

JOB PLACEMENT, TRANSFORMATIONAL LEADERSHIP, AND ORGANIZATIONAL CULTURE ON JOB SATISFACTION OF MILLENNIAL EMPLOYEES AT THE UNIVERSITY OF GRIYA PERSADA MEDIATED THROUGH WORK MOTIVATION AS AN INTERVENING VARIABLE

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Abstract

The shift in human resource management (HRM) paradigms and organizational strategies has become increasingly important in the era of globalization, especially with the growing dominance of the millennial generation in the workforce. One of the main challenges faced by organizations today is the gap between the expectations and realities experienced by millennial employees in the workplace, particularly regarding fairness, communication, and opportunities for personal development. This study aims to examine the influence of job placement, transformational leadership, and organizational culture on job satisfaction among millennial employees at Universitas Griya Persada, with work motivation serving as a mediating variable. This research adopts a quantitative approach by distributing online questionnaires to non-academic millennial employees. The data were analyzed using Structural Equation Modeling (SEM). The results show that transformational leadership and organizational culture have a positive and significant direct influence on job satisfaction. Meanwhile, job placement does not have a significant direct effect but shows a significant indirect influence through work motivation. Furthermore, work motivation itself was found to have a positive and significant impact on job satisfaction and mediates the relationship between the independent variables and job satisfaction. These findings highlight the importance of applying an inspirational leadership style, fostering an inclusive organizational culture, and ensuring proper job placement that aligns with employees' competencies and aspirations to enhance job satisfaction among millennials. This study offers practical insights for developing HRM strategies that are aligned with the values and characteristics of the millennial generation, particularly within the context of higher education institutions.

Keywords: *job placement, transformational leadership, organizational culture, work motivation, job satisfaction, millennial generation.*

INTRODUCTION

The paradigm shift in human resource (HR) management and organizational strategy has become increasingly important in the era of globalization, especially with the dominance of the millennial generation in the workforce. Millennials, born between 1981 and 1996 (Strauss & Howe, 2000), currently make up the majority of the global workforce, and by 2022 they represented around 35% of the working population. This generation brings a new perspective to the world of work, which differs from that of previous generations. Unlike earlier generations who prioritized job stability and financial security, millennials place greater emphasis on flexibility, work-life balance, and self-development. According to the Deloitte Millennial Survey (2022), more than 80 percent of millennials seek jobs that align with their personal values, such as inclusion, social development, and sustainability. According to Indrayani et al. (2024), job satisfaction among millennial employees has a significant impact on their performance. This indicates that organizations capable of meeting millennial needs—such as flexibility, fairness, and opportunities for self-development—tend to enhance overall organizational performance. In the workplace, millennials strongly expect an organizational culture that supports personal growth and leadership. From a leadership perspective, a transformational approach is considered the most effective way to meet these expectations.

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Transformational leadership, which emphasizes inspiration, empowerment, and emotional engagement, has been shown to increase employee engagement, organizational commitment, and job satisfaction (Purnamasari, 2023). A study conducted by Purnamasari (2023) found that this transformational leadership model can boost employee engagement by up to 25% and reduce employee turnover rates by as much as 25%. However, most research on transformational leadership has focused on individualist cultural contexts. Consequently, its relevance to collectivist cultures such as Indonesia still requires further examination. By 2022, millennials accounted for 35.6% of the national workforce in Indonesia (BPS, 2022), making them increasingly important across various sectors, including education. As one of the leading private universities in Indonesia, Universitas Griya Persada also faces the challenge of managing millennials. Of the 349 administrative staff at Universitas Griya Persada, 115 are millennials. This generation has specific needs for organizational culture, leadership style, and job placement that support self-development and work-life balance. However, an internal survey conducted at Universitas Griya Persada (2023) revealed that millennials expressed dissatisfaction with services, particularly in areas such as fairness, communication, workplace facilities, and competency development.

Millennials scored low, with a 2.78 on service reliability and a 2.61 on fairness, indicating that they feel less involved in fair decision-making, task distribution, and performance evaluations. The work facilities aspect scored 3.24, and communication scored 3.19, showing some improvement, but there is still room for growth, particularly in creating a modern and collaborative work environment. A score of 3.18 on competency development indicates that more funding should be allocated for ongoing training to support their careers. Based on the data above, the phenomenon of job satisfaction gaps among millennial employees at the Human Resource Career Development Institution (LPK SDM) of Universitas Griya Persada reflects a difference between their expectations of services and the reality they experience. As a result, eight millennial employees left Universitas Griya Persada during the 2022–2023 period (LKPSDM Universitas Griya Persada, 2023). The millennial generation, which now dominates the workforce, is oriented toward flexibility, fairness, and self-development. According to Van Hyatt's (2021) research, this generation tends to be more interested in jobs that have a social impact and contribute positively to society. At Universitas Griya Persada, these values align with Muhammadiyah's vision and mission of education, which emphasize service, justice, and improving quality of life. Income and job satisfaction can improve when job placement aligns with an individual's competencies (Robbins & Judge, 2019). Regarding transformational leadership, this method has proven effective in increasing motivation to work and organizational commitment (McCleskey, 2014; Quinn, 2011).

