

Analysis of the Relationship between Work Motivation, Transformational Leadership, Organizational Culture, Job Satisfaction on Employee Performance in the Millennial Generation Workforce

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Abstract

This study aims to analyze the influence of work motivation, transformational leadership, organizational culture, and job satisfaction on employee performance among the millennial generation workforce. A quantitative descriptive-causal approach was employed, using multiple regression analysis with the assistance of the Statistical Package for the Social Sciences (SPSS). Data were collected through a Likert scale 1–5 questionnaire from 150 respondents for model testing and 305 respondents for instrument validity and reliability testing. The results indicate that work motivation has a significant and positive effect on employee performance. Transformational leadership does not have a significant direct effect on performance. Organizational culture has a significant but negative effect on performance. Job satisfaction is the most dominant variable, exerting a highly significant and positive influence on the performance of millennial generation employees. Simultaneously, all four variables significantly affect employee performance, with an Adjusted R Square value of 0.726, indicating that 72.6% of the variation in employee performance can be explained by the constructed model. These findings imply that organizations should prioritize strengthening job satisfaction and work motivation as primary strategies to sustainably enhance the performance of the millennial generation workforce.

Keywords: work motivation; transformational leadership; organizational culture; job satisfaction; employee performance.

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INTRODUCTION

The dynamics of the contemporary workplace present increasingly complex challenges, particularly in organizations' efforts to maintain and improve the performance of their human resources. Amidst the demographic shift in the global workforce, millennials, born between 1981 and 1996, now dominate the workforce across various industrial sectors, including Indonesia. This generation brings unique characteristics that distinguish them from previous generations: an orientation toward the meaning of work, a need for recognition, openness to change, and a high sensitivity to the quality of the work environment. This situation demands that organizations no longer rely on conventional management approaches and instead adopt strategies that are more adaptive and responsive to the needs of the millennial generation to drive optimal performance (Wahyudi et al., 2023).

A fundamental problem frequently faced by organizations is the inability to identify the dominant factors that significantly contribute to improving the performance of millennial employees. Numerous studies have shown that work motivation, leadership style,

organizational culture, and job satisfaction are strategic variables that interact to shape work behavior. However, in the context of the millennial workforce, the interaction between these variables is not yet fully understood. The phenomenon of *high resignations* and low *employee retention rates* in this productive age group reinforces the urgency of in-depth studies on the determinants of millennial employee performance (Pratama & Puspa, 2023) .

This study was designed to address these issues through a quantitative approach with multiple regression analysis. Data were collected from 305 respondents for the instrument validity and reliability testing phase, and 150 respondents for the regression model testing. The results of the validity test showed that all question items on the variables of work motivation (X1), transformational leadership (X2), organizational culture (X3), job satisfaction (X4), and employee performance (Y) had *Pearson Correlation values* above *r*-table of 0.1123 and were significant at the 0.01 level, thus declared valid. The reliability test produced *Cronbach's Alpha values* of 0.780 for X1, 0.785 for X2, 0.795 for X3, 0.775 for X4, and 0.795 for Y, all of which exceeded the threshold of 0.70 so that the instrument was declared reliable.

Theoretically, work motivation is understood as the internal and external drives that drive individuals to achieve organizational goals. In the millennial context, motivation stems not only from financial compensation but also from autonomy, self-development, and a sense of meaningful work . Transformational leadership, characterized by a leader's ability to inspire, stimulate intellectually, and provide individual attention, has proven relevant in motivating millennial employees who desire leaders as mentors, not simply superiors (Wanasida et al., 2021) . Organizational culture serves as a system of values and norms that frame employee behavior, where innovation, collaboration, and job stability are important dimensions influencing millennial adaptation to the work environment (Reki et al., 2024) . Meanwhile, job satisfaction reflects the alignment between employee expectations and the reality they perceive, encompassing aspects of the work itself, supervision, coworkers, promotion opportunities, and compensation (Putra et al., 2023) .

This study aims to analyze the influence of work motivation, transformational leadership, organizational culture, and job satisfaction, both partially and simultaneously, on employee performance in the millennial workforce. The research findings are expected to provide theoretical contributions to the development of human resource management science and serve as a practical reference for organizations in designing more effective, data-driven, and long-term performance-oriented millennial employee management policies (Andra et al., 2022; Kurniawati, 2025) .

