

Millennial's Perception: The Effect of Leadership Style on Employees' Work Ethics at Bogor City Government

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ABSTRACT. The aims of this study are gathered millennial generation perspectives to examine the general work ethics of millennial generation in the City Government of Bogor - West Java and expand to explore the relationship between their perceptions about their leaders and their work ethic. The leadership style in this research are Transformational and Transactional leadership style. This study used a sample of millennial employees of the Bogor City Government who are in three departments, namely the Youth and Sports department, the Health Service department, and the Population and Family Control department. This study uses sample of millennial employees while the method of sample selection that used is Cluster Random Sampling methods with 110 employees as respondents. The primary data is questionnaire and secondary data are company profile and library references. The data analysis used is a multiple linear regression analysis which is preceded by a data quality test consisting of the tests of validity, reliability and normality. Research results confirm that (1). Transformational Leadership Style partially has a positive and significant effect on Work Ethics; (2). Transactional Leadership Style partially has a positive and significant effect on Work Ethics; (3) The Transformational Leadership Style and Transactional Leadership Style simultaneously have a positive and significant effect on Work Ethics. The application of transformational and transactional leadership values has a direct effect on the work ethic of millennial employees. The implication is that the values contained in transformational and transactional leadership are proven to be able to improve employee work ethics.

Keywords: millennials, leadership style, work ethics.

1. INTRODUCTION

Y Generation is known as millennial generation. This generation uses a lot of instant communication technology such as email, SMS, instant messaging and social media such as Facebook, Instagram, WhatsApp and Twitter, in other words Y Generation is the generation that grew up in the booming internet era [11]. Furthermore Lyons [11] reveals the characteristics of generation Y are: the characteristics of each individual are different, depending on where they grew up, the economic and social strata of his family, the communication pattern is very open compared to previous generations, social media users who are fanatics and their lives are very influenced by technological developments, they are also more open to political and economic views, so that they seem very reactive to changes in the environment that occur around them, and have more concern for wealth.

Millennial generation or Y Generation is one of the generations currently active in the world of work. The millennial generation has different characteristics from the previous generation. The characteristics of the creative millennial generation

are their selective factors in choosing jobs. This creativity is closely related to the use of technology by the millennial generation. Therefore, the millennial generation will choose jobs that are attractive, get good results, or have career development opportunities.

Research on the characteristics of the Millennial generation employees according to the views of previous leaders has been carried out by several researchers, including research conducted by Tifani Onibala [10] this research aims to find out how the views of the leaders regarding the millennial generation. Based on this research data, Tifani found that this generation did not think that work was something big, so they tended not to focus on their work. But on the positive side, this generation is ready to fight in this uneasy world and even ready to become leaders in the future.

This past research, gathering responses mainly from managers and entrepreneurs, has largely ignored the views and perspectives of millennial, and has published largely one-sided conclusions. Research that collects the perspective of the millennial generation can thus provide a more balanced evaluation of the millennial generation

workforce and increase the understanding of leaders in handling millennial generation employees at work so that they can use appropriate leadership styles that will have an impact on positive employee work ethics and prepare millennial generation to lead in the future.

At this time, the millennial generation is required to have good leadership because in the future they will become the nation's successor, continuing the tasks their current leaders carry. Based on this, it is necessary to develop the ability of the millennial generation in understanding leadership styles, accompanied by national insights that are arranged systematically and continuously. Youth leadership development is an activity to develop exemplary potential, influence, and mobilize youth.

In practice, millennial alone cannot stand alone in carrying out youth development. Apart from that, supporting factors are also needed that can help the implementation of youth development. A very important factor in the implementation of youth development is the participation of the central government and local governments in providing facilities in serving youth activities. In addition, the central government and local governments are also responsible for carrying out awareness, empowerment and development of youth potential based on their authority and responsibility in accordance with the characteristics and potential of their respective regions.

In supporting the implementation of these tasks, local governments must form regional apparatuses that carry out youth affairs in accordance with the provisions of laws and regulations. The Regulation of the Minister of Youth and Sports of the Republic of Indonesia Number 0059 of 2013 concerning Youth Leadership Development Article 4 states that youth leadership development can be carried out in various ways, namely: 1. Education; 2. Training; 3. Cadre; 4. Guidance; 5. Assistance; 6. Youth Leadership Forum. In the three departments that were sampled in this study, the number of millennial generation employees had reached 43% of all employees who were departments engaged in the fields of Youth and sports, Health, and Population Control and Family Planning. At this time, each agency carries out activities based on the existence of a work contract that requires completion of data collection / counseling on time according to the activity plan that has been made. Based on official data, the achievement of employee performance shows a decline this year,

which has an impact on the achievement of activity targets and program completion time. Based on the work report data every month, there are work programs that have not exceeded the predetermined targets, causing the timeliness of completion to decrease by around 25%. (Source: PPKB department, 2020).