The effectiveness of the transformational leadership model and workforce incentive preferences can be influenced by a work culture that emphasizes social harmony, hierarchy, and collective norms. In his theory on organizational culture, Hofstede (1984) stated that collectivist cultures prioritize interpersonal relationships, harmony, and teamwork. In such situations, transformational leadership may need to adapt to align with the principles respected in collectivist cultures. By examining how millennial values, transformational leadership, and incentives are applied in Indonesia, this study aims to bridge these differences. However, a flexible and inclusive organizational culture can enhance employee participation and satisfaction (Quinn, 2011). Despite this, there is limited research that combines these three components with work motivation as an intervening variable, particularly in Indonesian universities. According to Altassan (2024), millennials have distinct work motivations, focusing on non-financial incentives such as time flexibility, performance-based recognition, and opportunities for self-development. However, Indonesia's collectivist culture presents unique challenges in applying these strategies. The approach used must align with local cultural principles because, in a collectivist work culture, hierarchy, teamwork, and social harmony are highly valued (Hofstede, 1984). This study aims to explore how job placement, transformational leadership, and organizational culture affect job satisfaction among millennial employees at Universitas Griya Persada. By considering work motivation as an intervening variable, this research is expected to help Universitas Griya Persada develop better plans to enhance job satisfaction, achieve institutional goals, and create a better work environment. This study also contributes to the literature on human resource management, particularly in relation to collectivist cultures and higher education sectors.

LITERATURE REVIEW

The Influence of Job Placement on Job Satisfaction Among Millennial Employees

Job placement is an essential process in human resource management that ensures individuals are placed in positions aligned with their competencies, skills, interests, and personalities. Hoffman & Woehr (2006) explain that effective job placement involves the alignment between an individual's characteristics and the job demands (person-

job fit), as well as the alignment between the individual and the organization's values and culture (person-organization fit). In the context of millennial employees, Kristof-Brown et al. (2005) found that this alignment significantly affects job satisfaction, especially because this generation values jobs that reflect their personal interests, values, and opportunities for self-development. Conversely, improper job placement can increase stress, dissatisfaction, and the desire to switch jobs, thus reducing organizational productivity (Hoffman & Woehr, 2006). The impact of job placement on job satisfaction occurs through several mechanisms. First, appropriate job placement enhances competence and job effectiveness. Employees placed in positions that align with their skills are likely to feel more confident and capable of performing their tasks well. Hoffman & Woehr (2006) found that millennial employees, who value inclusivity and diversity, are more satisfied in work environments that support positive interpersonal relationships and organizational values that resonate with them. Job placement has a positive and significant impact on job satisfaction (Kristof-Brown et al., 2005; Ngoc et al., 2023; Robbins & Judge, 2019)

The Influence of Transformational Leadership on Job Satisfaction Among Millennial Employees

Transformational leadership is a leadership style that emphasizes inspiration, motivation, and the development of individuals to reach their full potential. Quinn (2011) defines transformational leadership as a process in which leaders inspire followers to transcend their personal interests for the greater good, through four main dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These dimensions allow leaders to create a work environment that motivates, supports creativity, and provides personal attention to employees. In the context of millennial employees, transformational leadership is highly relevant, as this generation is known to value recognition, self-development, and positive interpersonal relationships (Ngoc et al., 2023). The impact of transformational leadership on millennial employees' job satisfaction can be explained through several mechanisms. First, through idealized influence, leaders provide a positive role model, which helps build trust and respect between employees and their leaders. A study by Judge & Piccolo (2004) showed that transformational leadership increases employees' emotional engagement with their work, which ultimately positively impacts job satisfaction. Second, inspirational motivation, which involves clearly conveying the organization's vision and mission, helps employees understand the purpose of their work, giving them a sense of meaning in their jobs. This is particularly important for millennials, who tend to seek work with a greater impact and purpose (Twenge et al., 2012). Next, intellectual stimulation allows leaders to encourage employees to think creatively and seek innovative solutions to work challenges. According to Wang et al. (2022), millennial employees highly value opportunities to engage in innovation processes and decision-making. Transformational leadership that supports intellectual stimulation enhances job satisfaction by providing a sense of personal achievement.

The Influence of Organizational Culture on Job Satisfaction Among Millennial Employees

Organizational culture is defined as a set of values, norms, beliefs, and behavior patterns shared by members of an organization, which serve as guidelines for performing work activities (Schein, 2010). Organizational culture influences how employees work, communicate, and collaborate, playing a crucial role in shaping job satisfaction. Cameron (2011) identified four types of organizational culture: clan culture (focused on interpersonal relationships), adhocracy (emphasizing innovation and flexibility), market (results- and competition-oriented), and hierarchy (structure and stability). Among these four types, clan and adhocracy cultures are more relevant to millennial employees, as this generation values inclusive working relationships, flexibility, and opportunities for innovation and self-development (Ngoc et al., 2023). Organizational culture influences millennial employees' job satisfaction through several transmission mechanisms. First, clan culture, which emphasizes interpersonal relationships and a sense of togetherness, creates a warm and supportive work environment. Millennial employees, who value good interpersonal relationships, tend to be more satisfied working in an organizational culture that is collaborative and values diversity (Twenge et al., 2010).

