

# The Effect of Job Rotation, Job Characteristics and Organizational Culture on Employee Performance in Millennial Generations in Jakarta and Surroundings Area

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## ABSTRACT

The purpose of this study is to discuss and provide empirical evidence about the influence of job rotation, job characteristics and organizational culture toward performance of Millennial generation employees. Research methodology that is being used in this research is quantitative research methods by distributing questionnaires to respondents. Samples in this research are collected by using non probability sampling approach with purposive sampling. The sample in this study are employees that are categorized as Millennial generation and have been rotated in their work. The data is analyzed using descriptive statistic and multiple linear regression method with SPSS software version 20 and Microsoft Excel 2011. The result showed that job rotation has no positive and significant effect on employee performance, whereas job characteristics and organizational culture have positive and significant effect on employee performance

## Keywords

Job Rotation, Job Characteristic, Organizational Culture, Employee Performance

Article Received: 10 August 2020, Revised: 25 October 2020, Accepted: 18 November 2020

## Introduction

Millennial generation is someone who was born between 1980 and 2000 (aged 20 to 40 years (Badan Pusat Statistik, 2018). Millennial generation is also known as the generation that has the largest population compared to other generations, especially in Indonesia. This is evidenced by Bureau data, the Indonesian Central Bureau of Statistics predicts that the total population of the Millennial generation in Indonesia will reach 83 million people by 2020, this means that more Millennials will enter the world of work (Marketeers, 2019)

In terms of employment and employee recruitment, companies must be able to accept and adapt the presence of this generation in the existing work environment (Urbanhire, 2019). Where the Millennial generation has personal characteristics and motivation to work that is different from previous generations, such as a generation that is close to social media, a person with high creativity, efficiency, high passion and productive, dynamic and want to be fast paced and open minded, critical and courageous (Badan Pusat Statistik, 2018). Other characteristics of the Millennial generation are sociability, creativity, technological prowess, multitasking abilities and collective action, optimism, and resilience (Zemke *et al.* in Anitha & Aruna, 2016). According to Mendryk (2015), the Millennial generation has a high level of independence and individualism, because this generation focuses on personal success and they believe they will succeed and the Millennial generation also loves technology and its development (Puspa & Sagala, 2018).

With the increasing number of Millennial generation employees, companies must be able to update the company's work system such as creating a family-friendly work system so that employees don't feel pressured and avoid seniority, hold regular discussion forums as a means of exchanging ideas between superiors and employees, providing adequate

office facilities to support employee performance, provide bonuses periodically or carry out promotions and hold member training (MT) to increase cohesiveness between employees (Urbanhire, 2019). These changes are what the Millennial generation wants so that it triggers increased employee performance from the Millennial generation itself. Millennials are also known as a generation that likes challenges but they don't like to do monotonous work (Mnews, 2019). A job that is routine in nature and only does one thing at the same time for a long time can certainly lead to boredom that lead to the decrease of morale and enthusiasm of this generation (Wyk *et al.*, 2018), so that job rotation between sections within the division is one of the right development programs for companies to do with the aim of reducing the level of boredom which has an impact on improving employee performance in the Millennial generation (Rappler, 2017).

In addition, the Millennial generation also prefers to be given the freedom to complete tasks and get regular feedback on the results of the work they have done to be able to help them grow and develop in the company (Myorangehr, 2018) which will have an impact on increasing the performance of employees of the next generation. The. An understanding of the duties, responsibilities, variations in the skills of each employee and how the feedback obtained by employees from their superiors can be used as a measuring tool to improve the performance of Millennial employees in a company (Evelyne *et al.*, 2018).

Beside job rotation and job characteristics, the Millennial generation also matches the company culture with the individual, where in working for the Millennial generation, the company requires companies to be able to explain the vision the company wants to achieve so that the Millennial generation can provide new ideas that can make a difference for companies (Technasia, 2017). If a company has a strong

organizational learning level, it will motivate employees to be able to improve their performance in a better direction. Apart from being able to motivate, organizational culture can also determine how a company carries out its business activities which can affect the mindset of employees at work and make business decisions within the company (Nasution *et al.*, 2018). Thus, organizational learning can also affect improving the performance of Millennial employees.