According to the statement of the head of the staffing section explaining the ethics of millennial employees at the Youth and Sports Department, there was a decrease in performance productivity for millennial employees by 10% seen from the lack of working hours and the achievement of completion of work programs that were below target, likewise happened to the Health Department. This decrease was due to a pandemic and the implementation of WFH up to 50% of the working time (Source: Youth and Sports Service, Health Department, 2020).

The importance of having employees with good work productivity levels will greatly impact the achievement of the Bogor city government targets. Based on this, it is necessary to have a positive relationship between employees and organizational leaders, positive relationships can be established if there is good communication that will affect the work ethic of employees in a company. It can be interpreted that to improve the work ethic of millennial employees in the three Bogor city government departments, good communication is needed through the leadership they experience.

One of the leadership styles that emphasize the importance of a leader creating a vision and an environment that motivates subordinates to excel beyond their expectations [5] is a transformational leadership style.

"In organizational changes, both planned and unplanned, the most important aspect is individual changes. The changes in this individual is not easy, but must go through a process. The leader is a role model in the organization, so that change must start from the top level (leader). Bass [8] also stated the importance of the transformational style". With this leadership, according to Bass [8] states that followers feel trust, admiration, loyalty and respect for the leader and they are motivated to do more than what is initially expected of them. In addition to transformational leadership styles, encouragement or motivation is also important in an effort to improve Work Ethics.

Regarding transformational leadership, Bass [11] suggests four characteristics of transformational leadership, namely:

1) Charisma,

- 2) Inspirational,
- 3) Intellectual stimulation, and
- 4) Individual attention.

Regarding the Transactional leadership style Bass [16] suggests that the characteristics of transactional leadership consist of two aspects, namely contingent rewards and exception management. The relationship pattern developed by transactional leadership is based on a mutually beneficial system of reinforcement, where the leader understands the basic needs of his followers and the leader finds solutions to the workings of his followers. Transactional leaders design ways of working in such a way as to suit the type and level of their position and carry out interactions or mutualistic relationships. The transactional leadership style applied by a leader will encourage employees to work even better, so that the programs or goals set by the organization will be achieved. Furthermore, Bass [1] suggest that the relationship between transactional leaders and employees is reflected in three things, namely:

- 1) Leaders know what employees want and explain what they will get if their work is in line with expectations;
- 2) Leaders exchange the efforts made by employees for rewards; and
- 3) The leader is responsive to the personal interests of employees as long as these interests are proportional to the value of the work the employee has done.

The opinions of these experts can be concluded that a good leadership style motivates other people, especially their subordinates, to think and act in order to achieve employee work ethics in accordance with the objectives that have been set. It is able to create employees to always have a high work ethic and be able to bring the organization towards better at dealing with an increasingly competitive world.

Work ethics is a collection of attitudes and beliefs related to work behavior. In other words, work ethics can improve employee performance. According to Miller [13], work ethics consists of seven dimensions, namely hard work, self-reliance, leisure, centrality of work, morality / ethics, delay of gratification, wasted time. The hard work dimension was chosen because based on the research results of Miller et al, this dimension has the strongest factor loading compared to other dimensions. Hard work (hard work) is the belief that a person can be better and achieve goals through commitment to the value and importance of working hard [13]. Based on the above background,

the researchers are interested in analyzing the millennials' perception: the effect of leadership style on employees' work ethics at Bogor city government in the hope of being able to contribute to the local government through this research activity.

2. METHODS

This research design is descriptive quantitative research. The researcher took the City Government of Bogor, namely the Youth and Sports Department, the Health Department, and the Population Control and Family Planning Department as the research object.

2.1 Types and Sources of Data

Primary Data The types and sources of data used in this study are primary data. This primary data source was obtained by researchers through a questionnaire distributed to millennial generation employees of the Bogor City Government. **Secondary Data** Secondary data is data obtained from related agencies such as the City Government of Bogor, by conducting a literature study of officially published data, books and other reports related to research [15].