Second, adhocracy culture, which encourages innovation and flexibility, provides millennial employees with the space to develop creativity and participate in decision-making. According to Cameron (2011), this flexibility is particularly relevant for millennials who are more likely to seek challenges in their work. Third, an inclusive and supportive organizational culture can fulfill employees' basic psychological needs, such as the need for competence, autonomy, and social connections, as explained by Ryan & Deci (2020) in their Self-Determination Theory. A work culture that promotes individual competence development and allows the freedom to explore new ideas boosts employees' intrinsic motivation. A study by Van den Broeck et al. (2016) found that an adaptive organizational culture significantly enhances intrinsic motivation, ultimately leading to higher levels of job satisfaction. In the context of the millennial generation, an organizational culture that supports values of inclusivity and flexibility is

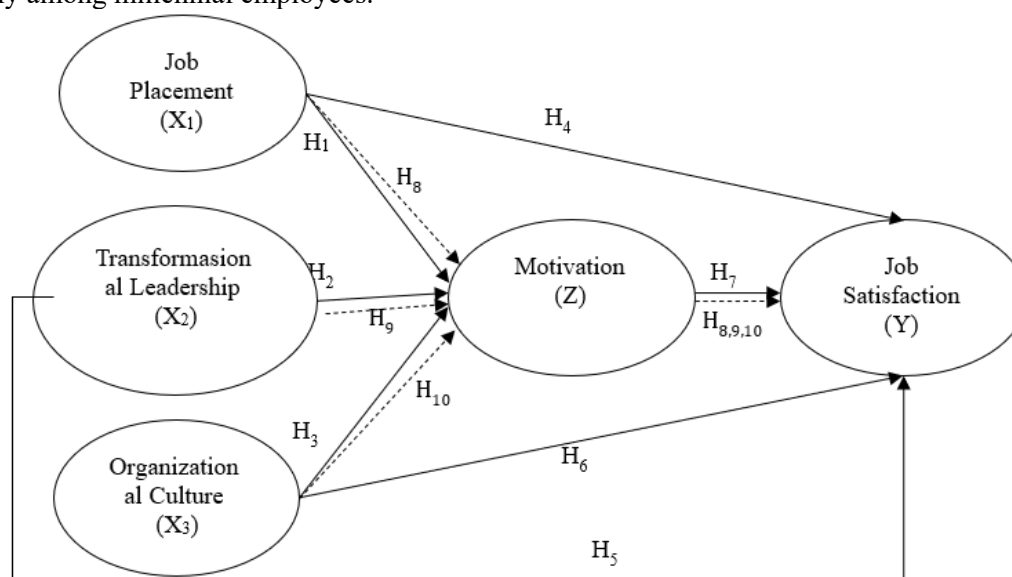
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more likely to result in high job satisfaction compared to hierarchical or market cultures, which tend to be rigid and competitive. Ngoc et al. (2023) concluded that millennial employees prefer work environments where they feel valued, connected, and free to grow. Therefore, organizational culture not only reflects the core values of the organization but also serves as a key factor in shaping job satisfaction, particularly among millennials.

Work Motivation as an Intervening Variable

Work motivation serves as a critical intervening variable that explains how job placement, transformational leadership, and organizational culture influence job satisfaction. Motivated employees are more likely to be engaged, perform well, and experience higher job satisfaction. Research has shown that transformational leadership enhances work motivation by inspiring employees and fostering a supportive work environment, leading to increased job satisfaction. Similarly, a positive organizational culture that values inclusivity, innovation, and personal development enhances intrinsic motivation, which in turn improves job satisfaction (Lasiny et al., 2021; Ngoc et al., 2023). Work motivation mediates the relationship between these factors and employee outcomes. For instance, transformational leadership increases employee motivation through a clear vision, intellectual stimulation, and individualized support, making employees feel valued and committed. This enhanced motivation then leads to improved job satisfaction. Similarly, when employees are placed in roles that align with their competencies and values (person-job fit), their intrinsic motivation rises, leading to higher satisfaction (Kristof-Brown et al., 2005). Furthermore, organizational culture plays a vital role in fostering motivation. Cultures that emphasize flexibility, collaboration, and personal growth support employees' psychological needs, boosting intrinsic motivation. As employees become more motivated, their performance and job satisfaction improve, making motivation a key factor in bridging leadership, organizational culture, and job satisfaction (Ryan & Deci, 2000; Lasiny et al., 2021). By recognizing and leveraging work motivation as a mediator, organizations can create environments that foster higher engagement and satisfaction, especially among millennial employees.



Source: (Ngoc et al., 2023; Van Hyatt, 2021), Processed

Figure 1. Research model

METHOD

This study uses a quantitative approach with Structural Equation Modeling (SEM) to analyze the relationships between job placement, transformational leadership, organizational culture, and job satisfaction among millennial employees at Universitas Griya Persada, with work motivation as a mediating variable. The aim of this study is to examine the direct and indirect effects of these variables on job satisfaction. The research design adopted is causal-comparative, where the study tests the effect of the independent variables job placement, transformational leadership, and organizational culture on the dependent variable, job satisfaction. Additionally, the study also

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examines the role of work motivation as a mediator that links the influence of the independent variables to job satisfaction.

The population of this study consists of millennial employees working at Universitas Griya Persada. The sample is selected using a census method, where all 115 millennial employees in the university are included as respondents. By using the census method, this study ensures that all members of the population who meet the criteria are included, providing a more complete and representative overview of the influence of job placement, leadership style, and organizational culture. Data are collected through the distribution of an online questionnaire containing a Likert scale (1 = strongly disagree to 5 = strongly agree) to measure employees' perceptions of job placement, transformational leadership, organizational culture, work motivation, and job satisfaction. Prior to distribution, a pilot study is conducted to test the validity and reliability of the questionnaire, which results in an acceptable reliability coefficient (Cronbach's alpha > 0.70) for all constructs.