From several previous studies that have conducted research on employee performance, such as the study of Hormati (2016) which examined the influence of organizational culture and work rotation on work motivation and employee performance, research by Manopo *et al.* (2018) which examined the effect of work rotation, work ethic and work characteristics on employee performance, research by Jocom *et al.* (2017) which examined the effect of work rotation and training on employee performance, research by Sugianto *et al.* (2018) who examined the effect of job characteristics on job satisfaction and employee performance and research by Dahie *et al.* (2016) who examined the influence of organizational learning on employee performance. From several previous studies that have been mentioned above, research has not been found that combines job rotation, job characteristics and organizational culture variables, and there are not many journals that focus on Millennials as research subjects. The results of this study are expected to help companies, especially the human resources (HR) department, in order to make appropriate managerial decisions in optimizing the performance of Millennial generation employees at the company.

## Theoretical Background

### Employee Performance

Performance is the behavior of employees in carrying out their duties and responsibilities for their work (Ragas *et al.*, 2017). According to Borman and Motowidlo in Ragas *et al.* (2017), the behavior is how much an employee can contribute to and form an organization in completing a job assigned to him. In addition, performance can also be viewed as a process and the result of the work itself where performance is a process of how the work of an employee can be done properly to achieve a result of a job (Nuritasari & Arwiyah, 2019).

Employee performance is a measurement that is made by a company to assess the work results of each employee who works in a company. Employee performance can be said to be good if the employee has completed his duties according to the predetermined job description and has seen the level of productivity and effectiveness of the employee in doing his job. If the company has good employee performance, then the level of productivity and effectiveness of the company will also improve (Budiharjo, 2015). Thus, employee performance is the result of the quality and quantity of work achieved by a person and about what work is done and how that person does it so that it can significantly affect organizational performance (Rahman & Solikhah, 2016). The following are the two dimensions of employee performance (Nugroho, 2019):

1. Creativity: Employees can use resources according to their functions

2. Quality of work: Employees can complete tasks according to the quality standards set by the company

### Job Rotation

Job rotation is the process of moving employees from one job to another or from one project to another within an organization as a task development process with the aim of avoiding work boredom, enhancing career development, introducing employees to a diverse work environment and hiring employees in the right place (Abdulwahed *et al.*, 2019). Afandi (2016) explains that job rotation is an alternative way that a company can do in overcoming excessive or boring employee work routines, this needs to be done if the employee's job is deemed no longer challenging so that the employee is transferred to a different job in the same division and the job has the same skills.

With this job rotation, employees who have a lot of skills can work in several work functions when needed in order to make it easier for companies in terms of changing workers (Mossa *et al.*, 2015). Thus, the job rotation system applied by companies to different jobs within one division, with the characteristics of the Millennial generation who have creativity and a high desire to continue learning, is expected to be able to trigger increased employee performance.

### Job Characteristic

Job Characteristic is an internal aspect of a job that refers to the terms and conditions of the worker (Robin and Coulter in Mendoza *et al.*, 2018). In addition, job characteristics can also be defined as characteristics and duties that include responsibilities, duties, and levels of satisfaction resulting from the work itself (Mendoza *et al.*, 2018). The following are the five dimensions of job characteristics (Yuen *et al.*, 2018):

1. Skill variety: the number of skills an employee has to complete a job
2. Task identity: the completeness of a task that is done
3. Task significance: the impact felt by other people on the job
4. Autonomy: the level of freedom given to employees to complete tasks
5. Feedback: feedback received by employees regarding the individual's performance

The five dimensions that exist in this job characteristic, it can produce three psychological conditions for a person at work. The dimension of skill variety, task significance and task identity explains the meaning of the work that employees do as workers, the autonomy dimension explains the employee's sense of responsibility in their work and the feedback dimension that explains the knowledge of the results of the work that has been done (Yuen *et al.*, 2018). So that job characteristics determine the suitability of a person with a particular job field and enable someone to be more successful in their field of work (Sugianto *et al.*, 2018). Thus, a job characteristic is a job in which the employee must know the meaning of the task being done, how to complete the task, the skills needed to complete the task, the impact of the task on others and how the superiors give feedback on the performance that has been done.

## Organizational Culture

Organizational Culture is a value and symbol that is understood and shared by all members of the organization which is unique and differentiates it from other companies or between departments within one company (Pawirosumarto *et al.*, 2017). (Padhi, 2017) argues that organizational culture is a belief and value that has existed in a company for a very long time, so the nature of employees will be affected by the culture that exists in the organization. Organizational culture is divided into two aspects, namely material and non-material aspects. Culture which concerns material aspects includes products, technology, works of art and all things that can be observed. Meanwhile, the non-material aspects are knowledge, philosophy, language, motivation, morals, attitudes, values and norms that are shared with the community (Padhi, 2017).

