X1 to Z with the beta value of Z to Y = $(-0.017) \times 0.452 = (-0.008)$. The total effect of X1 on Y is the direct effect plus the indirect effect = $0.385 - 0.008 = 0.377$. In conclusion, the value of the direct effect is 0.385 and the indirect effect is (-0.008) which means that the value of the direct effect is bigger than the indirect effect which means that X1 directly affecting Y significantly.
- Analysis of the influence of X2 (Organizational Characteristics) on Y through Z: the direct effect of X2 (Organizational Characteristics) on Y (Organizational Commitment) is 0.086. While the indirect effect of X2 (Organizational Characteristics) on Y through Z is the multiplication between the beta value of X2 to Z with the beta value of Z to Y = $0.136 \times 0.452 = 0.061$. The total effect of X2 on Y is the direct effect plus the indirect effect = $0.086 + 0.061 = 0.147$. The value of the direct effect is 0.086 and the indirect effect is 0.147. In conclusion, the value of the indirect effect is bigger than the direct effect which means that indirectly X2 through Z has a significant effect on Y.
- Analysis of how X3 (Job Characteristics) affecting Y through Z: the direct effect of X3 (Job Characteristics) on Y (Organizational Commitment) is (-0.031) . While the indirect effect of X3 (Job Characteristics) through Z on Y is the multiplication between the beta value of X3 to Z with the beta value of Z to Y = $0.625 \times 0.452 = 0.282$. The total effect of X2 on Y is the direct effect plus the

indirect effect = $(-0.031) + 0.282 = 0.251$. The value of the direct effect is (-0.031) and the indirect effect is 0.282, In conclusion, the value of the indirect effect is bigger than the direct effect which means that indirectly X2 through Z has a significant influence on Y.

- Analysis of the effect of Z (Sense of Belonging) on Y: the direct effect of Z (Sense of Belonging) on Y (Organizational Commitment) is 0.452.

DISCUSSION

1) The Effect of Individual Characteristics on Sense of Belonging

The results showed that individual characteristics affect sense of belonging positively but not significantly, where the significance value was $0.872 > 0.05$. This indicates that demographic factors, interests, educational background, work experience, and ability of employees do not significantly affect their loyalty, their desires to excel, as well as their responsibilities, motivation, and work discipline. Based on the findings, some respondents do not care about the organization they worked for in accordance with their interests or not they still wanted to excel at work. Some respondents also said that their educational background and years of service are not important and will not affect their motivation and loyalty to the organization. These findings are in line with the research conducted by Attamimi that showed there is no significant effect on the sense of belonging in terms of age, sex, and marital status of employees (Attamimi, 2019). However, Sugito & Nurjannah found that individual, job, and organizational characteristics have a positive and significant effect on employee's motivation (Sugito & Nurjannah, 2004).

2) The Effect of Organizational Characteristics on Sense of Belonging

Organizational characteristics have a positive but not significant effect on the sense of belonging, where the significance value obtained is $0.246 > 0.05$. This indicates that a comprehensive organizational resource, the availability of information and communication technology networks, an adequate work environment, good relationships between leaders and employees and between employees, conflict resolution, and clear division of roles and responsibilities do not significantly increase employees' loyalty, their desire to excel, as well as their responsibilities, motivation, and work discipline. These findings are not in line with research conducted by Anggriyani that showed organizational characteristics has a positive and significant influence on employees' sense of belonging (Dewi, 2018). The results of the study found by Firdaus also said that the work environment and organizational climate are positively and significantly affecting employees' sense of belonging. Dharma found that the work environment affects employees' motivation positively and significantly (Dharma, 2018).

3) The Effect of Job Characteristics on Sense of Belonging

Job characteristics are positively and significantly affecting sense of belonging, where the significance value obtained is $0.000 < 0.05$. This indicates that job descriptions, the level of significance of the work, variations in skills possessed by employees, the autonomy are given to employees in completing their duties and responsibilities, as well as feedback from their leaders significantly affect employee's loyalty, their desires to excel, as well as their responsibilities, motivation, and work discipline. These findings are supported by Prastowo who has found that job characteristics are positively and significantly influencing employee's motivation and their desire to excel (Prastowo, 2011). Contrary to Dharma who has found that job characteristics do not affect employee motivation significantly (Dharma, 2018).