METHODOLOGY

This study employed a quantitative approach with a descriptive-causal research design, aiming to systematically and measurably measure and analyze the relationships and influences between variables through statistical testing based on numerical data. This approach was chosen because it allows researchers to objectively test hypotheses and produce generalizable findings (Sugiyono, 2022) . The population in this study was millennial generation employees actively working at the organization being studied. Sampling was conducted in two stages. The first stage involved 305 respondents, used specifically for the purposes of testing the validity and reliability of the research instrument, with an *r*-table value set at 0.1123. The second stage involved 150 respondents, used for testing the regression model and classical assumptions. The sampling technique applied was *purposive sampling* , with the main criterion being that respondents were millennial generation employees with relevant work experience at the organization in question (Wanasida et al., 2021) .

Data collection was conducted through the distribution of structured questionnaires with a *Likert scale* of 1 to 5, where the number 1 represents a statement of strongly disagree and the number 5 represents strongly agree. The research instrument consists of five variables, namely work motivation (X1) with 15 statement items, transformational leadership (X2) with 13 items, organizational culture (X3) with 10 items, job satisfaction (X4) with 12 items, and

employee performance (Y) with 10 items, so that the total instrument amounted to 60 statement items. All instrument items have undergone validity testing using *Pearson Correlation* and reliability testing using *Cronbach's Alpha with the help of Statistical Package for the Social Sciences (SPSS)* software . The results of the validity test show that all items are declared valid because the correlation value exceeds *r* -table 0.1123 at a significance level of 0.01. *The Cronbach's Alpha value* of each variable is above 0.70, namely X1 = 0.780; X2 = 0.785; X3 = 0.795; X4 = 0.775; and Y = 0.795, so the instrument is declared reliable and suitable for use as a measuring tool in this study.

The data analysis techniques used include a series of classical assumption tests and multiple regression tests processed using SPSS. The normality test was carried out using *the One-Sample Kolmogorov-Smirnov Test method* to ensure the residual distribution is normal. The multicollinearity test was carried out by examining *the Variance Inflation Factor (VIF)* and *Tolerance values* to detect whether there is a strong correlation between the independent variables. The heteroscedasticity test was carried out through *Scatterplot analysis* between *Regression Standardized Predicted Value* and *Regression Studentized Residual* . Furthermore, hypothesis testing was carried out through the F test to test the simultaneous effect, the T test to test the partial effect of each independent variable on the dependent variable, and the coefficient of determination analysis (*Adjusted R Square*) to measure the contribution of the independent variables in explaining variations in employee performance (Kurniawati, 2025) .

RESULTS AND DISCUSSION

Validity Test

Validity testing was conducted using the *Pearson Correlation method* with an *r* -table value of 0.1123 at a significance level of 0.01 (2- tailed), which was determined based on the number of respondents of 305 people. A statement item is declared valid if the correlation coefficient value obtained exceeds the *r* -table value. The results of the validity test for all research variables are presented in full in the following tables.

Table 1. Results of the Validity Test of the Work Motivation Variable (X1)

Item	Pearson Correlation (r-count)	Sig. (2-tailed)	Information
P1	0.916	<0.001	Valid
P2	0.902	<0.001	Valid
P3	0.880	<0.001	Valid
P4	0.901	<0.001	Valid
P5	0.915	<0.001	Valid
P6	0.892	<0.001	Valid
P7	0.899	<0.001	Valid
P8	0.922	<0.001	Valid
P9	0.883	<0.001	Valid
P10	0.894	<0.001	Valid
P11	0.881	<0.001	Valid
P12	0.868	<0.001	Valid
P13	0.910	<0.001	Valid
P14	0.899	<0.001	Valid

r -table = 0.1123; N = 305

All X1 items (P1-P14) have a calculated *r* -value that far exceeds *the r* -table of 0.1123 with a significance of <0.001, so all items are declared valid.

Table 2. Results of the Validity Test of the Transformational Leadership Variable (X2)

Item	Pearson Correlation (r-count)	Sig. (2-tailed)	Information
P15	0.887	<0.001	Valid
P16	0.893	<0.001	Valid
P17	0.910	<0.001	Valid

P18	0.902	<0.001	Valid
P19	0.900	<0.001	Valid
P20	0.906	<0.001	Valid
P21	0.908	<0.001	Valid
P22	0.902	<0.001	Valid
P23	0.918	<0.001	Valid
P24	0.904	<0.001	Valid
P25	0.888	<0.001	Valid
P26	0.908	<0.001	Valid

r -table = 0.1123; N = 305

All X2 items (P15–P26) were declared valid with correlation values ranging from 0.887 to 0.918.