One of the effects of organizational culture is organizational performance in which companies with a culture that emphasizes employees will perform better than companies that only think about company development (Kotter & Heskett in Prihantari and Astika, 2019). Companies with a strong culture will use recruitment efforts and socialization practices to foster employee commitment because the function of organizational culture is the glue, unifier, identity, image, motivator for all employees and people in the company (Prihantari & Astika, 2019).

The following are the five dimensions of organizational learning (Nugroho, 2019):

1. Work orientation: the concept of kerhamornian created in order to improve performance
2. Social responsibility: a form of responsibility towards all parties who have an interest
3. Stability: balance and stability in the company's growth
4. Awards: giving awards to employees
5. Full support: the company provides full support for the implementation of work and development carried out by the company

## Hypothesis Development

Based on the research results of Sutrisna *et al.* (2018) which states that job rotation has a significant effect on employee performance. The research of Kampkötter *et al.* (2016) also have a similar opinion, that the application of a job rotation system in a company can improve employee performance, especially for employees who already have good performance before. Khan & Jalees's (2017) research also states that job rotation has a positive and significant effect on employee performance because the job rotation system will help employees to continue to grow and develop in their work environment.

### **H1: Job rotation has a positive and significant effect on employee performance in the Millennial generation**

Based on the results of research owned Hajati (2018) which argues that job characteristics have a significant effect on employee performance, where this influence has a positive (positive) causality pattern, which means that if there is an increase in job characteristics, an increase in employee performance will occur and otherwise. This is similar to the results of research by Martadiani *et al.* (2019) which states that job characteristics have a significant positive effect on employee performance. Research by Setyowati & Nurhayati (2019) also argues that job characteristics have a positive and significant effect on employee performance.

### **H2: Job characteristic has a positive and significant effect on employee performance in the Millennial generation**

Based on research by Alberto *et al.* (2019) who argue that organizational learning has a significant influence on employee performance. The results of this study are also similar to research by Narayana (2018) which states that organizational culture can improve employee performance by motivating, shaping and directing their behavior to achieve the goals of the organization or company they work for. Research conducted by Utama *et al.* (2018) also argue that organizational learning has a positive and significant impact on employee performance.

### **H3: Organizational culture has a positive and significant impact on employee performance in the Millennial generation**

It can be concluded that this study has a research model in Figure 1, with independent variables namely job rotation, job characteristics with sub variable skill variety, task identity, task significance, autonomy, and feedback, and organizational culture. The dependent variable in this study was employee performance.