4) The Effect of Individual Characteristics on Organizational Commitment

From the results of this research, it is evident that individual characteristics have a positive and significant effect on organizational commitment, indicated by a significance value of $0.000 < 0.05$. This indicates that demographic factors, interests, educational background, work experience, and ability significantly influence employees' trust towards the organization, their desire to pursue a career in the organization, and their emotional ties to the organization and the people in it. This result is in line with previous research conducted by Saputra. He found that there is a significant and positive effect between individual characteristics and employee organizational commitment (Saputra, 2015). Other research in line was conducted by Taufiq that showed individual characteristics had a positive and significant effect on the emotional ties of employees towards the organization and their desire to build their career there (Taufiq, 2015). Sulaksono also found that individual characteristics and job characteristics are affecting organizational commitment positively and significantly (Sulaksono, 2013).

5) The Effect of Organizational Characteristics on Organizational Commitment

Organizational characteristics are positively but not significantly affecting organizational commitment, as indicated by the significance value of $0.436 > 0.05$. This indicates that the comprehensive organizational resources, the availability of information and communication technology networks, an adequate work environment, a good relationship between leaders and employees and between employees, conflict resolution, and clear division of roles and responsibilities do not make employees more confident in the organization, do not make them want to build their career there, and do not strengthen their emotional ties towards the organization and the people in it. This finding contradicts Prastowo's research that showed the organizational characteristics, the working environment to be exact, is affecting employee organizational commitment positively and significantly (Prastowo, 2011).

6) The Effect of Job Characteristics on Organizational Commitment

Job characteristics are positively but not significantly affecting organizational commitment, as indicated by the significance value of $0.810 > 0.05$. This indicates that job descriptions, the level of significance of the work, variations in the skills possessed by employees, the autonomy are given to employees in completing tasks and responsibilities, and feedback from their leader does not significantly affect their trust towards the organization, do not make them want to build their career in the organization, and do not strengthen their emotional ties to the organization and the people within it. This finding is not in line with research conducted by Sulaksono which showed that job characteristics have a positive and significant effect on organizational commitment (Sulaksono, 2013).

7) The Effect of Sense of Belonging on Organizational Commitment

Sense of belonging is positively and significantly affecting organizational commitment, with a significance value obtained at $0.000 < 0.05$. This indicates that the higher the loyalty of employees, the greater the desire of employees to excel, the greater the sense of responsibility, motivation, and work discipline of employees, the higher their confidence in the organization, the greater their desire to continue a career in the organization, and the closer emotional attachment they have to the organization and the people within it. This finding is in line with research conducted by Dewi which shows that there is an influence of sense of belonging on organizational commitment (Dewi, 2018). Waardenburg conducted research that also showed

that positive experiences of sense of belonging reduce employees' intentions to move away from the organization (Waardenburg, 2016). Sense of belonging can reduce or increase the employee's intention to continue a career in the organization.

CONCLUSION

Individual characteristics are positively and significantly affecting organizational commitment but organizational and job characteristics do not. Individual and organizational characteristics are positively but not significantly affecting sense of belonging while job characteristics positively and significantly do. Sense of belonging is positively and significantly affecting organizational commitment and is an intervening variable that influences the relationship between individual, organizational, and job characteristics with organizational commitment.

The findings above provide some practical recommendations for organizations. To improve employees' sense of belonging, organizations need to pay attention to work indicators. Organizations need to provide clear job descriptions and give their employees the freedom to do their job. It is also important to provide feedback for evaluation purposes. That way, employees will be more eager to work and will be encouraged to continue to excel at work. Another thing is one of the factors that can affect employee commitment to the organization is individual characteristics. There are several ways organizations can do such as supporting and providing space for employees to develop their interests and abilities. Organizations can also take note of the employee's tenure. This is an important consideration for the organization because organizational loyalty can be felt by every employee and motivates them to perform more effectively and increase the commitment of each employee to the organization.

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