

**Recover Together, Recover Stronger:  
Challenges and Opportunities Toward Sustainable Digital Economy**

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**SCBTII 2022**

**“RECOVER TOGETHER, RECOVER STRONGER: CHALLENGES AND OPPORTUNITIES TOWARD SUSTAINABLE DIGITAL ECONOMY”**

Economic growth is expected to slow down in various developed and developing countries as the Covid-19 epidemic spreads, owing to the decline of globalization and the rise of digitalization and financial risk. To deal with the global economic slowdown and to address different economic issues, the government of Indonesia implemented an economic transformation agenda. At the same time, the business sector must be able to develop a long-term competitive edge. Companies must seek a long-term competitive edge by synergizing management capabilities, technological competence, and innovation strategies to respond to external trends and events.

Sustainable Collaboration in Business, Information and Innovation (SCBTII) 2022 is an international conference that brings together academics, professionals, entrepreneurs, researchers, learners, and other associated groups from all over the world that is interested in theories, as well as practices in the field of the digital economy for global competitiveness.

With the Theme: “Recover Together, Recover Stronger: Challenges and Opportunities Toward Sustainable Digital Economy”, we are pleased to announce that His Excellency Erick Thohir (Minister of State-Owned Enterprises Republic of Indonesia) and distinguished colleagues Prof. Hussain Rammal (The University of Adelaide – Australia), Prof. Hitoshi Mitomo (Waseda University – Japan), Dr. Tan Cheng Ling (Universiti Sains Malaysia ), Dr. Krishnadas Nanath (Middlesex University – Dubai) and Dr. Andry Alamsyah (Telkom University, Indonesia) will be speaking at the conference as keynote speakers.

This conference provides opportunities for both presenters and participants to exchange new ideas and experiences, build research relationships, and find global partners for future collaboration in order to successfully and effectively respond to social and technological development challenges.

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## **PREFACE**

Economic growth is expected to slow down in various developed and developing countries as the Covid-19 epidemic spreads, owing to the decline of globalization and the rise of digitalization and financial risk. To deal with the global economic slowdown and to address different economic issues, the government of Indonesia implemented an economic transformation agenda. At the same time, the business sector must be able to develop a long-term competitive edge. In other words, companies must seek a long-term competitive edge by synergizing management capabilities, technological competence, and innovation strategies to respond to external trends and events.

Sustainable Collaboration in Business, Information and Innovation (SCBTII) 2022 is an international conference that brings together academics, professionals, entrepreneurs, researchers, learners, and other associated groups from all over the world interested in theories, as well as practices in the field of the digital economy for global competitiveness.

The theme of SCBTII 2022 is: "Recover Together, Recover Stronger: Challenges and Opportunities Toward Sustainable Digital Economy", which was attended by Mrs. Loto Srinaita Ginting, Special Advisor on Finance and SME Development, Ministry of State-Owned Enterprises of the Republic of Indonesia and distinguished colleagues as the speakers.

This conference has provided opportunities for presenters and participants to exchange new ideas and experiences, build research relationships, and find global partners for future collaboration successfully and effectively respond to social and technological development challenges. Thank you very much to the respected presenters and all the participants of SCBTII 2022. Please participate again in SCBTII next year.

Yuhana Astuti, S.Si.,S.E., M.T., M.Agr., Ph.D

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**Sustainable Collaboration in Business, Technology, Information and Innovation**  
SCBTII 2022: “Recover Together, Recover Stronger: Challenges and Opportunities Toward Sustainable Digital Economy”

**13<sup>th</sup> SCBTII 2022**

**Telkom University**

**SUSTAINABLE COLLABORATION IN BUSINESS, TECHNOLOGY, INFORMATION AND INNOVATION**

**27<sup>TH</sup> JULY 2022**

**KEYNOTE SPEAKER**

**PANEL DISCUSSION SPEAKERS**

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**Theme :**  
**“Recover Together, Recover Stronger:  
Challenges and Opportunities Toward Sustainable Digital Economy”**

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## **TOPICS OF CALL FOR PAPERS**

### **Digital-Based Management**

Big Data and Data Sciences  
Data Mining  
E-Business  
E-Government  
E-Governance  
Internet of Things  
ICT for Society  
Human Computer Interaction  
Operations and Quality Management  
Performance Management  
Green Marketing  
Consumer Behavior

### **Strategy, Entrepreneurship, Economics**

Economics and Policy Studies  
Start Up and Small Business Development  
Human Capital and Talent Development  
Knowledge Management  
Strategic Management and Decision Making  
Innovation Management

### **Finance and Corporate Governance**

Corporate Finance  
Capital Market and Investment  
Financial Technology  
Market Discipline  
Behavioural Finance  
International Finance  
Risk Management  
Market Microstructure  
Business Ethics  
Corporate Social Responsibility Sustainability  
Islamic Finance

### **Accounting**

Financial Accounting  
Accounting Information System  
Managerial Accounting  
Capital Market  
Public Sector Accounting  
Islamic Accounting in banking  
Social Accounting

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## Core Values AKHLAK BUMN On Millennial Generation Job Satisfactions