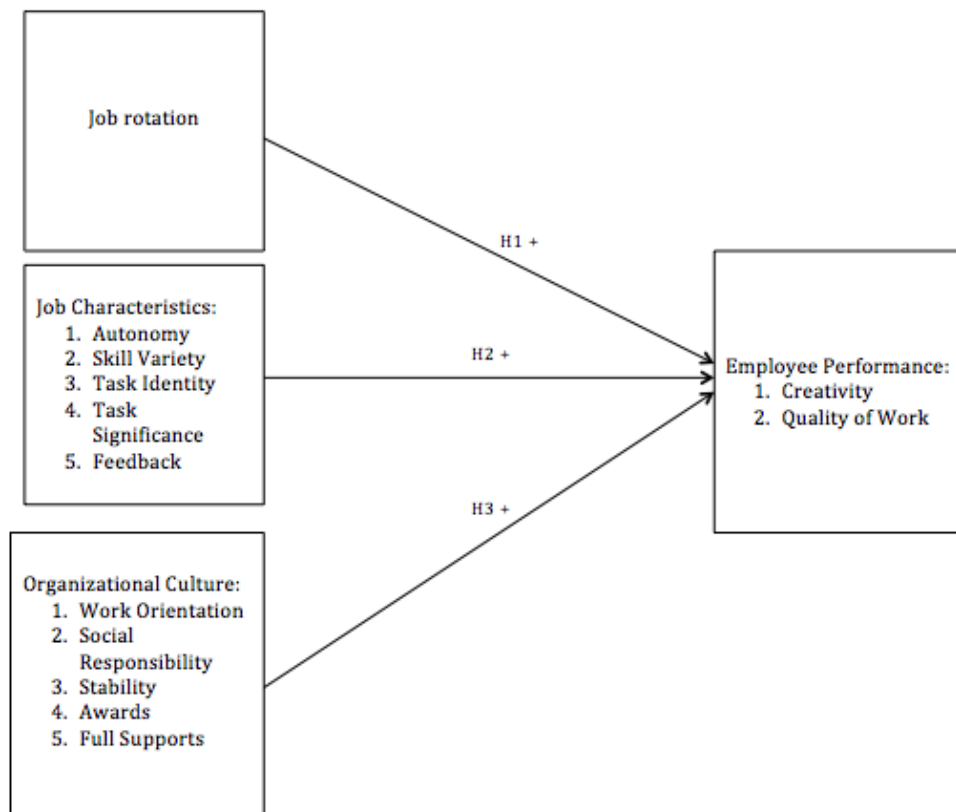


Figure 1 Research Model Source: Reseacher, 2020

**Methodology:**

To ensure the content validity of the question scale, the items on the questionnaire to be distributed represent a research concept adapted from previous research. Like the job rotation which adapts two indicators from Warsi's research (2019), the job characteristic uses 5 dimensions consisting of 14 indicators. The first dimension in job characteristics is skill variety which consists of two indicators, task identity dimension consisting of two indicators, task significance dimension consisting of two indicators, autonomy dimension consisting of five indicators, feedback dimension consisting of three indicators which are all adapted from research by Blanz (2017). Organizational culture uses 5 dimensions consisting of 12 indicators. The first dimension is work orientation which consists of two indicators, the social responsibility dimension which consists of three indicators, the stability

dimension which consists of three indicators, the reward which consists of two indicators and the full support dimension which consists of two indicators which are all adapted from Nugroho's research (2019). The employee performance uses two dimensions with six indicators, where in the first dimension in employee performance is creativity which consists of two indicators and the quality of work dimension which consists of four indicators, all of which are adapted from Nugroho's research (2019). This study was measured using a 5-level Likert scale, namely number 1 for strongly disagreeing opinion, number 2 for disagreeing opinion, number 3 for neutral opinion, number 4 for agreeing opinion, and number 5 for the opinion strongly agree. The Likert scale is a tool used to measure answers from employees of the Millennial generation regarding job rotation, job characteristics and organizational culture on employee performance.

Table 1. Research Variables Table

Variable	Dimension	Questionnaire Indicators
Job Rotation (X1) (Warsi, 2019)		With the job rotation, I can be placed in the right position with my skills
		With the job rotation, I can be placed in a position that suits my abilities
Job Characteristics (X2) (Blanz, 2017)	Skill Variety (X2.1)	My work is very diverse My job requires me to have many different skills
	Task Identity (X2.2)	I comprehensively influence the development of my clients

		In my job, I have the ability to complete tasks from start to finish
	Task Significance (X2.3)	My job is important to my client's life
		The quality of my work has a direct impact on my clients
	Autonomy (X2.4)	I have complete freedom on how my work is structured
		I can plan my work independently
		I can manage my work independently
		I feel hampered by the existence of guidelines that make it difficult for me to express ideas for my work
		I feel hampered by specifications that make it difficult for me to express ideas for my work
	Feedback (X2.5)	The assessment from clients shows how good my job is
		In doing my job, it is very easy for me to say, how well I did
My job provides feedback on the quality of my actual work		
Organizational Culture (X3) (Nugroho, 2019)	Work Orientation (X3.1)	My company is oriented towards the work of every employee
		My company is oriented towards the work success of every employee
	Social Responsibility (X3.2)	My company considers every employee in the decision-making process
		My company pays attention to social functions to employees outside the company
		My company pays attention to social functions to the environment outside the company
	Stability (X3.3)	My company pays attention to employee comfort at work
		My company can survive as a superior company
		My company can survive the crisis conditions
	Awards (X3.4)	My company rewards employee aspirations in the form of freedom of expression
		My company rewards employees who achieve targets
	Full Supports (X3.5)	My company provides full support for the implementation of employee work
		My company provides full support for the implementation of employee work
	Employee Performance (Y) (Nugroho, 2019)	Creativity (Y1)
I can look for references at the best price		
Quality of Work (Y2)		I exercise quality control before doing my job
		I exercise quality control when I do my job
		I exercise quality control after doing my job
		I exercise control over costs for the work I do

**Data Collection and Analysis**

This study uses a quantitative approach with explanatory research type. Data obtained from primary data using a survey method, namely using a questionnaire distributed to respondents in the form of google form, where the population in this study will be focused on employees

work in the Greater Jakarta and the surroundings area (Jakarta, Bogor, Depok, Tangerang and Bekasi).