This study measures five main variables. Job placement (X1) is measured through a set of items assessing the fit between the employee's job and their skills, interests, and career goals. Transformational leadership (X2) is measured using the Multifactor Leadership Questionnaire (MLQ) to assess the behaviors of leaders who inspire, motivate, and foster innovation. Organizational culture (X3) is measured through items reflecting shared values, norms, and practices within the organization. Work motivation (Z) is measured using dimensions from Self-Determination Theory (SDT), focusing on both intrinsic and extrinsic motivation factors. Finally, job satisfaction (Y) is measured using a general job satisfaction scale that includes aspects of work environment, tasks, and relationships with colleagues and supervisors. Data analysis is conducted using SmartPLS 3.0 for Structural Equation Modeling (SEM). The analysis process involves descriptive statistics to summarize demographic data and responses, reliability testing (Cronbach's alpha) to ensure the consistency of the constructs, and validity testing using convergent and discriminant validity to ensure the alignment of the measurement items with the intended constructs. Hypothesis testing is then conducted using path coefficients to examine the direct and indirect effects between variables. The results of hypothesis testing are considered significant if the p-value is less than 0.05, indicating a significant relationship between the variables.

RESULTS AND DISCUSSION

Validity test

Discriminant validity testing is conducted to ensure that the constructs in this research model truly measure distinct concepts from one another. Discriminant validity measures the extent to which different constructs are unique and do not overlap in measurement. In this study, discriminant validity testing is performed using two main methods: the Fornell-Larcker Criterion and the Heterotrait-Monotrait Ratio (HTMT).

Table 1. Fornell Larcker test results

	Organizational culture	Job satisfaction	Transformational Leadership	Work motivation	Job Placement
Organizational culture	0,940				
Job satisfaction	0,129	0,773			
Transformational Leadership	0,142	0,753	0,832		
Work motivation	0,083	0,724	0,489	0,905	
Job Placement	0,164	0,686	0,716	0,614	0,826

The discriminant validity evaluation conducted using the Fornell-Larcker Criterion shows that the model used in this study has good validity. The analysis results indicate that the square root of the Average Variance Extracted (AVE) for each construct is higher than the correlations between other constructs. For the Organizational Culture construct, the AVE value is 0.94, which is higher than its correlations with the Transformational Leadership (0.144), Job Satisfaction (0.129), Work Motivation (0.083), and Job Placement (0.164) constructs. This means that the Organizational Culture construct measures a very specific concept, distinct from the other constructs in the model. Similarly, the Transformational Leadership construct has an AVE value of 0.142, which is greater than its correlations with other constructs. These results indicate that each construct in the research model is unique and that

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none of them overlap significantly. In other words, the constructs measure different aspects, and there are no issues that could compromise the validity of the study. Therefore, this model can be considered valid and can be used for further analysis in testing the relationships between the variables in this study

Reliability Test

Reliability testing is conducted to measure the extent to which the research instrument produces consistent and dependable results. Reliability indicates how stable and consistent the results are when the same measurement is repeated, which is crucial to ensure that the research outcomes are trustworthy and can be replicated at different times. In this study, reliability testing is carried out using several methods, including Cronbach's Alpha, Composite Reliability (rho_a and rho_c), and Average Variance Extracted (AVE).

Table 2. Reliability Test results

	Cronbach's alpha	Composit e reliabilit y (rho _a)	Composit e reliabilit y (rho _c)	Average variance extracted (AVE)
Organizational culture	0,988	1,011	0,989	0,884
Job satisfaction	0,932	0,933	0,942	0,598
Transformational Leadership	0,950	0,955	0,957	0,692
Work motivation	0,956	0,960	0,965	0,820
Job Placement	0,953	0,957	0,959	0,682

A Cronbach's Alpha value greater than 0.70 indicates that the indicators within a construct have good consistency in measuring the intended construct. In this study, all constructs had Cronbach's Alpha values above 0.90, indicating that the indicators within each construct have excellent internal consistency. This means that all constructs in this model are measured stably and reliably, with indicators supporting each other in measuring the intended variables.

R2 (R-square) results

In evaluating the model using PLS, the assessment began by examining the R-square (R²) values for each dependent latent variable. The R² calculation results in this study are as follows:

Table 3. Correlation Value (r2)

	R-square	R-square adjusted
Job satisfaction	0,735	0,725
Work motivation	0,382	0,365

The R-square (R²) value for the dependent variables in this study, namely Job Satisfaction (Y) and Work Motivation (Z), was 0.735. This value indicates that 73.5% of the variance in Job Satisfaction (Y) can be explained by the variables Job Placement (X1), Transformational Leadership (X2), and Organizational Culture (X3), while the remaining 26.5% is influenced by other factors not included in the model. This indicates that the combination of appropriate Job Placement, effective Transformational Leadership, and a strong Organizational Culture plays a significant role in increasing employee job satisfaction. The adjusted R² value of 0.725 indicates that after adjusting for the number of predictors, the model still has strong predictive ability and does not experience overfitting. The R² value for Work Motivation (Z) was 0.382. This value indicates that 38.2% of the variance in Work Motivation (Z) can be explained by the variables Job Placement (X1), Transformational Leadership (X2), and Organizational Culture (X3), while the remaining 62.8% is influenced by other factors outside the model. This indicates that the combination of a good work environment (Job Placement), an inspirational leadership style (Transformational

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Leadership), and strong organizational values (Organizational Culture) contribute to increasing employee work motivation. The adjusted R^2 value of 0.365 indicates that after considering the number of predictors, the model still has quite strong predictive power.

