



The Influence of Millennial Leadership, Organizational Culture on Employee Performance Mediated by Job Satisfaction

Putri Irma Novel, FX Suwanto

Universitas Esa Unggul, Indonesi

Email: novel.putriirma@gmail.com, suwanto@esaunggul.ac.id

Abstract:

This research aims to explore the relationship between millennial leadership, organizational culture, and employee performance, with job satisfaction acting as a mediating factor. The study focuses on the hotel industry, which faces increasing competition and rapid changes, particularly in leadership and work culture. While previous research has examined the effects of corporate culture and millennial leadership on employee performance and job satisfaction, none has investigated job satisfaction as a mediator in this context. The study involved 201 hotel employees from various businesses in Jakarta, using purposive sampling. Data analysis was performed using Structural Equation Modeling (SEM) with SmartPLS 4.0. The results show that all variables significantly support the hypotheses. Job satisfaction was found to mediate the relationships between organizational culture, millennial leadership, and employee performance, both of which positively affect employee performance. The study concludes that millennial leadership can enhance employee job satisfaction, improve organizational culture, and boost employee performance. Effective leadership and organizational culture strategies are essential for improving work conditions and increasing job satisfaction, ultimately enhancing employee performance in the hotel industry.

Keywords: *Millennial Leadership; Organizational Culture; Employee Performance; Job Satisfaction.*

Corresponding: Putri Irma Novel

E-mail: novel.putriirma@gmail.com



INTRODUCTION

Along with the importance of increasing company competitiveness and the dynamics of change in the increasingly rapid world of work, especially related to the application of leadership. The millennial generation currently plays an important role in organizational leadership, the pattern of organizational culture that develops can affect various aspects of performance and productivity. In relation to work, millennials have different values than their predecessors. If they are not satisfied with their current position or feel their needs are not being met, they can easily look for another job (Wolor et al., 2021). Millennial leadership is one of important topic in human resources, where the perception of millennial leadership will provide important value and insight into the workplace culture and expectations of future hospitality employees (Maier et al., 2015).

The author is interested in learning more about the dynamic interaction and process that demonstrates the leadership of the millennial generation and improving employee performance through organizational culture. Placing millennials in organizational structure is very important to explore leadership mechanisms because millennials are seen as agents whose actions are more directed towards social change constituents (Zachara, 2020). In addition, leadership can also improve employee performances and employee satisfaction (Paais & Pattiruhu, 2020).

Organizational cultures will plays a key role in improving employee performances and job satisfaction, in addition to millennial leadership. The importance of determining how

organizational culture can foster overall professional engagement and job satisfaction, and the situation dynamic nature prompts workers to consider the possible effects and foreseeable relationships holistically (Meng & Berger, 2018). Employee behavior is largely shaped by organizational culture, and this has an impact on employee performances (Kuswati, 2020).

Improving employee performance in the hospitality sector affects workers' perceptions of their job satisfaction, so this variable is important to research (Dewi, 2018). The key difficulty for businesses is to analyze employee performance and explore how it may become more efficient and valid (Diamantidis & Chatzoglou, 2018). Employees who perform well are less likely to leave and give more to the organization since they believe their work has fulfilled their expectations (Safavi & Karatape, 2017).

Previous research has focused on all variables of millennial leadership, corporate culture, employees' performance, and job happiness. Where leadership is the major intrinsic component that enhances job satisfaction among employees (Tran, 2020). Millennial leadership stresses the acceptance of inferior opinions, including recommendations in decisions making, communication, and feedback from employees to leader (Valenti, 2019). This means that leadership has a favorable and significant impact on staff performances (Paais & Pattiruhu, 2020). The findings of the research results of Nugroho & Elmi (2022) suggest the finding that employee performance results are significantly and positively influenced by organizational culture to some extent. This is also in line with the findings of Joo & Ready (2012) study. According to this study, leaders promote individual, team, and organizational learning and have a positive effect on job satisfaction. Job happiness is a critical aspect in retaining and attracting a skilled staff that creates high-quality work results (Stamolampros et al., 2019).