The research sample collection method used is a non-probability sampling approach with a purposive sampling method, which categorizes employees in the age range of 20 years to 40 years (Millennial generation community groups) who are currently working and have experienced job rotations.

After all data is collected, data processing is carried out using descriptive statistical methods and multiple linear

regression using Statistical Product and Service Solution (SPSS) 20 software. This descriptive statistical method aims to see an overview of the variables studied (Rahayu, 2017). Where in this descriptive statistic can show the characteristics of the respondent's data grouping using Microsoft Excel 2011.

Fitri in Suyanto and Setiawan (2017) states that multiple regression analysis is a method of analysis used to see a cause-and-effect relationship between two or more variables and shows the direction of the relationship between the dependent variable and the independent variable.

**Result and Findings**

Based on the results in Table 2, it shows that the demographic results of the characteristics of the respondents. Of the 204 respondents, 119 respondents (58%)

were women and the other 85 respondents (42%) were men. This age group of respondents is dominated by the age range of 20-30 years, which is as much as 78% or 160 respondents of the total and most of them are S1 graduates. Because this research focuses on millennial generation employees who work in the Jakarta and the Surroundings Area, all of our respondents are millennial employees who work in the Jakarta and the Surroundings Area. Most of our respondents are dominated by employees who work less than 2 years and 2 to 5 years. All respondents in this study have experienced job rotations because this study focuses on millennial employees who have experienced job rotations. Respondents in this study were also dominated by employees who worked in the sales & marketing divisions (23%), Finance & Audit (20%) and Information Engineering (17%).

**Table 2.** Demographic Characteristics of Respondents

Characteristics		Total	Percentage (%)
Gender	Male	85	42%
	Female	119	58%
Age	20-30 years old	160	78%
	30-40 years old	44	22%
Latest Education	High School	4	2%
	Bachelor Degree	178	87%
	Master Degree	22	11%
Work Location	Jakarta and surroundings area	204	100%
Working Experience	<2 years	94	46%
	2-5 years	79	39%
	6-10 years	31	15%
Have been experiencing job rotation	Yes	204	100%
Division	Sales & Marketing	47	23%
	Finance/Audit	41	20%
	Operational	30	15%
	Business Development	10	5%
	Design	5	2%
	Supply & Distribution	12	6%
	HRM/HRD	24	12%
	Information Technology (IT)	34	17%
	Treasury	1	0,49%

Source: Microsoft Excel 2011, 2020

**Validity and Reliability Test**

The validity test is carried out to measure the validity level of a questionnaire (Ghozali in Nurbaiti *et al.*, 2016). Performing a validity test can be seen through the Pearson Correlation value. To find out whether an item is valid or invalid, a comparison is made between the coefficient r count and the coefficient r table where  $df = n-2$  with sig 5% (Sujarweni, 2014: 83) with  $r_{table} = r_{0,05; 202} = 0.137$ . If:

- a.  $r_{count} > r_{table}$  and  $sig. < 0.05$ , means that the statement item is valid
- b.  $r_{count} < r_{table}$  and  $sig. > 0.05$ , means that the statement item is invalid (invalid).

Reliability test is done to measure the reliability of a variable by looking at the Cronbach Alpha ( $\alpha$ ) value. The criterion used is that a variable is said to be reliable if it has a Cronbach's Alpha value  $> 0.60$  (Ghozali in Rahayu, 2017). Based on the results of Table 3, it shows that all statement items are declared valid and reliable because  $r_{count} > r_{table}$  and  $sig. < 0.05$  and Cronbach's Alpha value  $> 0.60$ .