Table 3. Results of the Validity Test of the Organizational Culture Variable (X3)

Item	Pearson Correlation (r-count)	Sig. (2-tailed)	Information
P27	0.884	<0.001	Valid
P28	0.893	<0.001	Valid
P29	0.893	<0.001	Valid
P30	0.892	<0.001	Valid
P31	0.907	<0.001	Valid
P32	0.881	<0.001	Valid
P33	0.892	<0.001	Valid
P34	0.892	<0.001	Valid
P35	0.894	<0.001	Valid

r -table = 0.1123; N = 305

All X3 items (P27–P35) were declared valid with correlation values ranging from 0.881 to 0.907.

Table 4. Results of the Validity Test of the Job Satisfaction Variable (X4)

Item	Pearson Correlation (r-count)	Sig. (2-tailed)	Information
P36	0.858	<0.001	Valid
P37	0.893	<0.001	Valid
P38	0.889	<0.001	Valid
P39	0.872	<0.001	Valid
P40	0.876	<0.001	Valid
P41	0.889	<0.001	Valid
P42	0.882	<0.001	Valid
P43	0.874	<0.001	Valid
P44	0.894	<0.001	Valid
P45	0.851	<0.001	Valid
P46	0.858	<0.001	Valid

r -table = 0.1123; N = 305

All X4 items (P36–P46) were declared valid with correlation values ranging from 0.851 to 0.894.

The results of the validity test of the Work Motivation variable (X1) which consists of 14 statement items (P1 to P14) show that all items have a *Pearson Correlation value*. to the total score (*Total*) ranged from 0.880 to 0.916, with a significance value of <0.001 for all items. Since all correlation values far exceed *the r* -table of 0.1123, all X1 items are declared valid. Similarly, in the Transformational Leadership variable (X2) which contains 12 statement items (P15 to P26), the correlation value obtained against the total score ranged from 0.887 to 0.918, all significant at the 0.01 level, so all items are declared valid. The Organizational Culture variable (X3) with 9 statement items (P27 to P35) produced a total correlation value between 0.881 to 0.907, significant at <0.001, and all items were declared valid. Likewise, the Job Satisfaction

variable (X4) which consists of 11 statement items (P36 to P46) shows a total correlation value ranging from 0.858 to 0.894 with a significance of <0.001, so that all items are declared valid and suitable for use as measurement instruments.

For the Employee Performance variable (Y), the validity test results are presented in the following table.

Table 5. Results of the Validity Test of the Employee Performance Variable (Y)

Item	Pearson Correlation (r-count)	Sig. (2-tailed)	Information
P47	0.891	<0.001	Valid
P48	0.881	<0.001	Valid
P49	0.911	<0.001	Valid
P50	0.916	<0.001	Valid
P51	0.894	<0.001	Valid
P52	0.890	<0.001	Valid
P53	0.906	<0.001	Valid
P54	0.910	<0.001	Valid
P55	0.902	<0.001	Valid

r - table = 0.1123; N = 305

Based on the table above, all nine statement items in variable Y have a calculated r - value that far exceeds the r -table of 0.1123 with a significance of <0.001, so that all items are declared valid.

Reliability Test

Reliability testing was conducted using the *Cronbach's Alpha method*. An instrument is considered reliable if the *Cronbach's Alpha value* is ≥ 0.70 . The results of the reliability test for all research variables are summarized in the following table.

Table 6. Reliability Test Results for All Variables

Variables	Cronbach's Alpha	N of Items	Information
Work Motivation (X1)	0.780	15	Reliable
Transformational Leadership (X2)	0.785	13	Reliable
Organizational Culture (X3)	0.795	10	Reliable
Job Satisfaction (X4)	0.775	12	Reliable
Employee Performance (Y)	0.795	10	Reliable

The table above shows that all research variables obtained *Cronbach's Alpha values* above the threshold of 0.70, namely X1 at 0.780; X2 at 0.785; X3 at 0.795; X4 at 0.775; and Y at 0.795. Thus, the research instrument as a whole is declared reliable and consistent in measuring the intended construct.