Research on culture of organization and leadership that influences employee performance and job satisfaction has been undertaken by (Paais & Pattiruhu, 2020), however the study did not make job satisfaction a mediator of employee performances. This study investigates the complex dynamics that occur in the hotel business, especially the impact of millennial leaderships and organizational cultures on employee performances, with work happiness acting as a mediator. Some study discovered job satisfaction affects employee performances in Onyemah et al. (2018) and Kovacs et al. (2018). In line with this, job satisfaction can be used as a mediator because satisfaction has positive factors that can improve employee performance (Ye et al., 2019). However, while the research was conducted in one resource company only, the present survey was undertaken in a number of hospitality companies across Jakarta, providing broader industry representation and enhanced generalizability.

By filling this gap, the research is expected to make a substantial contribution to practical and academic understanding of how these elements are integrated and affect employee performance amidst changing organizational dynamics. This knowledge can also be utilized as a reference for future research. The purpose of this research is to determine the effect of Millennial Leadership on Job Satisfaction; the effect of Organizational Culture on Job Satisfaction; the effect of Organizational Culture on Employee Performance; the effect of Job Satisfaction on Employee Performance; the effect of Millennial Leadership on Employee Performance through Job Satisfaction; and the effect of Organizational Culture on Employee Performance through Job Satisfaction..

METHOD

This research is quantitative research. The survey method was applied in this study. In this study, measurements and Google forms were distributed as part of the survey method. The population of this research was comprised of hospitality firms, the research sample of which consisted of four-star hotels in Jakarta City. Purposive and non-probability sampling approaches were utilized to determine the sample. The research period took place from August-September 2024. The sampling criteria were established to ensure participants had sufficient experience and authority within their organizations. Sampling is a portion of the population with certain criteria, namely hotel employees who have supervisor to director level positions, aged 27 - 42 years in 2024, and work in the hotel industry. The purposive sampling approach targeted supervisory to director levels based on the assumption that these positions typically involve greater organizational decision-making authority and exposure to leadership practices and organizational culture. While the age range of 27-42 years generally aligns with millennial cohort definitions, we acknowledge that career progression varies across individuals. Therefore, our sampling prioritized position level as the primary criterion, with age serving as a secondary filter to capture the millennial generation perspective. This dual approach ensures that respondents possess both the positional experience and generational characteristics relevant to our research objectives. This study used 40 questions on the questionnaire.

The measurement was completed using a Likert scale with a range of 1-5. (1 represents strongly disagree and 5 represents strongly agree). To evaluate whether the research measurement tool is practicable, a validity test will be performed using the Kaiser-Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA) value. If the KMO and MSA values exceed 0.7, it is deemed suitable. Reliability testing is performed using the Cronbach Alpha value, which is considered reliable if it is greater than 0.7; the closer to one the higher the reliability. All of the variables, including Millennial Leadership, Organizational Culture, Employee Performance, and Job Satisfaction, were pronounced valid. Meanwhile, two of the 18 questions on the Job Satisfaction variable are invalid, leaving only 16 valid questions. As a result, after conducting the pre-test, 38 out of 40 questions were deemed valid for use as a questionnaire in the study.