**Table 3.** Validity and Reliability Test Results

Variable	Questionnaire Items	r calculate	P-Value	Cronbach's Alpha
		> 0,137	<0,05	>0,60
<b>Job Rotation (X1)</b>	JR1.1	0,864	0,000	0,602
	JR1.2	0,828	0,000	
<b>Job Characteristic (X2)</b>	JC1.1	0,850	0,000	0,165
	JC1.2	0,850	0,000	
	JC2.1	0,880	0,000	0,604
	JC2.2	0,815	0,000	
	JC3.1	0,894	0,000	0,769
	JC3.2	0,909	0,000	
	JC4.1	0,585	0,000	0,607
	JC4.2	0,526	0,000	
	JC4.3	0,524	0,000	
	JC4.4	0,751	0,000	
	JC4.5	0,702	0,000	
	JC5.1	0,737	0,000	0,701
	JC5.2	0,807	0,000	
JC5.3	0,828	0,000		
<b>Organizational Culture (X3)</b>	OC1.1	0,884	0,000	0,604
	OC1.2	0,848	0,000	
	OC2.1	0,773	0,000	0,753
	OC2.2	0,835	0,000	
	OC2.3	0,848	0,000	
	OC3.1	0,825	0,000	0,686
	OC3.2	0,785	0,000	
	OC3.3	0,746	0,000	
	OC4.1	0,878	0,000	0,698
	OC4.2	0,875	0,000	
OC5.1	0,849	0,000	0,624	
OC5.2	0,855	0,000		
<b>Employee Performance (Y)</b>	EP1.1	0,829	0,000	0,623
	EP1.2	0,877	0,000	
	EP2.1	0,721	0,000	0,608
	EP2.2	0,741	0,000	
	EP2.3	0,636	0,000	
	EP2.4	0,628	0,000	

Source: SPSS 20, 2020

**Hypothesis Testing**

To find out the effect between Job Rotation, Job Characteristic, and Organizational Culture variables on Employee Performance, multiple Linear Regression testing was carried out using SPSS version 20 software. This hypothesis testing will be carried out using two methods, namely the T test and the F test. testing this hypothesis by looking at the value t calculate > t table (1.652) and p-value

<0.05. Based on the results of hypothesis testing using the T test in Table 4 below, it can be seen that job rotation has no positive and significant effect on employee performance. This is because t calculate <t table and p-value> 0.05. This is inversely proportional to the Job Characteristics and Organizational Culture variables, where these two variables have a positive and significant effect on employee performance. This is because Job Characteristics and Organizational Culture have a t calculate > t table and a p-value <0.05. Thus, H1 is rejected, H2 and H3 are accepted.

**Table 4.** T Test Result

Variable	t calculate	P-value.	Result
	> 1,652	<0,05	
<b>Job Rotation (X1)</b>	-1,849	0,066	H1 ditolak
<b>Job Characteristic (X2)</b>	4,575	0,000	H2 diterima
<b>Organizational Culture (X3)</b>	9,756	0,000	H3 diterima

Source: SPSS 20, 2020

This multiple linear regression test was conducted to determine the magnitude of the influence exerted by each

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Based on Table 5, it can be concluded that the multiple linear regression model in this study is as follows:

independent variable on the dependent variable. The following is a multiple linear regression equation used:

**Table 5. Multiple Linear Regression Test Result**

Model	B
Constanta	6,924
Job Rotation (X1)	-0,234
Job Characteristic (X2)	0,134
Organizational Culture (X3)	0,249

Source: SPSS 20, 2020

**Table 6. Coefficient Determination Test Result**

Model	R Square
Regression	0,480

Source: SPSS 20, 2020

To find out how far the ability of the independent variable in explaining the influence of the dependent variable is needed a test of the coefficient of determination. Testing the coefficient of determination is measured by looking at the value of R Square. Based on Table 6, it can be seen that the coefficient of determination ( $R^2$ ) is 0.480, which means that the employee performance variable can be affected by job rotation, job characteristics, and organizational culture derived in the model by 48% and the remaining 52% of employee performance can be influenced by variables. other independent.

### Discussion

After testing the hypothesis, the results show that the job rotation variable has no positive and significant effect on employee performance. The results of this study are supported by research by Kampkötter *et al.* (2016) which shows that job rotation has no positive and significant effect on employee performance, because employees who have low performance tend to experience frequent rotation when compared to employees who have high performance. However, this is inversely proportional to Romeedy (2019)'s research, which states that job rotation can affect employee performance if the employee has high motivation and if they have low motivation, the job rotation will reduce their performance. Meanwhile, in the research belonged to Yakubu & Majeed (2018), stated that not all industries are suitable for applying job rotations, where in this study stated that the education and health industries are the most suitable industries for implementing job rotations. This is because the two industries require a variety of abilities and knowledge that can be obtained from a job rotation and if the job rotation is implemented properly it can also improve company performance. The results of this study are in accordance with the research that has been carried out where in this study there were respondents from the Millennial generation who came from various industries and there were no respondents who came from the education and health industries. Therefore, the results of the study state that job

rotation has no positive and significant effect on employee performance in the Millennial generation