2.2 Method of collecting data

The data obtained by this study by sending a questionnaire. According to Sugiono [15] the questionnaire is a technical data collection that is carried out and provides a set of questions or written statements to respondents to answer. The questionnaire was given directly to respondents, namely employees of the millennial generation of Bogor City Government.

2.3 Population and Sample

The population is a collection of individuals with predetermined qualities and characteristics. The population referred to in this study is that all millennial generation employees are registered in the Bogor City Government, spread across 13 Department. The sample in this study were 110 millennial employees registered in three Bogor City Government Department. The sampling technique in this study was determined by the Cluster Random Sampling technique. Sampling by cluster (Cluster Random Sampling) is to randomize groups, not subjects individually [3].

Researchers use this technique because the population of millennial employees at the Bogor City government consists of clusters or several department and institutions. Then based on a random number of 13 Departments, a research sample of 3 Departments was obtained, where the determination of the number of these Departments

was based on the consideration that the number of Millennial Employees from the 3 Departments had met the predetermined minimum sample size. The

Departments are as follows:

TABLE 1. Departments In Bogor City Government

No.	Department	Total
		Gol. II
1	<i>Dinas Bina Marga Dan Sumber Daya Air/Department of Highways and Water Resources</i>	43
2	<i>Dinas Kebersihan Dan Pertamanan/Department of Hygiene and Garden</i>	263
3	<i>Dinas Kebudayaan, Pariwisata dan Ekonomi Kreatif/Department of Culture, Tourism, and Creative Economy</i>	9
4	<i>Dinas Kependudukan dan Pencatatan Sipil/Department of Population and Civil Registration</i>	26
5	<i>Dinas Kesehatan/Department of Health</i>	59
6	<i>Dinas Koperasi, Usaha Mikro, Kecil dan Menengah/Department of Small, Medium Enterprise and Cooperative</i>	17
7	<i>Dinas Lalu Lintas Dan Angkutan Jalan/Department of Traffic and Transportation</i>	184
8	<i>Dinas Pendapatan Daerah/Department of Revenue</i>	33
9	<i>Dinas Pendidikan/Department of Education</i>	266
10	<i>Dinas Pengawasan Bangunan dan Permukiman/Department of Building and Housing Supervision</i>	28
11	<i>Dinas Perindustrian dan Perdagangan/Department of Industry and Trade</i>	22
12	<i>Dinas Pertanian/Department of Agriculture</i>	20
13	<i>Dinas Tenaga Kerja Sosial dan Transmigrasi/Department of Social Manpower and Transmigration</i>	23
	<i>Jumlah/Total</i>	989

The Departments taken as sample in this research are as follows:

TABLE 2. Number Of Research Samples

	Department	Sample	Presentation
1	<i>Dinas Pemuda dan Olahraga</i>	28	25,45%
2	<i>Dinas Pengendalian Penduduk dan Keluarga Berencana</i>	26	23,64%
3	<i>Dinas Kesehatan/ Department of Health</i>	56	50,91%
	Total	110	100%

2.4 Data Quality Test

Normality.

Because the data was taken primarily by using a questionnaire, then the data quality testing was used as follows: Validity and Reliability, and

2.5 Data analysis

For measurement in this study using Likert scale. According to Sugiono [15], "the Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena." This Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena in research. The statistical analysis techniques used to test the four research hypotheses are partial correlation analysis, multiple regression analysis, t-test, and product moment analysis.

3. RESULT AND DISCUSSION

In this paper, we develop a probabilistic inventory model using direct and indirect grouping strategy, where annual demand is normally distributed. There are some assumptions in developing our model. From the results of the psychological studies conducted by Robbin [14], there is a fairly small difference between the willingness of women and men in obeying authority. Therefore, it can be said that there is no significant difference between men and women. Based on research data carried out from distributing questionnaires, data about the gender of respondents is obtained which can be seen in the following table:

TABLE 3. Gender Of Respondents

No	Gender	Respondent	
		Number	Presentation
1	Male	42	35 %
2	Female	68	65%
	Total	110	100%

Based on the data in table 3 above, it shows that most of the respondents in this study have female gender that as many as 68 or about 65% of all respondents, while those who are male are 42 respondents or about 35% of the total respondents used for this study.