Table 1. Questionnaire Items and References

No	Variable	Code : Questionnaire Items	References
1	Millennial Leadership	ML01 : Our leaders are professional in distinguishing between personal and work matters. ML02 : Our leaders always discuss matters that improve employee welfare. ML03 : Our leader is a decent individual. ML04 : Our leader offers us the confidence to carry out the job process creatively as long as it does not breach business regulations. ML05 : The leadership where I work is responsible and reliable. ML06 : Our leader always considers the company and the interests of its employees.	Paaïs and Pattiruhu, (2020)

No	Variable	Code : Questionnaire Items	References
2	Organizational Culture	OC01 : The company is like a big exit, sharing many values with others. OC02 : People are very competitive and focused on achieving targets. OC03 : A firm with a high level of hierarchy, formality, and organization. Procedures and rules apply to any operation. OC04 : We encourage teamwork and participation. OC05 : We encourage individual initiative, risk-taking and innovation. OC06 : We always promote aggressive competitiveness and ambitious goal achievement. OC07 : I think we have mutual loyalty, commitment, trust and teamwork. OC08 : I think we are committed to innovation and continuous development. OC09 : I believe we are aggressive, have a winning attitude and achieve planned goals. OC10 : Respect for established company rules and policies and the achievements of the organizational hierarchy.	Cameron and Quinn, (2011)
3	Employee Performance	EP01 : As an employee, I am closer to customers than my other colleagues. EP02 : I am more knowledgeable about the services provided than others. EP03 : I know what customers expect better than anyone else. EP04 : The company I work for continues to increase rewards and bonuses when employees achieve targets. EP05 : The company's targets are consistently met or exceeded. EP06 : The company provides strict rules that must be obeyed.	Buil et al., (2019)
4	Job Satisfaction	JS01 : I believe that my work has been suitably rewarded. JS02 : The salary scheme in the organization can motivate me to work hard. JS03 : I am comfortable with my possibilities for a raise. JS04 : I'm satisfied and proud of the work I accomplish. JS05 : I feel happy with my job.	Lee et al., (2017)

No	Variable	Code : Questionnaire Items	References
		JS06 : I really like my current job.	
		JS07 : I think my boss is very good at what he does.	
		JS08 : I like the way my boss works.	
		JS09 : My manager is fair to his subordinates.	
		JS10 : I can develop my talents via the company's training procedure.	
		JS11 : I'm satisfied with my advancement opportunity	
		JS12 : My employment provides me with a steady source of new knowledge and experience	
		JS13 : I feel very happy working with my colleagues	
		JS14 : I feel that my workplace is negligent with many responsibilities and there are quarrels in the workplace.	
		JS15 : When demands and difficulties occur at work, my colleagues can offer to helping me and support	
		JS16 : My work pressure leaves me with no time to do what I desire	
		JS17 : The company's operating procedures have left me tired	
		JS18 : My workload consistently exceeds my endurance	

RESULTS AND DISCUSSION

Table 2. Respondent's Characteristics

	Description	Total	Percentages (%)
Gender	Male	95	52,7%
	Female	106	47,3%
Age	18 until 26 years old	59	29,4%
	27 until 35 years old	106	52,7%
	36 until 44 years old	29	14,4%
	>45 years old	7	3,5%
Educational	High School	49	24,4%
	Associates Degree	44	27,4%
	Bachelor Degree	91	45,3%
	Magister/Doctor	6	2,9%
Department	Sales and Marketing	42	20,9%
	Finance and HR	30	14,9%
	Food and Beverages	43	21,4%
	Front Office	39	19,4%
	Engineering	17	8,5%

	Housekeeping	30	14,9%
Working Life	< 1 year	31	15,4%
	> 1 years	57	28,4%
	> 3 years	113	56,2%
	> 3 years	113	56,2%
Salary Per Month	< IDR 5,000,000	42	20,9%
	> IDR 5,000,000 - 7,500,000	82	40,8%
	> IDR 7,600,000 – 9,500,000	26	12,9%
	> IDR 9,600,000 – 12,500,000	16	8%
	> IDR 12,600,000	35	17,4%