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### Abstract

*The purpose of this study was to analyze the implementation of the performance of the Melenia generation of BUMN as for the five aspects of the AKHLAK Model. which stands for Amanah, Competent, Harmonious, Loyal, Adaptive, Collaborative, as protection of Core Values and Core Purpose change operating practices, specific goals and strategic BUMN solutions describe how to Accelerate Culture Transformation, and five aspects of job satisfaction, namely the work itself, work wage income, Careers, Bosses, Colleagues, while the characteristics of the millennial generation have three components: Intentions, Personality and Needs. Melania's generalization expectations of performance become a Beilef Brand, Moral Model, Characteristics of the Millennial Generation and job satisfaction. This research uses a descriptive qualitative approach. go directly to the field, act as observers with content analysis, data collection techniques with structured interviews and FGDs involving 5 participants with age criteria and part of the field of work in the millennial generation from 1980-2002 the subject of the research object is millennial generation employees in state-owned companies. From the results of the research, there are several new discoveries regarding the Implementation of the Moral Belief Brand Model which can be concluded in the aspect of Amanah. Lack of fulfillment of promises and commitments, lack of responsibility for task decisions and actions that do not pay attention to moral and ethical values. Competent aspects of the millennial generation are able to increase self-competence in challenges and changes, lack of helping others to learn. Able to complete the task well. The Harmonious Aspect of the millennial generation really respects other people's backgrounds and can build a conducive work environment. The Loyal aspect of the Melenia Generation does not pay attention to the good name of the Company, does not want to sacrifice for the company to obey the leadership if there is a need. The Adaptive Aspects of the Melenia Generation are in working quickly to adapt, continuing to make improvements following technological developments, in working proactively. Harmonious aspects of the normal millennial generation provide opportunities for colleagues to complete work, are open to working together to produce added value, and can utilize resources for common goals. The research resulted in new discoveries related to the moral belife brand as well as from several characteristics of the millennial generation in the aspect of job satisfaction and it was found that participants showed characteristics that were more concerned with material work values, and work experience had an individual nature of narcissism requiring clear superior direction. Job satisfaction The millennial generation tends to work to complete their own tasks and is not optimal. The level of effort carried out is easily disappointed and avoids risk. lack of work synergy and organizational support. Lack of understanding of the responsibilities of the bureaucracy is felt to be long and hampering.*

*Keywords— Corporate Values AKHLAK Model; Millennial Generation; Job Satisfaction*



## I. INTRODUCTION

The more advanced the development of the world of technology and information, the industrial revolution 4.0 and also the era of society 5.0 the more complex the way to run a business in this era. The way to manage a good and efficient company today is clearly different from the conventional way. This era full of challenges is also known as the VUCA era, an acronym consisting of:

- a. *Volatility*. Regarding things like about two mobile phone brands: Nokia and Blackberry. With the development of technological advances, mobile phones have turned into smartphones. A very drastic change that the two brands failed to follow its development and finally failed to compete and were evicted from the smartphone industry.
- b. *Uncertainty*. No stranger to mobile banking, with the decreasing frequency of customers visiting ATM machines that have been provided by banks. Currently, almost all transaction needs can be completed with a smartphone without knowing the place and time
- c. *Complexity*. Regarding the Go-Jek company, what type of company is it, it's very abstract, I'm sure it will be confusing to answer. neither a bank nor a transportation provider.
- d. *Ambiguity* (ketidakjelasan). Go-Jek's example is a testament to how complex and ambiguous the company is. able to carry out various functions able to compete to be better than the best. With the arrival of the Covid-19 pandemic as well as being one of the actors, the VUCA era is coming faster.(Agustian, 2020)

About how BUMN prepare themselves to face the VUCA era with all its challenges. Can BUMN survive and survive until 2045 when the country is 100 years old? In the midst of a very severe storm, limited vision of the future, requires two very fundamental things. Namely compass and anchor. The compass as the north star helps determine direction, and the anchor is a tool to prevent the ship from being swallowed up storm. In BUMN, the compass is the vision and mission of the BUMN, while the anchor is the core values of AKHLAK. (Agustian, 2020) State-Owned Enterprises (BUMN) have a role as agents to meet the government's needs for independence, prosperity, sustainability, equity, and control the livelihoods of Indonesian citizens. The hope is that BUMN can be managed as accountable professionals. This is a joint commitment as a business entity, which is required to be able to provide added economic value in the form of tax dividends and economy in promoting national development. With the issuance of the Circular Letter of the Minister of State-Owned Enterprises of the Republic of Indonesia Number: SE-7/MBU/07/2020 dated July 1, 2020 concerning the Core Values of Human Resources of State-Owned Enterprises that every State-Owned Enterprise is obliged to implement The Core Values of Human Resources of State-Owned Enterprises as Corporate Culture are the basis for forming the character of human resources within the State-Owned Enterprises, Subsidiaries, and Consolidated Affiliated Companies. become the basic symbol of BUMN behavior. (KataData.com, 2022).

The ministry officially replaced the Core value on July 1, 2020. It is not just an image, it is a form of BUMN transformation. The modern visual core values created by the Ministry of BUMN are part of the commitment to involve millennial generation employees to become good mentors as well as emphasize the BUMN moral values at every step of the BUMN. The strategic role of BUMN in the progress of the nation, the welfare of the people makes this sector very vulnerable to political practices. (KataData.com, 2022). Therefore, the loyalty and credibility of human resources is the key to realizing the function of BUMN. Many employees or even BUMN officials go to prison just because they are related to corruption, collusion and nepotism, this is proof that so far human resources in BUMN have not prioritized morality. Core values Morals as the basis for welcoming the future in 2030 - 2040 Indonesia is predicted to experience a geographical bonus, namely the number of productive age population aged 15 years -64 years more than productive age population under 15 years and above 64 years. in this period the productive age population is predicted to reach 64% of the total population, projected at 297 million people, the maximum benefit of abundant productive age human resources must be balanced with improving the quality of human resources in terms of education and competence, including its relation to morals at work. (Kusnandar, 2021) The Ministry of BUMN established a transparent Talent management system. In terms of occupying a position that has qualified and innovative performance, he is the one who has the right to occupy the position. BUMN in recruiting millennial talent, human resources. Good corporate actions will lead to a reputation and good name as fuel for the organization to remain sustainable and competitively superior. (KataData.com, 2022). In emphasizing human resources, SOEs cultivate an innovative work climate in order to create business opportunities that can make business breakthroughs in the era of the Industrial Revolution 4.0 and also the future era of society 5.0 in order to produce individuals who are capable of competitive competence. (Maulamin et al., 2021). BUMN adapt to changes in managing human resources that can make it easier for BUMN

to produce competent talent in the face of changes in business models in the future that are real to face changes, prepare various future readiness human resource developments to face changes in management, business models. (B. E. Becker & Huselid, 2006)