validity of all items, the statement which had the value of r count $df = 110 - 2 = 108$, is 0.187. All statement items > 0.187 . So that the statement items in the questionnaire can be said to be valid and can be used as an instrument for further research. The measure of the validity of each statement item can be seen in table d below:

3.1 Validity test

The results showed that from testing the

TABLE 4. The Validity Test Of Transformational Leadership Style (X1)

No	Statement	R count	R table	Description
1	Statement Item 1	0,550	0.187	Valid
2	Statement Item 2	0,470	0.187	Valid
3	Statement Item 3	0,534	0.187	Valid
4	Statement Item 4	0,560	0.187	Valid
5	Statement Item 5	0,511	0.187	Valid
6	Statement Item 6	0,326	0.187	Valid
7	Statement Item 7	0,512	0.187	Valid
8	Statement Item 8	0,598	0.187	Valid

Source: Results of SPSS data processing

Based on the description of the table above shows the statement items for the Transformational Leadership Style variable (X1) in this study 8 questions have a corrected item-total correlation value greater than 0.187 and all statements are valid so that all statement items can be used to measure

the Transformational Leadership Style variable.

TABLE 5. The Validity Test Of Transactional Leadership Style (X2)

No	Statement	R count	R table	Description
1	Statement Item 1	0,585	0,187	Valid
2	Statement Item 2	0,521	0.187	Valid
3	Statement Item 3	0,589	0.187	Valid
4	Statement Item 4	0,372	0.187	Valid
5	Statement Item 5	0,462	0.187	Valid
6	Statement Item 6	0,504	0.187	Valid

Source: Results of SPSS data processing

From the table above it can be seen that of the 6 statement items all statement items are declared valid, where all statement items have a correlated item total correlation value greater than 0.187 so

that all statement items used to measure the Transactional Leadership Style variable can be continued in the next test.

TABLE 6. The Validity Test Of Work Ethic (Y)

No	Statement	R count	R table	Description
1	Statement Item 1	0,343	0.187	Valid
2	Statement Item 2	0,422	0.187	Valid
3	Statement Item 3	0,580	0.187	Valid
4	Statement Item 4	0,380	0.187	Valid
5	Statement Item 5	0,343	0.187	Valid
6	Statement Item 6	0,296	0.187	Valid
7	Statement Item 7	0,433	0.187	Valid

Source: Results of SPSS data processing

From the table above, it can be seen that of the 7 statement items all statement items are declared valid, where all statement items have a correlated

item total correlation value greater than 0.187 so that all statement items used to measure Work Ethics variables can be continued in testing. next.

3.2 Reliability Test

Here we can see the results of the reliability test of this study:

TABEL 7. DATA RELIABILITY TEST RESULTS

Variable	Number of item	Cronbach Alpha	Description
Transformational LS (X1)	8	0,755	Reliable
Transactional LS(X2)	6	0,699	Reliable
Work Ethic (Y)	7	0,834	Reliable

Source: Primary data processed, 2020

Based on the table above, the Transformational Leadership Style variable with a value of 0.755 is reliable, the Transactional Leadership Style variable with a value of 0.699 is reliable and Employee Work Ethics 0.834 is very reliable, it can be concluded that 3 variables are Transformational Leadership Style, Transactional Leadership Style and Work Ethics. Work ethic variable and Transformational Leadership style are

very stable and consistent. This can be seen from Cronbach's Alpha which is much greater than the Reliable level > 0.60 (standard limit).

In other words, all statements in this study have a good level of reliability and can be used in the analysis in this study. Consistency is defined as where the respondent answers the whole statement well without any defects.

normality test in this study:

3.3 Normality test

Here we can see the results of the P-P Plot

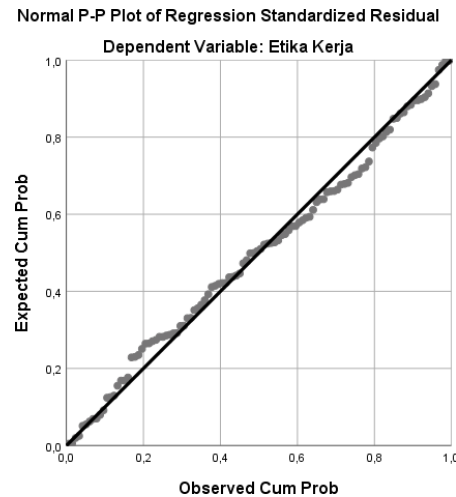


FIGURE 1. Normality Test

It can be seen from the graph above that the point spreads around the line and follows the diagonal line, which means that the residual value generated from the regression is normal, whereas in Kolmogorov Smirnov, in principle, normality can be detected by looking at the results of the SPSS table. Basis for decision making: If the significance value > 0.05 , the residual value is normally distributed. If the significance value < 0.05 , the residual value is not normally distributed.