Respondents in this study are hotel employees who have supervisor to director level supervisors aged 27 - 42 years in 2024. Of the total 201 respondents, 52.7% were female and 47.3% were male. This research has majority of respondents were 27-35 years old (52.7%), 18-26 years old (29.4%), 36 until 44 years old (14.4%) and 45 until 53 years old (3.5%). Most of the respondents' educational background was diploma 4 or equivalent to S1 (45.3%), diploma 1 to 3 (27.4%), high school or vocational school (24.4%), and others (2.9%). Several departments filled out the questionnaire, including the Food and Beverage department (21.4%), Sales and Marketing department (20.9%), Front Office department (19.4%), Finance department (14.9%), Housekeeping department (14.9%), and Engineering department (8.5%). Judging from the length of work of employees, 56.2% have worked for more than 3 years, 28.4% have worked for more than 1 year, and 15.4% have worked for less than 1 year.

The validity and reliability tests carried out follow the provisions according to Hair Jr (2021) which indicate that SmartPLS 4.0 has a loading factor ≥ 0.70 . This study's construct validity measurement is considered valid and acceptable because all variable indicator have a loading factor value of more than 0.70 (see table in Appendix 5 for further details). Overall, the calculation of Composite Reliability (CR) and Average Variance Extracted (AVE) from this research is considered valid. According to Hair Jr (2021), the required value are $CR \geq 0.70$ and $AVE \geq 0.50$. Appendix 5 provides more information about construct validity and reliability test. The results of CR and AVE calculations for the Millennial Leadership ($CR = 0.934$ and $AVE = 0.701$), Organizational Culture ($CR = 0.942$ and $AVE = 0.620$), Employee Performance ($CR = 0.922$ and $AVE = 0.664$), and Job Satisfaction ($CR = 0.967$ and $AVE = 0.645$) variables are shown.

Table 3. Construct Validity and Reliability Test

	Cronbach's Alpha (CA)	Composite Reliability (CR)	Average Variance Extracted (AVE)
Millennial Leadership	0.915	0.934	0.701
Organizational Culture	0.932	0.942	0.620
Employee Performances	0.899	0.922	0.664
Job Satisfaction	0.963	0.964	0.645

When conducting structural test analysis, the r-squared value of each equation shows how much the dependent variable can be explained using the independent variables. The

findings of the first analysis are consistent with the SEM analysis, this illustrates that the Organizational Culture and Millennial Leadership variables mutually influence the Job Satisfaction measure, with an r-square value of 0.623. The result, Organizational Culture and Millennial Leadership may explain 62.3% of the variance in Job Satisfaction, whereas remaining 37.7% can be explained by variables not addressed in this study. The following analysis shows that Organizational Cultures, Millennial Leadership, and Job Satisfaction all have a joint influence on Employee Performances, with an r-square of 0.631. This demonstrates that the Organizational Culture, Millennial Leadership, and Job Satisfaction factors can explain up to 63.1% of the variance in employee performance, while remaining 36.9% is explained by additional variables not studied in this research.

Table 4. R-Square Test

	Cronbach's Alpha (CA)
Employee Performance	0.631
Job Satisfaction	0.623

Another structural test analysis is to consider q-square value, which describes the size of the prediction accuracy. q-square value measures how well any change in external variables predicts endogenous variables. According to Hair Jr (2019), the qualitative q-square interpretation value is zero for small influence, 0.25 for moderate influence, and 0.50 for large influence. Based on data processing results, the endogenous variable employee performance has a q-square value of 0.408, indicating modest influence. The Model Fit test estimates Standardized Root Mean Square Residual (SRMR) model. This value represents model fit, specifically the difference between data correlation matrix and estimated model correlation matrix. In Hair Jr (2021), the SRMR score is less than 0.08, indicating a model fit. The model estimation results are at 0.052, indicating that the model has an acceptable fit. The following research result produce a t-value path diagram which can be observed in Figure 1 below.