Hypothesis Testing

Based on the results of the outer model analysis, all the hypotheses examined have met the necessary criteria, making them suitable for inclusion in the analytical model of this study. For hypothesis testing, a 5% alpha level was applied, meaning that a hypothesis is considered significant if the t-statistic exceeds 2.048 or if the p-value is less than 0.05. This 0.05 threshold implies that there is only a 5% chance of error, while the remaining 95% supports the acceptance of the hypothesis.

Table 4. Hypotesis testing

	Origin al sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ([O/STDEV])	P values
Job Placement -> Job satisfaction	0,057	0,049	0,099	0,576	0,282
Transformational Leadership -> Job satisfaction	0,491	0,493	0,082	5,960	0,000
Organizational culture -> Job satisfaction	0,012	0,017	0,045	0,281	0,390
Job Placement -> Work motivation	0,543	0,549	0,101	5,394	0,000
Transformational Leadership -> Work motivation	0,103	0,107	0,093	1,106	0,134
Organizational culture -> Work motivation	-0,021	-0,018	0,078	0,264	0,396
Work motivation -> Job satisfaction	0,448	0,449	0,109	4,093	0,000
Job Placement -> Work motivation -> Job satisfaction	0,243	0,252	0,091	2,661	0,004
Transformational Leadership -> Work motivation -> Job satisfaction	0,046	0,049	0,043	1,061	0,144
Organizational culture -> Work motivation -> Job satisfaction	-0,009	-0,010	0,033	0,278	0,391

The Influence of Job Placement on Job Satisfaction Among Millennial Employees

The results of the study indicate that Job Placement has a positive but not significant effect on job satisfaction among millennial employees at Griya Persada University (coefficient = 0.057; p-value = 0.282; t-statistic = 0.576). This means that, although the direction of the effect is positive, an improvement in the quality of job placement does not statistically lead to an increase in job satisfaction. Theoretically, proper job placement should enhance job satisfaction because employees are placed in positions that align with their competencies, interests, and experiences (Dessler, 2020). Appropriate placement can reduce work-related stress, boost self-confidence, and create comfort in the workplace. However, the results of this study do not align with this theory. This finding also differs from the study by Sutanto & Kurniawan (2016)], which found a significant effect of job placement on job satisfaction. The difference in results may be due to the characteristics of millennial employees, who prefer more flexible work arrangements, tend to seek variety in their tasks, and prioritize opportunities for self-development over formal job fit. Furthermore, the context of an educational organization such as a university may have relatively fixed and limited placement mechanisms, thus reducing its impact on job satisfaction. Therefore, although good job placement is essential for organizational efficiency, in the context of millennial employees at UMY, its impact on job satisfaction

has not become a dominant factor. Other factors such as leadership style, organizational culture, and career development opportunities may have a stronger influence on job satisfaction for this group.

The Influence of Transformational Leadership on Job Satisfaction Among Millennial Employees

The results of the study show that Transformational Leadership has a positive and significant effect on job satisfaction among millennial employees at Griya Persada University, with a coefficient of 0.493, a p-value of 0.000, and a t-statistic of 5.960. This indicates that the higher the level of transformational leadership practiced by leaders, the higher the job satisfaction experienced by employees. Conceptually, Bass and Avolio (1994) define transformational leadership as a leadership style focused on inspiring subordinates through a shared vision, building trust, providing emotional support, and encouraging innovation. Transformational leadership has four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In the context of work, leaders who apply this style not only guide but also empower employees to reach their fullest potential. Job satisfaction itself, according to Locke (1976), is a positive emotional state resulting from an individual's evaluation of their job. The application of transformational leadership can enhance job satisfaction because leaders provide a clear vision, attend to individual needs, and offer constructive feedback. For millennial employees, who generally have high expectations for self-development opportunities, personal support, and meaningful work relationships, transformational leadership is a crucial factor in creating job satisfaction. The findings of this study align with the results of Pradhan & Pradhan (2015), which showed that transformational leadership significantly contributes to increased job satisfaction among employees in the education and service sectors.

A similar study by Asrar-ul-Haq and Kuchinke (2016) also found that transformational leadership not only improves performance but also creates a positive work climate and enhances employee loyalty. In the context of Griya Persada University, this result can be explained by the characteristics of educational organizations, which require intensive interaction between leaders and staff. Leaders who are inspirational and capable of fostering a sense of ownership of the university's vision tend to encourage employees to work enthusiastically. Additionally, millennial employees at Griya Persada University likely value leaders who can act as mentors, provide freedom for innovation, and create a work environment that supports work-life balance. Therefore, it can be concluded that transformational leadership plays an important role in increasing job satisfaction among millennial employees. Leaders who can emotionally motivate, stimulate creativity, and give personal attention will foster positive work relationships and job satisfaction. As a result, developing transformational leadership skills among university leaders can be an effective managerial strategy for improving job satisfaction, especially for the millennial generation, which has high expectations for a supportive and inspiring work environment.