Core values AKHLAK is the core of the company so that it becomes the mindset that is reflected in all company activities in the belief that the Brand is a connector for other Brand elements. although sometimes abstract, the existence of brand beliefs can inspire internal companies to communicate with employees and the market. (Clifton & Harter, 2019). Every company puts Brand's belief in a company slogan or tagline. on the practice of Brand beliefs can be reflected directly in the behavior of the Company and employees that are constant and long term. (Baumgarth, 2010)

Core Values AKHLAK are usually applied to human resources, which are company assets that are the main source of the company in carrying out its functions. Thus the company is able to manage and maintain optimally owned human resources in order to achieve company success. (Jim Collins, 2020). Managing and maintaining human resources can be done by considering job satisfaction. Human resources themselves. Job satisfaction is an attitude and role related to aspects of work. Human resources are currently filled with workers in the millennial generation group and Generation Z is defined by (Buzza, 2017) generation born from 1980 to 2002 (Sparks Coburn & J. Hall, 2014) it is recorded that the millennial generation population in Indonesia reaches 34%, meaning that one third of Indonesia's population is the millennial generation at the age of the millennial generation, the most productive age. (Ozcelik, 2015) based on the fact that the millennial generation has a lower level of job satisfaction than the older generation touring. (Rony, 2019) study or Davinsi payment also uses the same thing, many millennials feel the lack of job satisfaction is not appreciated at work. (Schroth, 2019). Job satisfaction is determined based on individual criteria and job characteristics. This is revealed in the individual characteristics of the work situation that determine a person's assessment of what should be in the job. Job characteristics have not been a determinant of the millennial generation's expectations for their future work, the working millennial generation is more willing to get big profits from future jobs than their previous jobs. In addition, the millennial generation refers to evaluating the experiences experienced by the millennial generation. (Madara et al., 2018) said that the millennial generation's expectations for work are influenced by the group that is used as a reference regarding the type of work and its appropriate conditions. Individual characteristic factors consist of behavioral values, personality traits and needs, values are individual beliefs in right and wrong behavior in work goals to be achieved and undesirable. (Papavasileiou & Lyons, 2015). Personality traits such as prominent self-esteem, aspirations as a reference for millennial generation job satisfaction. Self-esteem as a value assumes the extent to which the millennial generation is able to fulfill the requirements for carrying out tasks at work. Needs are everything that is needed to obtain prosperity. (Naim & Lenkla, 2016) Needs are important because individuals will want more work factors which are tools to meet needs in work, the need for awards can be met by various factors, one of which is recognition. (Nachiappan et al., 2014) represent importance in job satisfaction. Millennial generation employees have high job satisfaction and are good at achieving the goals and objectives set by the company. (Childs et al., 2015)

With good job satisfaction owned by millennial generation employees, it is hoped that organizational goals can be achieved. Aspects of the concept of employee job satisfaction is the result of a synergy of a number of factors, namely: (1) The work factor itself (Work itself) This satisfaction can be achieved when the work of the Millennial generation is in accordance with the interests and abilities of the employees themselves. (2) Pay Factor Where the Millennial generation feels that the salary or wages they receive are in accordance with their workload and balanced with other employees who have the same tenure and rank level. (3) Promotion Opportunities Factors Opportunities owned by the Millennial generation to increase their position in the organizational structure. 4) Supervision Factor Millennials feel they have a superior who is able to provide technical assistance and motivation 5) Factors Coworkers Millennials are satisfied with their coworkers who are able to provide technical assistance and social encouragement. (García et al., 2019b).

The character of the millennial generation brings knowledge on aspects of work to become a criterion for job satisfaction for the millennial generation. This study will explore how the core values of the AKHLAK model. The character of the millennial generation and job satisfaction criteria. There are several previous studies related to the problem of this research, namely the performance of the millennial generation, previous research by. (Jang & Juliana, 2020) performance on millennial generation loyalty, using descriptive and verification methods. Research conducted by. (Kriswinahyu, 2020) which focuses on the influence of Generation Y organizational culture and performance on OCB (*Organizations Citizenship Behavior*). Researcher by (García et al., 2019a) the influence of organizational support commitment and performance as a factor in the work of the millennial

generation. Research by (Schwatka et al., 2020) performance factors in generation Y jobs at Bank BCA. (Sparks Coburn & J. Hall, 2014) on the contribution to the level of performance how satisfied millennials are at work. (Pintaningdyah, 2017) also tries to uncover the effect of performance on millennials in Thailand. (Khadijah, 2019) Millennial generation performance in Malaysian multinational companies. (Noermijati et al., 2020) the influence of the performance of the millennial generation in Colombia. (Kim & Choi, 2018) the company's hallmark on performance and commitment by the millennial generation. (Ling et al., 2018) the perceived performance of the millennial generation in the nursing field. Based on several studies above, the performance of the millennial generation can be influenced by several factors at the level of maturity. The research above uses a lot of quantitative research methods to test the effect of some of the literature reviews above, there are several updates that can be done in this research to explore and assemble the implementation of the core values of the AKHLAK Model, the job satisfaction criteria itself in the millennial generation where previous research has proven more factors that influence job satisfaction for the millennial generation. Based on the novelty, the researcher is interested in exploring the implementation of the core values of BUMN AKHLAK. Characteristics and criteria as a measure of millennial generation job satisfaction. With the implementation of BUMN AKHLAK and certain characteristics in the millennial generation. The novelty of this research will use a qualitative methodology with the object and subject of millennial generation workers in BUMN. Collecting research data using semi-structural interviews and FGD. The method used is research data analysis in the form of qualitative content analysis analyzing data in the form of text and clarified in certain categories with job satisfaction criteria in research focusing on job satisfaction aspects related to the core values of the AKHLAK Model in BUMN.