Examining the correlation values of each item, it can be seen that items P49 and P50 recorded the highest *Pearson Correlation values* of 0.911 and 0.916, respectively, indicating that indicators related to the accuracy of work results and work volume have the strongest relationship with the overall employee performance construct. Meanwhile, items P47 with a correlation value of 0.891 and P48 of 0.881 remain in the very good range, indicating the consistency of all items in measuring performance dimensions that include quality, quantity, timeliness, target achievement, and work initiative. Not a single item was found that was close to or below the r -table value of 0.1123, so it can be stated that the measurement instrument for employee performance variables (Y) has met the requirements of adequate convergent validity and is suitable for use as a valid measuring tool in this study.

Normality Test

The normality test was conducted using *the One-Sample Kolmogorov-Smirnov Test* on the *unstandardized residual values* of the regression model with N = 150. The test results are presented in the following table.

Table 7. Normality Test Results

		One-Sample Kolmogorov-Smirnov Test	
		Unstandardized Residual	
N		150	
Normal Parameters ^{a,b}	Mean	0.0000000	
	Standard Deviation	3.93325155	
Most Extreme Differences	Absolute	0.072	
	Positive	0.034	
	Negative	-0.072	
Test Statistics		0.072	
Asymp. Sig. (2-tailed)		0.055	
Monte Carlo Sig. (2-tailed)	Sig.	0.056	
	99% Confidence Interval Lower Bound	0.050	
	99% Confidence Interval Upper Bound	0.062	

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.

The test results show an *Asymp. Sig. (2-tailed)* value of 0.055 and a *Monte Carlo Sig. value* of 0.056, both above the critical limit of 0.05. This means that the residuals of the regression model are normally distributed, so the normality assumption is met and the regression test can be continued.

Multicollinearity Test

Detecting the presence or absence of *multicollinearity problems* is done by examining *the Tolerance and Variance Inflation Factor (VIF) values* in the *Coefficients table*. The test results are presented as follows.

Table 8. Multicollinearity Test Results

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6,423	1,655		3,882	<,001		
	X_1	100	48	157	2,073	40	319	3.132
	X_2	22	39	36	569	570	462	2,165
	X_3	-133	65	-140	-2,056	42	398	2,510
	X_4	623	50	799	12,364	<,001	440	2,273

All VIF values are below 10 and *Tolerance values* are above 0.10, so it can be concluded that there is no *multicollinearity problem* among the independent variables in this research model.

Heteroscedasticity Test

Heteroscedasticity testing is carried out visually through *Scatterplot graph analysis* between *Regression Standardized Predicted Value* on the horizontal axis and *Regression Studentized Residual* on the vertical axis.

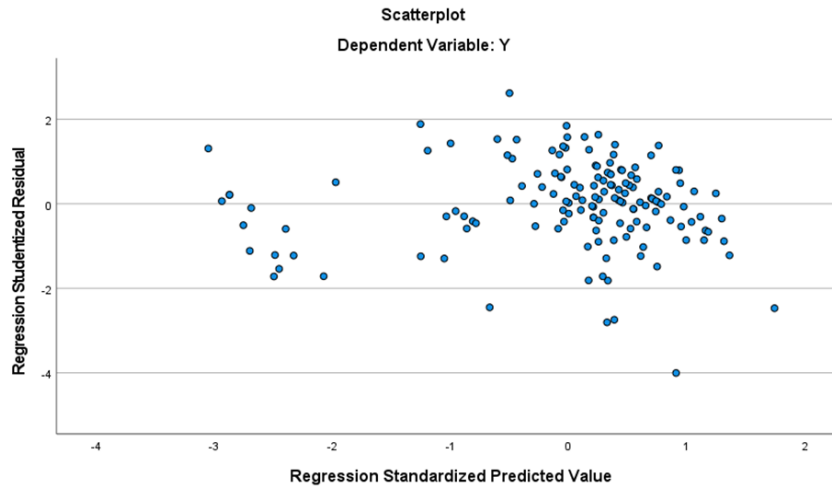


Figure 1. Scatterplot of Heteroscedasticity Test

Scatterplot graph above, the data points are spread randomly and do not form a particular pattern either above or below zero on the Y axis. This condition indicates that there are no symptoms of heteroscedasticity in the regression model, so the assumption of homoscedasticity is met.

Multiple Regression Test

The magnitude of the contribution of the independent variable to the dependent variable and the resulting regression equation can be seen in the following table.