The Influence of Organizational Culture on Job Satisfaction Among Millennial Employees

The results of the study show that Organizational Culture has a positive but not significant effect on job satisfaction among millennial employees at Universitas Griya Persada, with a coefficient of 0.012, a p-value of 0.390, and a t-statistic of 0.281. This means that although the relationship suggests that a better organizational culture tends to be followed by an increase in job satisfaction, this effect is not statistically proven in the sample of this study. Theoretically, Organizational Culture is defined by Robbins & Judge (2017) as a system of shared meaning that members of an organization hold, which distinguishes the organization from others. A positive organizational culture is typically reflected in agreed-upon values, work norms that support collaboration, appreciation of achievements, and a harmonious work atmosphere. This theory suggests that when an organization's culture aligns with employees' personal values, it can increase a sense of ownership, engagement, and ultimately job satisfaction. However, the findings of this study indicate that, in the context of millennial employees at Universitas Griya Persada, organizational culture has not become a dominant factor influencing job satisfaction. This may be due to several factors. First, millennial employees tend to prioritize work flexibility, self-development opportunities, and meaningful work over mere alignment with organizational culture (Ng & Johnson, 2015). Second, the existing organizational culture may be perceived as "normal" or stable by employees, thus not having a significant emotional impact on job satisfaction.

These findings are not consistent with Shahzad et al. (2012), who found that a strong organizational culture significantly influences job satisfaction in higher education sectors. This difference can be explained by the more dynamic characteristics of the millennial generation at UGP, who may place more importance on other factors such as leadership style or career development opportunities in shaping their job satisfaction. In the context of Universitas Griya Persada, an organizational culture that prioritizes Islamic values, professionalism, and academic service has become part of the institution's identity. However, for millennial employees, these factors may function more as a

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work background rather than direct drivers of job satisfaction. Therefore, to enhance the influence of organizational culture on job satisfaction, management may consider strategies that are more relevant to millennial characteristics, such as strengthening a culture of innovation, cross-unit collaboration, and recognition of individual contributions. In conclusion, although organizational culture has a positive directional influence on job satisfaction among millennial employees at UGP, this influence has not been statistically significant. Other factors such as transformational leadership, work motivation, and job placement appear to play a stronger role in determining the job satisfaction levels of this generation group.

The Influence of Job Placement on Work Motivation Among Millennial Employees

The results of the study indicate that Job Placement has a positive and significant effect on work motivation among millennial employees at Universitas Griya Persada, with a coefficient of 0.543, a p-value of 0.000, and a t-statistic of 5.394. This means that the more appropriate the job placement conducted by the university, the higher the work motivation of millennial employees. Theoretically, appropriate job placement refers to placing employees in positions that align with their competencies, skills, interests, and experiences (Mathis & Jackson, 2011). This theory emphasizes that the alignment between job placement and individual characteristics can foster self-confidence, comfort, and psychological satisfaction, which in turn boosts work motivation. Work motivation itself, according to Herzberg (1966), is influenced by intrinsic factors such as achievement, recognition, and the work itself. Proper placement can provide employees with opportunities to showcase their best abilities, which becomes a source of intrinsic motivation.

The findings of this study align with the results of Sutanto & Kurniawan (2016), which show that effective job placement improves employee work motivation in the education sector. Research by Rahman & Nurhayati (2018) also found that job placement based on competencies can reduce work stress and enhance work enthusiasm. In the context of the millennial generation, proper placement can provide them with the space to develop creativity, sharpen new skills, and take on challenges that align with their career aspirations. In the environment of Universitas Griya Persada, job placement that considers the educational background, interests, and potential of millennial employees allows them to feel valued and recognized. This can also enhance their sense of ownership toward their work and the organization. Given the characteristics of the millennial generation, which tends to seek meaningful, flexible, and challenging work, strategic placement will have a significant positive effect on their work motivation. Therefore, the findings of this study suggest that job placement not only serves operational efficiency but also as an important strategy in building work motivation, especially among millennial employees. UGP management can leverage these results by strengthening the process of evaluating employees' competencies and interests before placement, as well as providing directed job rotation opportunities to keep millennial employees motivated and enthusiastic in performing their tasks.

The Influence of Transformational Leadership on Work Motivation Among Millennial Employees

The results of the study show that Transformational Leadership has a negative but not significant effect on work motivation among millennial employees at Universitas Griya Persada, with a coefficient of -0.103, a p-value of 0.134, and a t-statistic of 1.106. This means that the application of transformational leadership in the context of this study does not statistically improve work motivation among millennial employees, and the direction of the effect tends to be negative. Theoretically, transformational leadership, according to Bass and Avolio (1994), should have a positive effect on work motivation through the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leaders are expected to foster enthusiasm, inspire, and encourage their subordinates to achieve higher goals. The Self-Determination Theory of Deci & Ryan (1985) also emphasizes that support for autonomy, competence, and relatedness provided by leaders will enhance intrinsic motivation.

However, the findings of this study do not support these theories, as the influence found was negative and not significant. This result differs from the studies by Asrar-ul-Haq & Kuchinke (2016) and Pradhan & Pradhan (2015), which found that transformational leadership enhances work motivation in various sectors. There are several possible reasons for this difference. First, millennial employees have unique work preferences they seek freedom in how they work and are often more motivated by opportunities for self-development rather than instructions or directives from leaders. If the transformational leadership style applied is too structured or does not align with their expectations, its impact on work motivation can be weak or even negative. Second, in educational organizations such as UGP, interactions between leadership and administrative or academic staff may be more formal and less intense, meaning the motivational effects of transformational leadership may not be as strongly felt. Therefore, although

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transformational leadership is theoretically supposed to drive work motivation, the findings of this study suggest that for millennial employees at UGP, other factors such as appropriate job placement, a flexible work environment, and career development opportunities may be more dominant in influencing work motivation. This provides valuable feedback for management to adjust leadership styles to better match the characteristics of the millennial generation in order to achieve optimal motivational outcomes.