3.4 Multicollinearity Test

This multicollinearity test aims to test whether the regression model found a correlation between the independent variables (independent), a good regression model should not have correlation

between the independent variables. If the independent variables are correlated, these variables are not orthogonal. The method used to detect multicollinearity in this study uses tolerance and Variance Inflation Factor (VIF). The basis for making decisions is as follows:

- If the VIF (Variance Inflation Factor) value is > 10.00 and the tolerance value is < 0.10 , there will be a symptom of multicollinearity.
- If the VIF (Variance Inflation Factor) value is < 10.00 and the tolerance value > 0.10 , there will be no multicollinearity symptom [6].

For the analysis with SPSS we see the output results in the table "coefficients" as follows

TABEL 8. Multicollinearity Test – Vif (Variance Inflation Factors)

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	9,610	1,718		5,595	,000		
	Transformational LS	,215	,101	,249	2,122	,036	,582	1,719
	Transaksional LS	,193	,135	,168	1,429	,156	,582	1,719

Source: Primary data processed, 2020

The results of the tolerance value calculation ($X1 = 0.582$ and $X2 = 0.582$) show that there are no

independent variables that have a tolerance less than 0.10, which means that there is no correlation

or relationship between the independent variables whose value is more than 95%. From the calculation of the VIF value also shows the same thing, there is not one independent variable that has a VIF value ($X1 = 1.719$ and $X2 = 1.719$) which is smaller than 10.00 so it can be concluded that there is no multicollinearity between the independent variables in the regression model.

3.5 Heteroscedasticity Test

To detect the presence or absence of heteroscedasticity is by looking at the scatterplots graph between the predictive value of the dependent variable, namely ZPRED and the residual SRESID. Detection of the presence or absence of heteroscedasticity can be done by looking at the

presence or absence of a certain pattern on the scatterplot graph between SRESID and ZPRED where the Y and Y axes have been predicted, and the X-axis is the residual (Y prediction - Y actually) that has been studentized. the basis of the analysis is as follows: If there is a certain pattern, such as the dots forming a certain regular pattern (wavy, widened then narrowed), then it indicates that heteroscedasticity has occurred and if there is a clear pattern, and the dots spread over and below the number 0 on the Y axis, there is no heteroscedasticity. To analyze the data from this research, it can be seen from the "Scatterplot" image in the data output like this:

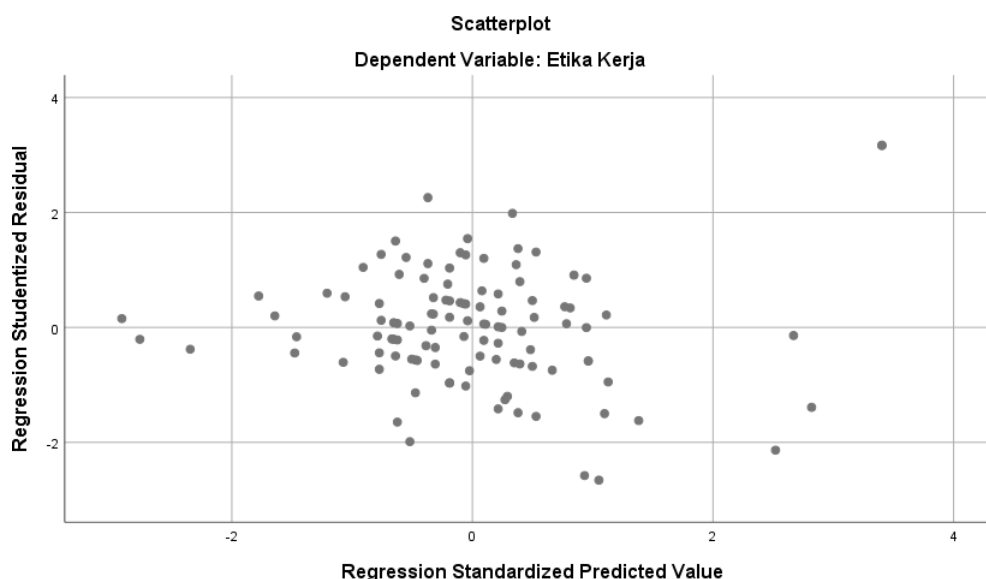


FIGURE 2. Scatterplot

From the output above it can be seen that the dots form a clear pattern, and the dots spread above and below the number 0 on the Y axis. So it can be concluded that there is no heteroscedasticity

problem in the regression model, so the regression model is feasible to predict. Work Ethics based on input from Transformational Leadership Styles and Transactional Leadership Styles.