Table 9. Multiple Regression Test Results (Coefficients)

Model	Coefficients ^a						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	6,423	1,655		3,882	<,001		
	X_1	.100	.048	.157	2,073	.040	.319	3.132
	X_2	.022	.039	.036	.569	.570	.462	2,165
	X_3	-.133	.065	-.140	-2,056	.042	.398	2,510
	X_4	.623	.050	.799	12,364	<,001	.440	2,273

a. Dependent Variable: Y

The equation can be interpreted as follows. The constant value of 6.423 indicates that if all independent variables are zero, then employee performance (Y) will be at a value of 6.423. The X1 coefficient of 0.100 means that every one-unit increase in work motivation will encourage an increase in employee performance by 0.100 units assuming other variables are constant. The X2 coefficient of 0.022 indicates that transformational leadership makes a positive but very small contribution to performance. The X3 coefficient of -0.133 indicates that a one-unit increase in organizational culture actually has the potential to decrease performance by 0.133 units. The X4 coefficient of 0.623 indicates that job satisfaction is the variable with the largest contribution, where every one-unit increase in job satisfaction will increase employee performance by 0.623 units.

T-test

Table 10. Multiple Regression Test Results (Coefficients)

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	6,423	1,655		3,882	<,001		
	X_1	.100	.048	.157	2,073	.040	.319	3.132
	X_2	.022	.039	.036	.569	.570	.462	2,165
	X_3	-.133	.065	-.140	-2,056	.042	.398	2,510
	X_4	.623	.050	.799	12,364	<,001	.440	2,273

a. Dependent Variable: Y

The results of the T-test for each variable are as follows. Work motivation (X1) obtained a t-value of 2.073 with a significance of 0.040 which is below the critical limit of 0.05, so that X1 is declared to have a significant and positive effect on employee performance. Transformational leadership (X2) obtained a t-value of 0.569 with a significance of 0.570 which far exceeds 0.05, so that X2 is declared to have no partial significant effect on employee performance. Organizational culture (X3) obtained a t-value of -2.056 with a significance of 0.042 (<0.05), so that X3 is declared to have a significant but negative effect on employee performance. Job satisfaction (X4) obtained a t-value of 12.364 with a significance of <0.001, so that X4 is declared to have a very significant and positive effect on employee performance, as well as being the variable with the largest standardized *beta value* (0.799) which reflects the most dominant influence contribution among all variables in this model.

F Test (Simultaneous)

Testing the simultaneous influence of all independent variables on the dependent variable is carried out using the following ANOVA table.

Table 11. F Test Results (ANOVA)

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6343.594	4	1585,898	99,759	<,001 ^b
	Residual	2305.100	145	15,897		
	Total	8648.693	149			

a. Dependent Variable: Y

b. Predictors: (Constant), X_4, X_2, X_3, X_1

The calculated F value obtained was 99.759 with a significance level of <0.001, far below the threshold of 0.05. These results prove that simultaneously, work motivation (X1), transformational leadership (X2), organizational culture (X3), and job satisfaction (X4) have a significant effect on employee performance (Y).

R Aquare

Table 12. Model Summary

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.856	.733	.726	3.98713

a. Predictors: (Constant), X_4, X_2, X_3, X_1

b. Dependent Variable: Y

Mark *Adjusted R Square* of 0.726 indicates that 72.6% of employee performance variation can be explained jointly by the four independent variables, while the remaining 27.4% is influenced by other factors outside the model. The regression equation formed is $Y = 6.423 + 0.100X_1 + 0.022X_2 - 0.133X_3 + 0.623X_4$. Partially, work motivation (X1) has a significant and positive effect on employee performance with a significance value of 0.040 (<0.05); transformational leadership (X2) has no significant effect with a significance value of 0.570 (>0.05); organizational culture (X3) has a significant but negative effect with a significance value of 0.042 (<0.05); and job satisfaction (X4) has a very significant and positive effect with a significance value of <0.001, as well as being the variable with the largest *beta coefficient* (0.799) which indicates the most dominant influence contribution among all variables in this model.

Discussion

Overall, the statistical test results indicate that the developed model is able to explain 72.6% of the variation in the performance of millennial generation employees, reflecting a very high level of explanation in human resource management research. Of the four variables tested, job satisfaction proved to be the most dominant predictor, followed by work motivation, which also had a significant positive effect. Organizational culture had a significant but negative effect, indicating that an overly oppressive culture is counterproductive for millennial employees. Meanwhile, transformational leadership did not have a direct effect on performance, suggesting that its effect is likely indirect through mediating variables such as work satisfaction or motivation. These findings reinforce the importance of a holistic approach in managing the performance of millennial generation employees, where organizations need to integrate strengthening job satisfaction, motivation, adaptive leadership, and a flexible and collaborative work culture as key strategies for sustainable performance improvement.