## II. LITERATURE REVIEW

### A. AKHLAK BUMN

AKHLAK become the basis for a successful achievement of the BUMN design to establish a world-class reputation. The reputation of BUMN companies is very important to achieve. Moreover, President Jokowi gave the mandate so that BUMN have a good reputation in the eyes of national and international. Borrowing a management science approach, (B. Becker & Gerhart, 1996) that the formation of strategies for success begins with human resources (*resource*), (*action*), and (*intent*). In this case reputation becomes the goal (*intent*) the creation of a good organizational process (*action*), begins from AKHLAK (*resource*). A simple strategy formation is arranged in BUMN Indonesia, specifically BUMN, lots of smart and great people. But smart and great is not enough. Because capability alone is not enough. Capabilities must be in line with competence as the basis is behavior, this is where morality is the basis of competence. (*core competency*) must be owned by all employees of the millennial generation BUMN. *Core competency* coated *core capability* namely talent, intellectual can form a strong foundation based on human resources. (Marcus Buckingham & Curt Coffman, 2021) Human resources are the main key for organizations to achieve competitive advantage. With AKHLAK good millennial generation employees BUMN starting from the highest level to the lowest level, becomes a driving factor for good corporate behavior.

Loyalty and credibility of Human Resources (HR) as the key to realizing the function of BUMN. There are already many employees or even officials BUMN went to prison for corruption, collusion and nepotism (KKN). The practice of 'deposit' in BUMN, to the existence of a 'facilitator' in carrying out various projects. This is proof that human resources in BUMN have not prioritized morals. Now, BUMN are internalizing core values AKHLAK in all state-owned companies, all subsidiaries and even consolidated affiliated companies. Core values or new culture

AKHLAK it is an acronym for: Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif. process of finding AKHLAK also carried out by conducting an inventory of all core values owned by 108 companies BUMN (Agustian, 2020)

The results of research on all of these core values, SOEs found that in fact the core values were different. Sometimes a company calls it trust, while in other companies it calls it trust or honest, all that really is Amanah. One company calls it professional, another company calls it excellent, superior, smart, all of which means competent. what is the belief that if all employees BUMN work with good morals then BUMN will be able to make an optimal contribution to the nation with a good image, it fits if it is used as an acronym for core values

AKHLAK.

- a. Amanah: Hold fast to the trust given
- b. Kompeten: have the ability to work, always learn in developing capabilities
- c. Harmonis: Harmony, caring for each other and respecting differences
- d. Loyal: Dedicated and prioritizing the interests of the nation and state
- e. Adaptif: Continue to innovate, enthusiastic in moving, facing change
- f. Kolaboratif: Building a synergistic collaboration. (Maulamin et al., 2021)

#### The Character of the Millennial Generation Raises Expectations on Job Satisfaction Aspects

The term millennial was first defined by Howel when a child was born in 1982 entering preschool (Sparks Coburn & J. Hall, 2014). Merriam Webster, Millennial is a term derived from the word millennium, which is the period of a thousand years or people born between the 1980s and 1990s. millennial generation born between 1982 and 2002 (Ertas, 2015) sources about the year of the millennial generation there are differences between them, but it can be concluded that the millennial generation is the generation born from 1982 to 2002. The millennial generation is often also called generation Y which is an abbreviation in English, namely "youth"(Schroth, 2019)

The millennial generation is a generation that was born together with technological developments with different characteristics compared to other generations. The characteristics of the millennial generation can be explained through their values, personality traits and needs, (Childs et al., 2015) The millennial generation has values that are believed to be guidelines for behavior, values that are believed to focus on values that are important for the millennial generation in the workplace. The values in the workplace that are believed by the millennial generation are material ones such as wages, status, promotions and benefits as work priorities (Buzza, 2017) The millennial generation considers free time more important outside of work, compared to other generations (Madara et al., 2018). Overall, the millennial generation is more concerned with material things in their work. The millennial generation has inherent personality traits that distinguish it from other generations, namely individualism and narcissism (Naim & Lenkla, 2016) explaining the individualism of the millennial generation makes him focus on the rights of his own desires. There is an advantage with the individualism of the millennial generation, namely in treating others individually, it does not involve racial or gender actions in socializing (Andrade & Westover, 2018). Millennials' narcissism makes you feel special. Narcissism has a bad side, which is a lack of soft skills needed to work in organizations. Millennials tend to criticize with anger and blame others for failure (Clifton & Harter, 2019). as with individualists, narcissism also has the advantage that it makes them feel confident, visionary and friendly meaning this trait will fit when made a leader (Clifton & Harter, 2019; Nabyła, 2016)2012). In addition to their values and personality traits, the characteristics of the millennial generation have a need for feedback from superiors (Muliawati, Triyana & Frianto, 2020). In the workplace, the millennial generation really needs feedback and wants to be given clear directions in solving problems and tasks. Millennials are used to giving feedback, so that the millennial generation thinks that their boss or supervisor at work will act dynamically. evaluation to improve performance (Rony, 2019), Millennials need good feedback more than being negative. Millennials are afraid that this will affect their self-esteem (Madara et al., 2018)., The millennial generation needs certainty in the work structure and direction, always directed to seek approval and reinforcement, so that in the workplace it can lead to a tendency to always seek direction and guidance from superiors. These characteristics raise the millennial generation's expectations for their work. These expectations are considered unrealistic and disproportionate to their abilities and skills (Andrade & Westover, 2018). The study assessed that these expectations were acceptable and quite realistic.

