

BUILDING SELF-CONCEPT IN MILLENNIALS GENERATION BY REDUCING QUARTER-LIFE CRISIS

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ABSTRACT

Millennials have various special qualities as boomerang generation which always integrated to technology development, innovation, and creativity. Behind of their innovative way of thinking, most of them are facing quarter-life crisis (QLC). In such phase, they are dealing with difficult circumstance when they have no idea regarding their plans of life. It is becoming their wicked problem that they are not able to solve but they actually can reduce the duration of such moment. As a result, it causes them find various obstacle to find what they are actually passionate in and what they are capable of doing. In the Human Resource Management (HRM) point of view, yet they are still considering to hire millennials cause efficiency and hope will produce an innovative applicable idea. However the result is often out of HR departments expectation. Thus, HR departments are expecting to recruit millennials on the basis of relevant educational background and positive number of Self-concept. This study is intended to illustrate implication of self-concept into duration of living QLC in millennials. The method used in this study was mix method research and the data collection techniques applied by interviews, literature study, and questionnaire. The results show that self-concept has a dominant contribution to reduce individual QLC conclusion that self-concept has a dominant contribution to reduce individual QLC. This research is expected to be one of a new recruitment method to obtain a human capital that fulfil company's goals and mission.

INTRODUCTION

Millennials are roughly defined as those individuals who were born in the late 1970s early 1980s through approximately 2004 (Murray, 2011). Millennials are dominant worker in the world (Sharon DeVaney, 2015). Digitalization is identical to the generation of millennial or Gen Y and they have different values, characteristics, behavior, confidence, self-esteem, and assertiveness. (Hendriyani & Chan, 2018). The millennial generation in urban area is identical with Creative, Confident, and Connected). According to Indonesian Central Bureau of Statistics (BPS), 50 % of Indonesia's productive age population today comes from millennial generation. By 2020 until 2030, they are expected to make up 70 % of the total productive age population (Ali and Purwandi, 2017).

The using of term Millennials' recommends a percentage of psychical distress. Millennials have craved to

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be a portion of the grown-up world but feel stuck in a domain between puberty and adulthood. This thought is not unused. In 2000, Jeffrey Arnett has inquired regarding a teacher of brain research at Clark College in Worcester, Massachusetts, coined the term “emerging adulthood” (Karakas et al., 2015). Millennials are looking for a good work/life balance and strong diversity policies but feel that their employers have failed to deliver on their expectations. Millennials will stay at a company with creative freedom, flexible working hours, and supportive teams. They had created lifelong culture behaviour in their lifespan such collaborations, balance of work, high expectations of their careers and quality of life (Sweeney, 2005).

According to Arnett (2000), the economy has influenced the timing of when youthful individuals enter adulthood, primarily since the move to a ‘knowledge economy’ has mentioned more guidance and arrangement from a greater number of people than any time in recent memory. The Great Recession caused Millennials to fall behind monetarily and further put off the achievements that they credited to adulthood (Petts & Desmond, 2016). Millennials that have been nicknamed the Boomerang Generation as individuals between their 20s and 30s have been moving back in with their people in record numbers (Sharon DeVaney, 2015). While the moniker is adept, the name is by all accounts normalizing the involvement with ways that really may facilitate Millennials passionate trouble (Jeszeck et al., 2020). In the wake of directing unique exploration, a study has discovered that Millennials' difficulties originate from a contention between their wants and feasible objectives (Waljee et al., 2020). Millennials have various special qualities that recognize them from past ages. As indicated by information from SCF, Millennials are a more different gathering than past ages—40 percent of millennial families are going by somebody who has a place with a racial or ethnic minority gathering (Jeszeck et al., 2020).

Assets of Millennials

Millennials are categorized as "digital savvy" (Prensky, 2001). Conversely, "computerized foreigners" are individuals who showed up online in the wake of having a generous life disconnected. Burstein (2013) who is himself a millennial disclosed his initial association with innovation along these lines: "As first and second graders, we could compose reports with a word getting ready task and spell check them" (page 52).

Furthermore, through their early stages, be that as it may, advanced innovation started to make quantum jumps practically day by day in the assortment and degree of utilizations and capacities, just as client access and versatility (Nicholas et al., 2020). Thus the millennial generation, we have identified five predominant themes: work/life balance, good pay and benefits, opportunities for advancement, meaningful work experiences, and a nurturing work environment (Eddy et al., 2010)

Millennial qualities are rather life-stage impacts, which are found in each age as they move from less obligation in youthful adulthood to greater duty in more seasoned age. Millennials are special, sheltered,

confident, team-oriented, conventional, pressured, achieving (Stafford and Griffis, 2008). By having those special characteristics of most Millennials, they have high-valued social capital (Monaco & Martin, 2007). However, millennials face their wicked problem and it causes them to find obstacles to get their innovative ideas (Strawser, 2019).

Wicked Problems of Millennials

According to linkedin survey, To way better get it the quarter-life emergency — that arrange in the middle of 20s to early 30s where millennials got felt at a junction in their career or life — linkedin research team has studied thousands of 25-33 year olds around the world on whether they have experienced one and why.

This modern information appears that 75 percent of 25-33 year olds have experienced a quarter-life emergency, with the normal age being 27. Here is what else linkedin has discovered: While most individuals have experienced a quarter-life emergency, what precisely is causing this uneasiness? Sixty-one percent state finding a work or vocation they're fiery around is the main source. Another beat reason is contrasting themselves with their more viable mates.