The Influence of Organizational Culture on Work Motivation Among Millennial Employees

The results of the study show that Organizational Culture has a negative but not significant effect on work motivation among millennial employees at Universitas Muhammadiyah Yogyakarta, with a coefficient of -0.021, a p-value of 0.396, and a t-statistic of 0.264. This means that in the context of this study, the quality of organizational culture perceived by millennial employees does not directly affect their work motivation levels, and the direction of the effect shows an inverse relationship. Theoretically, Organizational Culture, as explained by Robbins & Judge (2017), is a system of shared values that serves as a guide for behavior within an organization. A positive culture is believed to increase employees' sense of ownership, pride, and enthusiasm for their work. Self-Determination Theory (Deci & Ryan, 1985) also emphasizes that a work environment supporting autonomy, social connection, and competence development can enhance intrinsic motivation. However, the findings of this study do not support these theories.

This result differs from the studies by Shahzad et al. (2012) and Lok & Crawford (2004), which showed a positive and significant relationship between organizational culture and work motivation. Several factors may explain these differences. First, Millennial Characteristics: Millennial employees have different work preferences from previous generations. They tend to prioritize flexibility, opportunities for self-development, and work-life balance over mere alignment with organizational culture. If the values of organizational culture are perceived as too rigid or lacking in space for innovation, this can reduce their work motivation. Second, Stable but Less Dynamic Organizational Culture: The organizational culture at UGP, which is based on Islamic values and professionalism, may be strong and stable, but this stability is sometimes perceived by millennials as less challenging or lacking in creativity. This can reduce the positive effects of organizational culture on work motivation. Third, Influence of Other More Dominant Factors: Based on the findings of this study, other variables such as appropriate job placement and leadership styles that suit millennial preferences may have a greater influence on work motivation than organizational culture itself. Therefore, while organizational culture is an important element in creating a healthy work environment, the results of this study indicate that, for millennial employees at UGP, its effect on work motivation is not significant. UMY management needs to reconsider how the values of the organization align with millennial characteristics and expectations to better enhance motivation.

The Influence of Work Motivation on Job Satisfaction Among Millennial Employees

The results of the study show that Work Motivation has a positive and significant effect on job satisfaction among millennial employees at Universitas Griya Persada, with a coefficient of 0.448, a p-value of 0.000, and a t-statistic of 4.093. This means that the higher the work motivation of millennial employees, the higher their job satisfaction. Theoretically, these results align with Herzberg's (1966) motivation theory, which differentiates between motivator factors (achievement, recognition, the work itself) that increase job satisfaction, and hygiene factors that prevent dissatisfaction. Strong work motivation, both intrinsic and extrinsic, can enhance feelings of pride, involvement, and happiness at work, leading to higher job satisfaction. Self-Determination Theory (Deci & Ryan, 1985) also supports these findings, emphasizing that when psychological needs for autonomy, competence, and relatedness are met, individuals are more motivated and experience greater job satisfaction.

This finding is consistent with research by Raziq & Maulabakhsh (2015), which found that work motivation significantly influences job satisfaction in the education sector. Research by Luthans (2011) also highlights that employees with high motivation tend to show better job satisfaction, higher productivity, and greater loyalty to the organization. In the context of millennial employees at UGP, work motivation can stem from several factors, such as opportunities for skill development, a supportive work environment, recognition from superiors, and the relevance of work to their personal values and goals. Millennials tend to seek meaning in their work, so if an organization provides challenging tasks, opportunities for innovation, and career support, their motivation will increase, directly impacting their job satisfaction. Therefore, the findings of this study suggest that increasing job satisfaction among millennial employees can be achieved through strategies to enhance work motivation, such as offering fair recognition, training and self-development programs, and involving employees in decision-making. This could

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become a focus of management policies at UGP to retain and improve the performance and loyalty of millennial employees in the future.

Motivation Mediates the Effect of Job Placement on Job Satisfaction Among Millennial Employees

The results of the study indicate that Work Motivation plays a significant mediating role in the relationship between Job Placement and job satisfaction among millennial employees at Universitas Griya Persada. A coefficient of 0.243, a p-value of 0.004, and a t-statistic of 2.661 indicate that appropriate job placement increases employees' work motivation, which in turn positively affects their job satisfaction. Theoretically, this finding aligns with the Job Characteristics Model (Hackman & Oldham, 1976), which explains that job designs that match an individual's abilities, interests, and skills will enhance intrinsic motivation. This motivation then contributes to higher job satisfaction. Appropriate job placement means that individuals can optimally utilize their potential, feel competent, and experience a high sense of achievement, all of which lead to increased satisfaction with their work.

Previous research also supports these results. Sutanto & Kurniawan (2016) found that proper job placement increases motivation, which then impacts job satisfaction among employees in educational organizations. Similarly, Kurnia & Putra (2020) explained that job placement aligned with expertise creates confidence and comfort, which are key drivers of job satisfaction. In the context of millennial employees at UGP, job placement that considers technical competencies, interests, and career goals provides relevance and meaning to their work. Millennials tend to be more motivated when they feel their job aligns with their self-identity and offers opportunities for self-development. As this motivation increases, job satisfaction also rises because they perceive their work as providing positive experiences, appropriate challenges, and opportunities for growth.