The millennial generation has certain characteristics that can lead to expectations in the world of work, including job satisfaction. Expectations are individual beliefs and beliefs regarding things that should happen in certain conditions (Schroth, 2019) Parents of the millennial generation treat and educate with a culture that is easy and instant so that certain characteristics can be attached to the millennial generation from the beginning of life, the millennial generation is treated special, spoiled and even doesn't get rejected, banned by parents, teachers or adults (Madara et al., 2018). It forms their seemingly limitless self-esteem (Nur khotimah 2020). too selfish (Childs et al., 2015) Traits such as high self-esteem and narcissism can lead to higher expectations at work (Sparks Coburn & J. Hall, 2014) During the growth period of the millennial generation observing the values applied by parents when working, the Baby Boomers Generation applies the importance of Loyalty, commitment at work in the hope of obtaining success, the millennial generation observes what the Baby Boomers generation applies as parents in their work (Salim, 2021) This value is also important in implementing the expectations of the millennial generation.

The millennial generation has expectations in the world of work, the millennial generation's expectations are considered too high and unrealistic because of the imbalance between abilities and expectations of their own abilities. (Papavasileiou & Lyons, 2015). Having high expectations in work that makes the millennial generation want to always look for jobs that can provide everything they want such as flexibility, high wages, get promoted in a short time (Salim, 2021). The millennial generation wants a promotion within a short period of about 15 months after entering work (Childs et al., 2015). The millennial generation expects to have good bosses who are able to communicate openly and positively (Khadijah, 2019). The millennial generation wants to have a variety of challenging and flexible tasks. And given the freedom to complete the work (Salim, 2021). Although the millennial generation is known to have high expectations on work, it is possible that the millennial generation has realistic expectations, revealing that the millennial generation has realistic expectations of wages when work is the first thing. Expectations that are based on important aspects of work related to job satisfaction, promotions, leadership, work wages, co-workers and the nature of the work itself, thus the expectations expressed by the millennial generation can be used as a series of millennial generation job satisfaction criteria. (Schroth, 2019).

*B. Job Satisfaction*

Job Satisfaction is a positive assessment of the work and work experience that a person feels. Job satisfaction in this study, measured using the following dimensions:

- a. Work itself (Work itself) Millennials assume job satisfaction can be achieved if the work is in accordance with the interests and abilities itself.
- b. Rewards (Pay) Millennials feel that the salary or wages they receive are in accordance with the burden
- c. work and balanced with the same period of work and rank level
- d. Promotion Opportunities The Millennial generation has the opportunity to increase their position in the organizational structure
- e. Supervision Millennials want to have a superior who is able to provide technical assistance and motivation.
- f. Millennial Generation Coworkers are satisfied with their coworkers who are able to provide technical assistance and social encouragement. (Jang & Juliana, 2020)

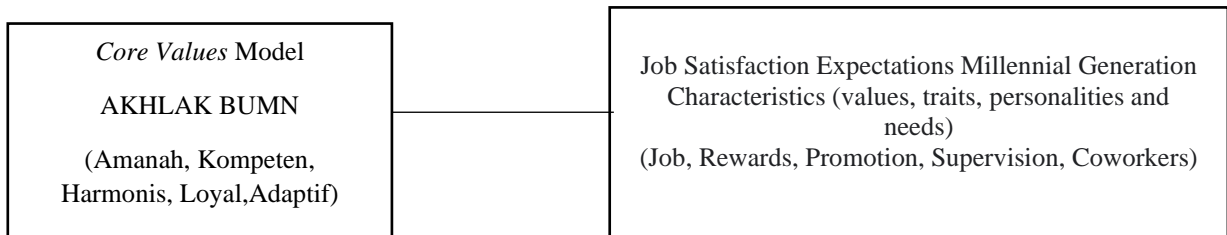


Fig 1.

III. RESEARCH METHODOLOGY

In this study, the author uses the constructivism paradigm, "The constructivism paradigm is based on general thoughts about theory" (Creswell, 2013) Theories produced by researchers and constructivist theories are based on non-objective ideas and are constructed through a process of interaction between groups, communities and cultures. indicators as the basis for conducting research. The approach used in this study is a qualitative approach chosen because it is in accordance with the paradigm and problems chosen by the author. Qualitative research is research that examines quality, activities, situations, or materials with a strong emphasis on thorough descriptions in describing the details of everything that happens in a particular activity or situation.(Creswell, 2013)

As a social science research method that collects and analyzes data in the form of words (oral and written) human actions. (Creswell, 2013) The author does not attempt to calculate or quantify the qualitative data that has been obtained, thus does not analyze the figures. The method used is a descriptive qualitative approach. Research goes directly to the field, acting as an observer. This research is descriptive by describing and making a description of the Implementation of the AKHLAK Model Model. Characteristics and job satisfaction of the millennial generation of BUMN. The subject and object of the research is a millennial generation employee who is actively working at the working age of 25-35 years correspondent 5 millennial generation employees. In accordance with the purpose of writing this research, namely to modify the implementation of the AKHLAK Model on the job

satisfaction of the millennial generation of BUMN. Meanwhile, the object in this study is the Ministry of BUMN. Data collection techniques used interviews and FGDs, both using Zoom and online. Test the validity of the data in qualitative research includes testing, credibility, transferability, dependability, and confirmability (Creswell, 2013) Triangulation processing method.) says triangulation in credibility testing is checking data from various sources at various times. source triangulation, data collection technique triangulation, and time engulfed Source, Technique and Time. (Creswell, 2013).