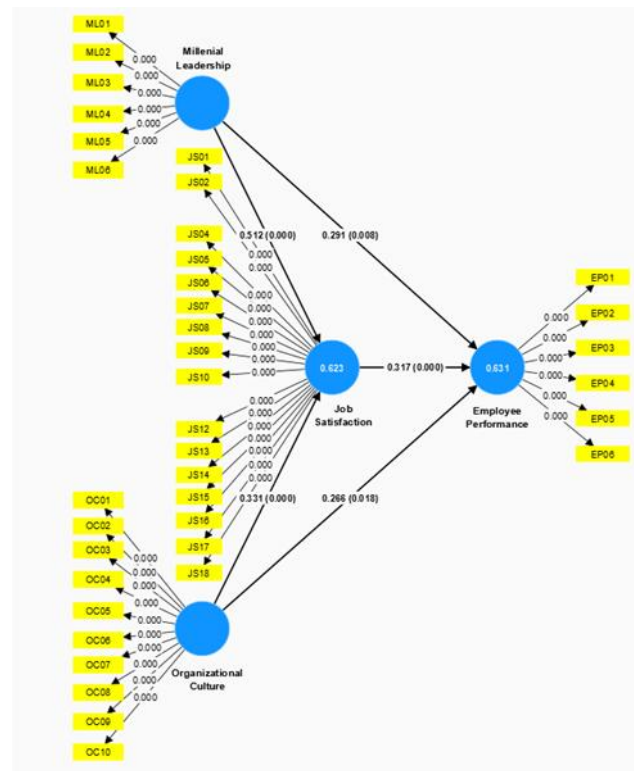


Figure 1. T-value Path Diagram Test

Table 5. Path Coefficients

	Original Sampel (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P values	Results
Job Satisfaction -> Employee Performance	0.317	0.317	0.083	3.822	0.000	Supported
Millennial Leadership -> Employee Performance	0.291	0.292	0.109	2.669	0.008	Supported
Millennial Leadership -> Job Satisfaction	0.512	0.508	0.075	6.832	0.000	Supported
Organizational Culture -> Employee Performance	0.266	0.264	0.112	2.367	0.018	Supported
Organizational Culture -> Job Satisfaction	0.331	0.333	0.083	4.000	0.000	Supported

This research finding show that Job Satisfaction among hospitality workers mediates the effect of Millennial Leadership and Organizational Cultures on Employee Performance. The

link between Millennial Leadership and Job Satisfaction yields excellent findings. The way the millennial generation leads its employees affects how they feel and think, which influences their levels of job satisfaction. This may be demonstrated in the high satisfaction of hotel employees acquired since the leader is simpler to approach, can provide constructive comments, and build an inclusive work environment. This is consistent with research undertaken by Putriastuti & Stasi (2019) which highlights that millennials are more likely to expect leaders who are open in communication, accept input, and enable employees to engage in decision-making in order to boost employees job satisfaction.

This study also discovered that there is positive and significant relationship between corporate cultures and work satisfaction. The existence of an organizational cultures in a company, whether the culture is liked or disliked, will have an influence on how satisfied the employee is in doing his job. This research demonstrates that hotel staff are more likely to feel content in an atmosphere with a culture of mutual collaboration, open communication, and respect for creativity. An organizational culture that supports and promotes employees engagement can increase employee work satisfaction so that employees feel supported by their organization to grow (Meng & Berger, 2018). In addition, flexible and adaptive organizational cultures such as clan cultures that emphasize collaboration and support can increase job satisfaction and employee engagement (Cameron & Quinn, 2011).

The next finding in this research is that Millennial Leadership has a favorable influence on employee performances. The attitude and behavior of a millennial leader to his subordinates affects the comfort and way the employee works. This happens because employees who feel compatible with the attitude of their superiors make them calmer in doing their work. The leadership style that employees like will increase employees' trust in their superiors so that they work by following their superiors' directions. Employees who already feel trust in their superiors will find it easier to discuss and exchange ideas with their superiors. To develop organizational culture and work environment, which directly or indirectly affect employee performance, such personal support must be given to employees (Diamantidis & Chatzoglou, 2019). Good leadership may help businesses flourish and achieve their goals. Leaders' power and influence can have a direct good affect on commitment, therefore using this type of millennial leader power has even been linked to enhanced performance.