The results of the second hypothesis testing indicate that job characteristics have a positive and significant effect on employee performance in the Millennial generation. This result is supported by research by Setyowati & Nurhayati (2019) which stated that job characteristics have a positive and significant effect on employee performance, because the relationship between job characteristics has an important role in influencing one's performance and the clearer the design of the job given will have an effect on increasing performance employees. This also happens to the Millennial generation, where they feel that being given freedom in jobs of a diverse nature will create success in their work which will have an effect on increasing their performance. Thus, job characteristics that can improve employee performance in the Millennial generation, such as diverse jobs that require each employee to have different skills, have the ability to complete tasks from start to finish which can affect the development of corporate clients, have the freedom to complete work. and any feedback given by the company on the quality of the work done. The results of this study are in line with the results of previous studies conducted by Evelyn *et al.* (2018) which states that the more diverse the characteristics of the job, the more employee performance increases.

However, this is inverse to the research of Darma, *et al.* (2020), which stated that job characteristics do not have a positive and significant effect on employee performance. This is because job characteristics cannot directly affect employee performance, but there are supporting work environment factors that can influence employees in understanding their job characteristics, such as physical environment (atmosphere in the work environment consisting of room temperature, weather, and building shape). and social environment. However, employee autonomy has the greatest influence in influencing employee performance, while employees who have various abilities do not have a major influence on employee performance.

The results of testing the third hypothesis indicate that organizational culture has a positive and significant effect on employee performance. These results are supported by research by Alberto (2019) which argues that organizational learning has a positive and significant influence on employee performance. This is because employees tend to prefer companies that have an organizational culture according to their personalities and this can improve their performance in the company. Millennial generation employees too, they are more interested in working in

companies that suit their personalities, such as companies that value the work and opinions of their employees, companies that fully support the work done by their employees and companies that are not only responsible for their employees, but also have responsibility for the surrounding environment.

However, this is inverse to the research of Widhiastiti, *et al.* (2019), which states that organizational culture does not have a positive and significant effect on employee performance. This is because organizational culture cannot directly affect employee performance, but there are disciplinary factors at work that can affect employee performance. Therefore, the results of research by Widhiastiti, *et al.* (2019), this organizational culture variable requires an intermediary to be able to influence employee performance

### Conclusion And Managerial Implication

Based on the results of the research that has been done, it can be concluded that the most effective way to improve employee performance is to carry out several strategies that are appropriate and in accordance with the needs of employees, especially the Millennial generation in the industry. As with job rotation, not all industry companies can do job rotation. Even though the job rotation has a positive role for employees, companies should do the job rotation in an appropriate manner. Companies engaged in the education and health industry will certainly be very suitable to implement a work rotation system for their employees. This is useful for employees in the Millennial generation to increase the diversity of abilities and knowledge they get from the various divisions they have worked on. Employees who are undergoing job rotation must continue to get motivation from their superiors in order to improve their performance. Lack of motivation will certainly have an impact on employee performance and company performance.

In addition to job rotation, companies should also be able to implement an autonomy system for employees to complete their work. This is because employees in the Millennial generation really like to be given freedom in completing their work. After that, Millennials are also happy to be given regular feedback on the work they have done. However, in the process of understanding the characteristics of the job, employees need a supportive work environment to help them understand the characteristics of the work they do easily. Thus, employee performance will increase.

In general, employees in this Millennial generation have a habit of looking for companies that have an organizational culture that matches their personality (Techinasia, 2017) where an appropriate organizational culture will produce good performance. Therefore, the company should be able to instill a good organizational culture such as employees who are disciplined, do their jobs well and are always on time and so on, which of course can improve company performance.

### Limitation and Suggestions

The limitation in this study is the limited sampling and only those who have work experience of less than two years and

only respondents who work in the Jakarta and the surroundings area. Therefore, it is hoped that in further research, other researchers can choose Millennial generation respondents who are more diverse, such as having longer work experiences and work areas that are spread across Indonesia.

In addition, further research can increase the number of respondents, conduct tests with various variables that can improve the performance of Millennial generation employees and use other data analysis techniques besides multiple linear regression.

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