#### IV. RESULTS / FINDING

##### A. *Literature Study Result*

###### 1. *Core Values Model AKHLAK BUMN Amanah*

For the millennial generation of BUMN, it is difficult to do in their daily work habits, they feel that trust is important for their future progress, which must enter into their thoughts and work behavior as integrity, sincerity, consistency, and trustworthiness. The millennial generation of BUMN in fulfilling promises and commitments is very important. The millennial generation of BUMN does not want a bad reputation for fear of not being trusted, but in reality it is sometimes difficult to do this in the world of work. Likewise in being responsible for tasks, decisions, and actions taken such as arriving late to the office, working half-heartedly and prioritizing the pay, not completing assignments on time do not carry out the direction of the leadership, as a result the targets achieved are below expectations. The millennial generation adheres to moral and ethical values, sometimes the millennial generation likes to mumble when working, working with only "sincere" intentions, aka the goal is full, often baper in the office usually due to dating, and other problems outside of work in developing themselves very much. both because of the amount of information and knowledge that is easily available today. When building good relationships with other people, they interact very quickly online but in a direct manner it is still lacking and rigid, millennials are always dissatisfied with what they get at work. Always accept new things or challenges, work with variations, don't want to do the same thing.

###### 2. *Kompeten*

The millennial generation understands in increasing self-competence to answer the ever-changing challenges in every job, as in helping others learn is still lacking because of individualism in work but they have the belief that helping others can be a source of additional income, and assumes the people being taught have not of course become rivals, maybe even become partners. They sometimes complete tasks with good quality depending on their quality or mood, There will be a point when they feel very bored with the current life which results in a lack of performance shown at work.

###### 3. *Harmonis*

The millennial generation in terms of harmony at work is often perceived which results in misinformation, that's natural. Because the name one organization can happen, but if there is a problem they try and are less able to solve the problem. In work rights, when you get a job outside of your daily work, it still gives a negative impression. resulting in conflict disputes, this is the most common. The millennial generation respects other people's backgrounds and does not compare everyone in the work environment.

###### 4. *Loyal*

The millennial generation in work related to the value of Loyalty they can maintain the good name of fellow employees, leaders, BUMN, and the State but in everyday work Employees never want to have an opinion, do not dare to say agree or disagree. Obedient only when seen. Does not respect office rules. Not liking and loving his work, willingness to make sacrifices to achieve a bigger goal is still lacking because it is an individual who puts his own interests first, especially the interests of the needs of daily life. They are very relatively obedient to the leader as long as it does not conflict with law and ethics. The millennial generation likes leaders who are able to motivate and inspire employees, Give sincere appreciation and praise, which means making others feel important to be honest and have integrity, dare to admit mistakes, and really listen and respect opinions. Listening with the ear and listening with the heart are different, when listening with the heart, then you really empathize.

5. *Adaptif*

For the Adaptive millennial generation, namely Innovation, Enthusiasm for change, and Proactive the millennial generation in working Quickly adapting to be better (do not think satisfied but always try to be better). The millennial generation at work can continuously make improvements following technological developments, and act proactively. But they fail to understand the change and its implications. Melanian generation has tolerance for change

6. *Kolaboratif*.

The millennial generation in terms of collaboration, namely the willingness to work together and synergize for better results, is less felt due to its individualistic nature. Plus the behavior. Millennials at work Provide opportunities for all parties to contribute, Open in working together to generate added value. They can drive the use of various resources for a common goal. In working together, you don't see someone's background.

B. *Job Satisfactions*

The work factor itself for employees of the millennial generation of BUMN, the quality of work that has expertise in the IT field is important, due to the demands of a job completion system using IT based. The millennial generation is able to complete their tasks. The millennial generation in responding to their main duties and responsibilities, still lacks understanding so that in completing work assignments they become less professional, which results in maladministration and obstacles in completing work. For them, there is no systematic socialization with integrity in order to provide an understanding of the importance of organizational values and how to implement them in their daily work behavior. The millennial generation is still individualistic in their work.

The millennial generation does not understand or do not master the existing tupoksi related to their work, on the other hand there is also a millennial generation who has the habit of procrastinating work, there is still a lack of personal awareness to discipline and complete work effectively and efficiently. The millennial generation's low work motivation is caused by the need to increase welfare and refers to wages. The millennial generation in accelerating the completion of work assignments is still lacking due to their seriousness in working at will. Due to the lack of accountability and transparency in job descriptions between fields and daily work responsibilities, they still do what they like in their job duties. The millennial generation in terms of working time and attendance is often late in arriving so that the working hours are erratic, sometimes they come home late at night to complete their work assignments. In terms of the work system that. too complicated and takes a long time millennials are very selective in choosing a job and usually they avoid and choose jobs that are interesting, new and have challenges. In the work of the millennial generation, it is still not systemized according to the applicable rules, they move what is in front of them and are accepted, so that's what they do first, resulting in the system at work being slow to complete a complete job.

The millennial generation can adjust the main tasks of the organization, but in the main tasks of their work they work individually, because the millennial generation or the main tasks of the organization want to advance the organization. The millennial generation at work and their satisfaction feels the lack of coordination meetings and continuous work evaluations, so it is natural that their work responsibilities in personal work take precedence over work in the form of teams or organizational fields. The millennial generation in the job description of their respective job responsibilities already has a list of jobs according to their job achievements, as well as the connection between working the millennial generation working alone and individually, lack of togetherness. Melania generation in working individually, so that individuals work less optimally in this regard and become selfish in their own work. The millennial generation often makes mistakes in work contracts so that it affects the volume of work weight, for the millennial generation there are new and challenging jobs that they immediately take without thinking about the length of the impact. They tend to take risks when decisions are short on time which is their authority, in job satisfaction there is still overlapping of responsibilities and unclear instructions so that there is still behavior to avoid duties and responsibilities at work, the millennial generation assumes that all jobs must have risks for them. It's a normal thing, so that when they work and are still not firm enough, they take decisions or policies every time that hinders the target work that should be accomplished.