3.6 Outcomes of testing hypothesis t Test

TABLE 9. T Test (Partial) The Effect Of Transformational Leadership Style On Work Ethics

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
	Model	B	Std. Error	Beta	t
1	(Constant)	21,575	2,152		10,027
	Transformational LS	,326	,069	,416	4,760
a. Dependent Variable: Work Ethic					

Source: Primary data processed, 2020

- a. The t-count value is greater than the t-table of $4.760 > 1.658$ and the significance level of t is smaller than $0.000 < 0.05$.
- b. From the results of the partial test of the Transformational leadership style on performance above, it is answered that H_0 is rejected and H_1 is accepted.
- c. This shows that there is a significant and positive influence between Transformational leadership styles on Work Ethics.

Tabel 10. t Test (Parcial) The Effect of Transactional Leadership Style on Work Ethics

		Coefficients ^a		t	Sig.
		Unstandardized Coefficients	Standardized Coefficients		
Model		B	Std. Error	Beta	
1	(Constant)	18,794	2,649		7,095 ,000
	Transaksional LS	,419	,085	,427	4,912 ,000

a. Dependent Variable: Work Ethic

Based on the data output table above, the following results can be obtained:

- The t-count value is greater than the t-table of $4,912 > 1,658$ and the significance level of t is smaller than $0,000 < 0.05$.
- From the partial test results Transactional leadership style on Work Ethics.
- It is answered above, that H_0 is rejected and H_2 is accepted.
- This shows that there is a significant and positive influence between Transactional leadership styles on Work Ethics

F Test (Simultaneous)

Table 11. F Test (Simultaneous)

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	179,426	2	89,713	15,610	,000 ^b
	Residual	614,947	107	5,747		
	Total	794,373	109			

- a. Dependent Variable: Work Ethic
- b. Predictors: (Constant), Transactional LS, Transformational LS Based on the data output of the table above, the results can be obtained:
 - 1) The calculated F value is greater than the F table of $15.610 > 3.07$ with a significance F of $0.000 < 0.05$
 - 2) From the simultaneous test results (F) above, it is answered that H_0 is rejected and H_3 is accepted.
 - 3) This shows that the variables of Transformational leadership style and Transactional leadership style together have a positive and significant effect on Work Ethics.

3.7 Determination Coefficient Test

TABLE 12. Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,475 ^a	,226	,211	2,39732
a. Predictors: (Constant), Transactional LS, Transformational LS				

According to the table above, that the contribution value (Adjusted R Square) of the Transformational leadership style and Transactional leadership style variables to the Work Ethics of

Millennial employees is 0.211. This means that the Transformational leadership style and Transactional leadership style have the ability to explain the work ethic variable by 21.1% while the remaining 89.9%

is explained by other variables outside of this study.

4. CONCLUSION

Based on the previous explanation, the following conclusions can be drawn:

1. Transformational leadership style on work ethics, based on the results of the partial t test that shows that the Transformational leadership style has a significant and positive effect on the work ethics of Bogor government employees. Transformational leadership style towards Work Ethics contributed 16.6%. The remaining 94.4% was explained by other variables outside of this study.
2. Transactional leadership style on Work Ethics, based on the results of the partial t test shows that Transactional Leadership Style has a significant and positive effect on the Work Ethics of the Bogor local government employees. Transactional leadership style on Work Ethics contributed 17.5%. The remaining 93.5% is explained by other variables outside of this study.
3. Transformational leadership style and Transactional leadership style, based on the results of the Simultaneous F test, it is answered that the Transformational Leadership Style and Transactional Leadership Style have a significant and positive effect on the Work Ethic of the Bogor City Government Millennial Employees. Transformational leadership style and Transactional leadership style on Work Ethics contributed 22.6%, the remaining 88.4% was explained by other variables outside of this study.

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