The organizational culture improves employees performance. The existence of a positive organizational culture must be maintained in organizational environment. Organizational culture has an impact on employee performance, as evidenced by their work discipline. The culture that employees like is usually a disciplined work culture but still flexible to their personal lives. This can also be seen from the high willingness to encourage each other and work together in the organization to improve their performance. Employees, both new and old, typically favor this type of culture. New employees even become accustomed to following the culture that already exists in an organization that they have just entered. A supportive workplace culture fosters favorable attitudes and conventions, which can boost organizational commitment (Nurlina et al., 2022). In this situation, employees with high performance and like the organizational culture maintained by their organization, they will influence their colleagues to get used to the organizational culture so that it can affect their performance as well. Basically,

a good organizational culture will grow in the hearts of employees, so that it will become a self-arising impetus and motivation and make them want to work well.

This study found a positive influence between Job Satisfaction and Employees Performance. Job satisfaction has psychological effects, that can encourage motivation from within to do work that is liked. If workers believe that their work is valued, they will feel satisfied with what they produce, which can stimulate them to work hard. High level of job satisfaction also contribute to good quality work-life balance and were discovered to be a favorable predictor (Lee et al., 2017). Job satisfaction motivates employees to develop their abilities. This can be seen from the research results that many employees are happy to take part in the trainings provided to improve their skills. Coworkers and superiors also provide support to employees who feel satisfied. Employees who are content with their jobs frequently live happier lives and feel more confidence in advancing their careers (Kong et al., 2016). This confidence is what many hospitality employees hope for.

The findings showed that Job Satisfaction mediates the connection between Millennial Leadership and Employee Performance. This demonstrates, Millennial Leadership has a direct impact on employee performance and is tempered by job satisfaction. Good leadership can be shown from employee satisfaction at work so that their performance increases. When employees are satisfied with their superiors' leadership styles, they will be more motivated to work well and ultimately improve their performances. This is in line with a research study from Bakker & Demerouti (2007) which states that Job Demands-Resources (JD-R) model means Good leaders can serve as employment resources that reduce work pressure and increase job satisfaction. Millennial leadership that is supportive, empowering, and innovation-oriented can serve as a resource that improves employee well-being and satisfaction which ultimately improves employee performance.

This study also identified a relationship between organizational culture and employee performance, which is mediated by work satisfaction. This illustrates that the existing organizational culture in the hotel company has some direct impact on performance and increased jobs satisfaction. The occurrence of job satisfaction starts from the many cultures that employees like and make it comfortable to work so as to improve their performance. When employees feel that the company's organizational culture supports their needs and expectations, they will feel driven and satisfied with their work. Transparent, fair, and collaborative organizational cultures have been demonstrated to boost job satisfaction, which improves employee performance (Schaufeli & Bakker, 2004).

CONCLUSION

This study successfully validated its hypotheses, confirming that millennial leadership and organizational culture positively influence employee performance in the hospitality industry, mediated by job satisfaction; millennial leaders foster appreciation and collaboration, while supportive cultures enhance employee contentment and motivation. Limitations include its focus on a single industry, restricting generalizability; emphasis solely on job satisfaction without considering performance outcomes or rewards; and cross-sectional data from Jakarta hotels. Managerial implications urge organizations to adopt millennial leadership styles that are inclusive and adaptive, regularly assess job satisfaction to improve conditions, and

encourage superior-subordinate interactions to boost motivation and learning. Future research may expand the model by incorporating rewards, education levels, work experience, and demographics as moderators of job satisfaction and performance; replicate in diverse sectors like education and healthcare; and employ mixed methods, such as case studies and interviews, for deeper qualitative insights into leadership-culture dynamics.

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