The millennial generation in their burdens and responsibilities, if there are activities in their unit or field, they usually look for safety and avoid risks. They prefer jobs that match their hearts or preferences and also new challenging jobs with new risks of responsibilities that are still not described. The millennial generation assumes that because work activities have been carried out in accordance with SOP and job descriptions and so they already

know what the risks will be and what needs to be done is to manage these risks, which will be accepted by the team, the field group, not their individual. on the importance of values that support work culture and lack of responsibility for the main tasks and functions. Their lack of understanding of this causes each individual to have unclear duties and responsibilities because the melianial generation lacks an understanding of organizational values, so that the melianial generation in interpreting the soul of the Corps has not been maximized, resulting in not feeling like they have the soul of the BUMN. the responsibility of the melianial generation is still the lack of comprehensive personal socialization about the value of BUMN and the lack of awareness of the millennial generation towards the concern of BUMN organizations. For the millennial generation, although socialization has been carried out and in textbooks, there are already clear guidebooks distributed to them, but in implementation it cannot be fully implemented because there is no understanding or lack of ability to carry out things that have become the provisions of applicable regulations and also carrying out herring activities have been carried out by the leadership every morning. The current condition of the melianial generation is required to work multitalented, have high integrity, master information.

However, implementation in organizations often lacks Human Resources even though BUMN are built based on prototypes based on decisions issued on the basis of government law. Therefore, as a logical consequence of the millennial generation, one of them is to provide support for making commitments and work achievement targets. Related the workplace for the melianial generation is too far from where they live, and even having to be separated from their family results in often being late for office attendance as well as problems with focusing at work. The millennial generation considers that their work is often delayed because the tasks given overlap due to lack of human resources, there are still many additional tasks and protocol activities so that the main tasks are disrupted. And for work attendance, be present at the time of entering working hours at 08.00 WIB. The melianial generation still lacks personal and non-organizational awareness to complete work effectively and efficiently, in group work it is still not dynamic at work. In terms of work, the millennial generation is used to procrastinating even though they already have a motto AKHLAK.

Rewards for Employees The millennial generation of BUMN considers the need to improve facilities and infrastructure to support work so that they can complete their duties and responsibilities. For the millennial generation, it is considered necessary to have additional honors at all levels or work positions such as work allowances, health in order to support the smooth running of activities that have been programmed, such as in terms of providing additional honorariums and improving health services and the need to improve welfare such as work allowances, job allowances, housing, official vehicles and other facilities. Employees of the millennial generation of BUMN need an adjustment in salaries and work benefits based on the current needs index, especially for the level of staff level, in order to minimize the gap in the provision of job responsibilities that exist between staff and structural/functional officials. They consider that the reward for submitting and receiving the bureaucratic process related to additional wages or honorariums is a long and cumbersome process. Employees of the Generation of State-owned Enterprises for inadequate salaries or allowances are not evaluated in comparison to their needs, competencies and daily living needs. The millennial generation of BUMN employees in terms of assignment allowances, transportation and official travel are still lacking for transportation needs and food costs at work. All activities require a clear and adequate budget, especially for supporting facilities for the implementation of work tasks both within the city and to the region, the promotion opportunity factor. To improve health services, the necessities of life and transportation are not optimal because the infrastructure is still minimal. Budget assignment to regions already there but still not good for the cost of lodging, transportation and meals. For the level of salary and honorarium still use the old rules so that they are still outdated and not updated, no new rules have been issued. Employees of the millennial generation of BUMN, current welfare, especially office allowances, are still lacking. Employees of the millennial generation of BUMN consider that there is still a lack of welfare related to official homes, official vehicles and personnel security. The absence of official residences and transportation equipment for employees to pick up and drop, especially for those who live far from the office. Employees of the millennial generation of BUMN consider the performance allowances between structural or functional staff and officials to be very different, so this is what causes a decrease in morale and job satisfaction. Employees of the millennial generation of BUMN feel that at this time welfare is quite adequate, but for support in work, it needs addition and rejuvenation.

Employee Promotion Opportunity Factors The millennial generation of BUMN is related to career development and education, it is in accordance with the quality and quantity of work carried out by each employee, the procedures and requirements are too difficult and long. All activities require a clear and adequate budget, especially for supporting facilities for the implementation of work tasks both within the city and to the region, the promotion opportunity factor. According to the employees of the millennial generation of BUMN, there are still



employees who are placed in one position that is not in accordance with their competence. There are still many employees who are 50 and 60 years old, where current conditions require them to understand and carry out activities related to the use of technology or IT because there are still many who are ignorant of technology, which is different from the millennial generation of BUMN employees who are fluent in using technology and understand the use of technology and IT. in support of carrying out their work duties. Due to the fact that there are still employee positions that are not in accordance with the expertise possessed because taking office takes time. The old one was because finally employees who were aged 50 years and over who served as leaders both structurally and functionally. This resulted in the interest of the Millennial Generation Employees of BUMN declining because they had to wait a long time to become leadership officials due to the work process.

The millennial generation of BUMN employees in terms of careers related to education, further development facilities for career paths are determined by education because they have to carry out their level of education so they have to spend money and time to support their positions and ranks. In the career process, there is still an official who occupies his current position but does not have expertise in that field, because the position must be filled immediately so that it seems forced. Or the position is occupied by a person close to the leadership so that the job is held by an honorary or contract employee. Employees of the millennial generation of BUMN in their careers when officials place certain positions, both structural and functional, must pass several requirements. However, when carrying out many activities that do not fulfill formally related to education, on the other hand there are positions that must be filled immediately, eventually many officials whose competencies are not in accordance with the positions they occupy. The existence of vacant positions is due to the requirements. Lack of formal competency certification staff. Lack of personnel in the fields that are in accordance with their positions so that they are less able to control that, lack of understanding of duties and responsibilities and individualism factors. There is still a long time and bureaucracy to move up the career level, which is felt by the millennial BUMN employees. There is still an unequal distribution of personnel in every field and department. For employees of the millennial generation of BUMN, in terms of career, there is no position and there is still a lack of socialization about understanding how to do it in terms of career paths. In career-related work activities in terms of position determination, it has not been assessed by achievement. In the work and career path process, human resources are adequate, but there are certain positions that are vacant so that the work of the vacant position is covered by other officials so that there is a term double job.