The partial test results show that work motivation (X1) has a significant and positive effect on the performance of millennial generation employees with a regression coefficient value of 0.100 and a significance of 0.040 (<0.05). This means that every one unit increase in work motivation will encourage an increase in employee performance by 0.100 units. This finding confirms that internal and external drives possessed by millennial employees include the desire to get decent compensation, promotion opportunities, and job satisfaction that significantly shape their productivity and work quality. This is in line with the findings of S. Puspita (2018) which proves that employee perceptions of transparency and controllability of the compensation system are positively related to extrinsic motivation, so that the openness of the payroll system and clear promotion opportunities directly encourage employee work enthusiasm (S. Puspita, 2018). These results align with a study by Djalil et al. (2025), which concluded that work motivation, both intrinsic and extrinsic, plays a crucial role in improving employee performance, including productivity and work ethic. Furthermore, Patricia (2022), in her research on Generation Z and millennial entrepreneurs in Greater Jakarta (Jabodetabek), demonstrated that motivation has a significant positive impact on performance, even in the context of economic turbulence. Therefore, organizations that consistently build and maintain the motivation of their millennial employees will gain a competitive advantage through sustained performance improvement.

Unlike other variables, transformational leadership (X2) showed a significance value of 0.570, which far exceeded the critical limit of 0.05. Therefore, this variable was declared to have no partial significant effect on employee performance in this study. However, this finding does not mean that transformational leadership is irrelevant. Akmalia & Hafidz (2025) in their systematic literature review confirmed that transformational leadership is significantly related to employee motivation and performance. The insignificance in this study is likely due to the presence of mediating variables that were not directly tested. This is reinforced by the findings

of Putra et al. (2023) who showed that transformational leadership has a significant positive effect on millennial employee performance indirectly *through* job satisfaction as a mediating variable. In other words, the effect of transformational leadership on performance in the millennial workforce tends to be indirect, mediated by job satisfaction or motivation variables first, rather than a direct causal influence. Organizations need to understand this nuance so as not to ignore the strategic role of transformational leadership styles in the human resource management ecosystem.

The partial test results show that organizational culture (X3) has a significant effect on employee performance with a significance value of 0.042 (<0.05), but with a negative coefficient direction of -0.133. This finding indicates that in the context of this study, an increase in organizational culture dimensions such as emphasis on aggressiveness, excessive innovation, or rigid work standards actually has the potential to reduce the performance of millennial employees. This phenomenon can be explained by the characteristics of the millennial generation who tend to be sensitive to the pressures of an overly formal and hierarchical work culture. However, this view needs to be contextualized with the study of Hafidz & Noviyati (2022) who found that organizational culture actually has the greatest positive influence on the performance of Generation Z employees compared to other variables. This difference in the direction of influence may be caused by differences in the characteristics of organizational culture in different research objects. Sulistyawati et al. (2022) also confirmed that organizational culture has a positive and significant effect on job satisfaction of millennial employees, which in turn impacts performance. These findings underscore the importance of organizations designing a flexible, collaborative, and inclusive work culture to better align with the values of the millennial generation.

Job satisfaction (X4) is proven to be the variable with the most dominant and highly significant influence on employee performance, indicated by a regression coefficient value of 0.623 with a standardized *beta value* of 0.799 and a significance of <0.001 . The magnitude of this *beta value* confirms that job satisfaction is the strongest predictor of millennial generation employee performance among the four variables studied. The relevance of this finding is reinforced by Herawati & Putri (2026) who show that service user satisfaction is formed from the fulfillment of expectations holistically, where factors such as price, facilities, and security simultaneously contribute significantly to satisfaction, with a determination coefficient of 51.2% (Herawati & Putri, 2026). This finding closely aligns with the research findings of Tehan et al. (2026), which positioned job satisfaction as the primary predictor of millennial employee performance in the public sector and serves as a critical mediating variable. Similarly, Puspita (2025), in her study at the Ministry of Transmigration, emphasized that job satisfaction acts as a mediating variable, strengthening the relationship between organizational culture, work motivation, and leadership style on employee performance. Hayati et al. (2021) further bolstered this argument by proving that millennial job satisfaction in the education industry is significantly influenced by transformational leadership and job design, ultimately leading to improved performance. The fact that job satisfaction occupies this top determinant position has strategic implications for organizations: ensuring alignment between millennial employee expectations and their actual work conditions is the most effective management investment to boost overall organizational performance.