Therefore, the findings of this study suggest that increasing job satisfaction among millennial employees can be more effectively achieved if management not only focuses on appropriate job placement but also ensures that placement stimulates work motivation. Strategies that can be implemented include competency-based job matching, assigning responsibilities that align with interests, and providing training opportunities to strengthen employees' sense of competence. Organizational practices should be translated into daily practices that are relevant to millennial expectations, such as fostering a culture of innovation, participation in decision-making, and recognizing creativity.

Motivation Mediates the Effect of Transformational Leadership on Job Satisfaction Among Millennial Employees

The results of the study show that Work Motivation does not significantly mediate the effect of Transformational Leadership on job satisfaction among millennial employees at Universitas Griya Persada. This is evidenced by a coefficient of 0.046, a p-value of 0.144, and a t-statistic of 1.061, which means the p-value is greater than 0.05, indicating that the mediation relationship is not significant. Theoretically, the transformational leadership model described by Bass & Avolio (1994), through the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, is expected to enhance subordinates' work motivation, which will eventually affect job satisfaction. Self-Determination Theory (Deci & Ryan, 1985) also emphasizes that support from leaders in the form of trust, autonomy, and intellectual stimulation should enhance intrinsic motivation, thereby strengthening job satisfaction.

However, the findings of this study show that this mechanism does not occur significantly in the context of millennial employees at UGP. Several factors may explain this finding. First, although transformational leadership can inspire, millennial employees tend to have more independent work preferences and are self-driven in terms of motivation. This means their work motivation may be influenced more by internal factors, such as personal interests, opportunities for self-development, or work flexibility, rather than by the leadership style of their superiors. Second, direct interaction between leadership and staff in a higher education environment may be limited, reducing the motivational effects of transformational leadership. This finding aligns with research by Breevaart et al. (2014), which found that the effect of transformational leadership on job satisfaction through motivation is not always consistent, especially among employees with a high degree of work autonomy. Therefore, while transformational leadership remains valuable in fostering a positive work culture, the results of this study suggest that, in the context of millennial employees at UGP, improving job satisfaction cannot be effectively achieved solely through increasing work motivation driven by transformational leadership. Other more personalized strategies, such as task assignments aligned with interests, opportunities for innovation, and performance-based reward systems, may be more relevant in influencing job satisfaction through motivation.

Motivation Mediates the Effect of Organizational Culture on Job Satisfaction Among Millennial Employees

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The results of the study show that Work Motivation does not significantly mediate the effect of Organizational Culture on job satisfaction among millennial employees at Universitas Griya Persada. This is indicated by a coefficient of -0.009, a p-value of 0.391, and a t-statistic of 0.278. The p-value greater than 0.05 indicates that the mediation is not significant, and the negative direction of the relationship suggests that an increase in organizational culture does not necessarily lead to an increase in work motivation, which would impact job satisfaction. Theoretically, a strong Organizational Culture according to Robbins & Judge (2017) should create a shared identity, aligned values, and consistent work behaviors, which in turn should enhance motivation and job satisfaction. Social Exchange Theory (Blau, 1964) also explains that employees who feel benefitted by a positive work environment are likely to reciprocate with high motivation and commitment. However, the findings of this study suggest that this relationship does not occur significantly among millennial employees at UGP. Several factors may explain this.

First, millennials tend to value individual factors such as work flexibility, opportunities for self-development, and work-life balance more than mere alignment with organizational culture. Second, the existing organizational culture may be perceived as too formal or rigid by some millennial employees, failing to serve as a strong motivational driver. Third, millennial work motivation is often influenced by external factors such as reward systems, appropriate job placement, and freedom to innovate, which may not be fully reflected in the existing organizational culture. This finding is consistent with the research by Wijayanti & Fadillah (2020), which found that organizational culture does not always significantly impact job satisfaction through motivation, especially in environments with high levels of work autonomy and generational diversity among employees. Therefore, while organizational culture remains important for establishing a framework of values and work behaviors at UGP, these findings suggest that, in the context of millennial employees, more personalized and flexible motivational factors may be more effective in influencing job satisfaction. As a result, management should consider strategies that combine organizational culture with individual approaches, such as providing work autonomy, career development opportunities, and performance-based recognition.

CONCLUSION

This study aims to analyze the influence of job placement, transformational leadership, and organizational culture on the job satisfaction of millennial employees at Griya Persada University, with work motivation as a mediating variable. Based on the analysis, it can be concluded that transformational leadership and organizational culture have a positive and significant influence on millennial employee job satisfaction. Job placement, although not directly influencing job satisfaction, has been shown to have a significant indirect influence through work motivation. Furthermore, work motivation also acts as a mediator, strengthening the relationship between the independent variables and job satisfaction. The implication of this study's findings is the importance of inspirational, transformational leadership and an inclusive organizational culture in improving millennial employee job satisfaction. Organizations, particularly Griya Persada University, need to consider implementing a leadership style that supports individual development and fosters better communication between employees. An open, flexible organizational culture that values individual contributions is also crucial for creating a productive work environment and increasing employee satisfaction. Furthermore, although job placement does not directly impact job satisfaction, it is important for organizations to ensure that employees are placed according to their skills and interests, as this influences their level of work motivation, which in turn will increase their job satisfaction. Practically, the results of this study can guide the management of Griya Persada University in designing more effective human resource management strategies that align with the needs and expectations of millennial employees. This research is also expected to contribute to the development of policies at universities that better support millennials, with a focus on increasing motivation and job satisfaction through transformational leadership and a more adaptive organizational culture.

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