Supervision for Employees The millennial generation of BUMN believes that there are still leaders who always dictate the work of their subordinates, they are not given the trust of their subordinates, and in their work are orders without explaining and practising, leaders are still not firm in making decisions and do not dare to reprimand their subordinates and provide sanctions both formal and informal. there are still leaders who appoint certain people to complete work that contains resilience and avoids risk responsibility in completing the work. Leaders in placing personnel positions are very subjective, not based on the competence of the person, but even for factors of closeness and friendship. For employees of the millennial generation of BUMN, there are still leaders or superiors who tend to only command and sometimes the orders are not clear, so the staff will explain and perceive it themselves. There are also leaders of discipline and responsibility as well as visionary managers. There are still leaders who do not or do not understand their duties and responsibilities so that they have a unclear vision of goals. There is still a leader, what he says is not the same as what he does. There is a leader who deserves to be made a adapila pantan who only reprimands and orders his subordinates. Employees of the millennial generation BUMN are happy to see the behavior of the leader living a simple life but not being stingy with his subordinates or members of his work team. Employees of the millennial generation of BUMN leaders already have the principle of leading by heart, even though they have high strength and power, but there are still some who still don't understand power management. Leaders in making decisions lack coordination so that the results are less than optimal and tend to have errors. There are still leaders who are afraid to make decisions to advance the organization. An employee of the millennial generation of BUMN stated that the current leader has passed the fit and proper test and assessment, there should be no more leaders who are less assertive and afraid to make decisions and avoid the risks of their work responsibilities.

The Co-Worker Factor The millennial generation of BUMN is related to co-workers, there are still employees or co-workers who take over their authority which is not their authority. The placement of employee personnel is not evenly distributed so that sometimes it hampers the harmony of teamwork and the arena of ignorance or inability to carry out their work responsibilities. There is still work that should be done in teams but is done individually in making SPM decisions, this results in less than optimal work results and tends to have errors. In colleagues, it is necessary to increase work synergy and work behavior that supports each other between all fields and departments even though each section has a different work pattern. In coworkers doing work

assignments, there is still overlapping responsibilities which are reinforced by unclear job completion directions, so that coworkers are still looking for safety and avoiding risky job responsibilities. work assignments are not completed due to the absence of coworkers for reasons of being far away and not having transportation costs to attend the office. In the case of co-workers, if there are colleagues or personnel who are passionate about innovating in their work and helping to coordinate fellow fields and departmental units in doing team work, there are still those who highlight negative things such as projects and others that generate more money for individual benefits. . At the time of determining the work program plan, budget, etc., there is a system in which work targets must be submitted together in terms of access to different fields or departments which cannot be completed directly. In carrying out the main duties of co-workers, they continue to carry out work with good teamwork so that the achievement of work is quite good and solid. In co-workers, there is inequality in human resources in the organization, resulting in inefficiency in the main tasks and work being carried out, the cause of which is the lack of human resources and the lack of competence in human resources, resulting in inequality of human resources which results in inequality in working with co-workers.

## V. CONCLUSION AND RECOMMENDATION

Based on the results of the research and discussion that have been described previously, the authors obtain the results as for some of the conclusions put forward with the core values of the BUMN AKHLAK Model, the characteristics of the millennial generation and job satisfaction are as follows:

- a. There are research findings related to the core values of BUMN AKHLAK. The value of trust for employees of the millennial generation of BUMN in fulfilling promises and commitments is considered very important because they are afraid of not being trusted with their reputation but in reality it is sometimes difficult to do at work. Likewise in being responsible for tasks, decisions, and actions taken late to the office. moral and ethical values sometimes the millennial generation in carrying out work is carried out depending on the situation and conditions at that time, the millennial generation is related Competent understands in increasing self-competence to answer the ever-changing challenges in terms of work, as in helping others learn is still lacking due to the nature of individualism in work. The millennial generation in terms of harmony at work often has perceptions that result in misinformation. Millennial generation in work related to values Millennial generation loyalty can maintain the good name of fellow employees, leaders, BUMN, and the State but in everyday work it is still lacking, because it is related to individual interests and needs. For the millennial generation Adaptive is Innovation, Enthusiasm for change, and Proactive the millennial generation in working Quickly adapting to be better. The millennial generation in terms of collaboration, namely the willingness to work together and synergize to produce better results, is less felt due to the nature of its individualism and narcissism, overconfidence, which is too high and sometimes does not match its expectations in the real world.
- b. There are research findings related to the characteristics of the millennial generation in job satisfaction. The work factor itself for employees of the millennial generation of BUMN, the quality of work that has expertise in the IT field is important, due to the demands of a job completion system using IT based. The millennial generation is able to complete their task. Rewards for Employees The millennial generation of BUMN considers the need to improve facilities and infrastructure to support work so that they can complete their duties and responsibilities. For the millennial generation, it is considered the need for additional honors at all levels or work positions such as work benefits, health in order to support the smooth running of activities. Employee Promotion Opportunity Factors The millennial generation of BUMN is related to career development and education, it is in accordance with the quality and quantity of work carried out by each employee, the procedures and requirements are too difficult and long. Supervision for Employees The millennial generation of BUMN believes that there are still leaders who always dictate the work of their subordinates, they are not given the trust of their subordinates, and in their work they are commanded without explaining and practising, leaders are still not firm in making decisions. The Co-Worker Factor The millennial generation of BUMN is related to co-workers, there are still employees or co-workers who take over their authority which is not their authority. The placement of employee personnel has not been evenly distributed so that sometimes it hampers the harmony of teamwork.

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