Simultaneously, the four independent variables of work motivation, transformational leadership, organizational culture, and job satisfaction were proven to have a significant effect on the performance of millennial generation employees, evidenced by the calculated F value of 99.759 with a significance of <0.001 . The *Adjusted R Square value* of 0.726 indicates that the model built is able to explain 72.6% of the variation in employee performance, which is a very high level of explanation in human resource management research. This reflects that a multivariate approach that integrates motivational, leadership, culture, and satisfaction dimensions simultaneously produces a much more comprehensive performance prediction model than a single variable approach. This finding is in line with Rejekiyah et al. (2024) who

proved that transformational leadership and work environment simultaneously have a significant effect on job satisfaction, which ultimately impacts performance. Overall, the results of this study reinforce the view that managing the performance of millennial employees requires a holistic and integrated strategy, not just relying on a single factor, but rather a synergy between strong motivation, inspirational leadership, an adaptive work culture, and well-maintained job satisfaction (Hafidz & Noviyati, 2022; AY Puspita, 2025) .

Research Limitations

This research has been conducted systematically and structured, however, there are several limitations that need to be honestly acknowledged as material for evaluation and a basis for further research development. First, the scope of the research object is limited to one specific group of organizations, causing the findings not to be fully generalizable widely to all industrial sectors that employ the millennial generation workforce in Indonesia. Second, data collection that relies entirely on *self-reported questionnaire instruments* has the potential to contain *common method bias* , namely the tendency of respondents to provide subjective answers or those deemed most socially acceptable (*social desirability bias*), so that the responses obtained may not fully reflect the actual conditions in the field. Third, this study only tests the direct influence between variables without including mediating or moderating variables, so that the mechanism of indirect influence, especially on the transformational leadership variable that proved not directly significant, cannot be explained in depth in the model developed. Fourth, the *cross-sectional approach* used in data collection is only able to capture the condition of variables at a specific point in time, so the dynamics of changes in the behavior and performance of millennial employees in the long term cannot be observed and analyzed comprehensively through this research design.

CONCLUSION

This study aims to analyze the influence of work motivation, transformational leadership, organizational culture, and job satisfaction on employee performance in the millennial generation workforce. Based on the results of statistical tests and discussions conducted, several main conclusions were obtained. First, work motivation has a significant and positive effect on the performance of millennial generation employees, indicating that the stronger the work drive an employee has, the higher their performance achievement. Second, transformational leadership does not have a significant direct effect on performance, suggesting that its effect is likely indirect and requires a mediating variable. Third, organizational culture has a significant but negative effect on performance, indicating that an overly oppressive culture is counterproductive for millennial employees. Fourth, job satisfaction is the most dominant and highly significant variable in influencing performance, confirming its position as the main predictor. Simultaneously, all four variables together have a significant effect on performance with a contribution of 72.6%. This finding generates a new idea that the most effective strategy for improving millennial performance is based on strengthening job satisfaction as its main foundation.

Based on the findings of this study, several strategic recommendations need to be conveyed to various stakeholders. For organizations with a significant proportion of millennial employees, it is recommended that strengthening job satisfaction be a top priority in human resource management policies, given that this variable has been shown to be the most dominant predictor of performance. Concrete steps that can be taken include improving the compensation system to be transparent and equitable, expanding access to competency-based promotion opportunities, and creating a work environment that supports a balance between professional demands and the personal needs of millennial employees. Furthermore, organizations also need to review the implementation of organizational culture so that it is not overly oppressive or rigid, but rather more adaptive, collaborative, and oriented towards

individual empowerment, thereby fostering positive contributions to performance. Regarding transformational leadership, which does not directly impact performance, leaders are advised to optimize their role through *coaching* and *mentoring approaches* that focus on increasing satisfaction and motivation first as an indirect pathway to better performance. For future researchers, it is recommended to develop the research model by adding mediating variables such as *employee engagement* or organizational commitment, and broaden the scope of research objects across industry sectors to obtain broader and more comprehensive generalization of the findings.

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