About half (48 percent) say this has caused them uneasiness, with ladies feeling this indeed more than men (51 percent vs. 41 percent). People in this age run feel a parcel of instability and dissatisfaction around their careers, indeed more so than weight around their connections and individual life objectives.

Going through this upsetting period can lead those in their 20s and 30s to create huge career and life shifts that affect their proficient world. More than 33% (36 percent) have totally changed their professions, trading to unused organizations and unmistakable parts. Regardless of the way that profession pivoting is dominating among 25-multi year olds, this might be all the more an aftereffect of the changing workforce — LinkedIn data creates the impression that work bouncing for the most part includes increased inside the last year, and more than 66% of work changers have turned vocations. About one-quarter (23 percent) have taken a lifelong break in the midst of this time of insecurity, stepping away for a while from work to re-examine what they have to do. One of every ten have traded from all day work to free or brief work assignments.

While there isn't one basic answer for getting over a quarter-life emergency, getting guidance from individuals that have had comparable encounters can help when you're at an intersection in your profession. Our exploration found that individuals are searching for counsel, yet are uncertain of where to go.

Albeit more than one-quarter (28 percent) of 25-multi year olds realize what their fantasy work is, they're uncertain how to move toward a lifelong move. On head of that, 56 percent need exhortation to make sense of what's straightaway, yet don't have a clue where to go for answers. Forty-one percent feel they are not getting enough assistance at work to empower them to progress. Forty-three percent might want to discover a lifelong guide yet don't have the correct associations.

To address this and make it simpler for individuals, we are going to explore ways to be able to encounter QLC in order to produce a high quality of human resource from millennials dimension by starting from human resource quality measurement that may determine qualification of millennials to be a good option for HR managers to take. The measurement shall find a relation with QLC as QLC is one of a development phase for millennials into adulthood and they can never stay away from.

Millennials in HR Point of Views

As indicated by Buzza (2017), Millennials place a higher incentive on adjusting work and existence with individual life contrasted with past ages in the working environment. With Millennials as one of the biggest generational gatherings in the workforce, businesses must consider their requirements and wants when settling on employing choices just as while advancing from inside (Bellucci, 2020). During the time spent rebuilding recruiting conventions, the working environment may deliver a more joyful and more advantageous authoritative culture (Madan & Madan, 2019).

Therefore, dealing with this youthful human resource to release their beneficial likely gains significance. To this end, it gets basic to comprehend their inspirations, desire and main impetuses in the working environment and to plan strategies and procedures to draw in this ability pool and keep them occupied with the work environment. A hole exists in writing on how HR draws in with this age from the pre-enrollment stage to keeping them drawn in during their life cycle inside the organization.

Research Objectives

As most millennials are encountering quarter-life crisis (QLC), such circumstance is being one of fundamental obstacles for them to be qualified as high quality of human resource (Sharon DeVaney, 2015).

Thus, in order to minimize this kind of problem that is not able to be tackled because of QLC is one of the development phases and millennials are supposed to be able to pass it, we are conducting this research to gain a solution both from millennial's and HR's perspective. Then we elaborate our objectives as follows:

- 1) Analyzing causes of millennials wicked problem which is QLC

- 2) How to enhance their skills to be able to pass QLC
- 3) Measurement of ability to pass QLC
- 4) The measurement will also be a parameter of qualified human resource

Knowledge Landscapes

At this stage of our research scheme there are 4 areas of knowledge that appear most likely to frame and shape our work which are QLC (Quarter-life crisis) basic knowledge, basic understanding of millennials generation, self-concept, and human resource quality measurement.

First, our research will be referred to QLC basic knowledge that will support our main statements and the scheme of our research. We are going to learn what current circumstances of millennials that are related to their personality especially in terms of their goals of life (Rossi & Mebert, 2011).

It is our aim that the research will identify unique contributions to new or modified recruitment methodology to build the quality of human resource.

The process of moving from University into the workforce produces repeated rejection and it is challenging fresh-graduates in order to find their purposes of their well-being, self-esteem, and positive affect (Robinson, 2019).

Therefore, alongside QLC understanding, Knowledge regarding millennials generation is also categorized as supportive theory in order to gain a full perspective from their side specifically in their way of thinking by observing their personal maturity (Sharon DeVaney, 2015).

Therefore, self-concept is taking the role in terms of measuring their personal maturity to be qualified as high quality of human resource. Self-concept consists of their capability to gain more knowledge about their-selves and it is also a parameter of social capital (Hay & Ashman, 2017).

More recently, social capital theory has emerged from sociology as a potential influence on organizational performance. Social capital can be communicated as "the assets installed in informal communities got to and utilized by entertainers and can likewise be imagined as venture by people in relational connections helpful in the business sectors" (Lin, 2001, p. 25).

Coleman (1990) clarifies that in social capital, the social connections are relations with prescient limit and can be used to make something of significant worth. In contrast to human capital and customary authoritative resources, social capital is one of a kind in that it is created by and because of significant social connections that people put resources into making together after some time (Storberg, 2002). In her

fantastic audit of the advancement of social capital hypothesis, Storberg (2002) demonstrates that, similar to human capital hypothesis and HRD, clashing definitions and justification for its estimation can be found in the administration, human science, and HRD writing (Hansen et al., 2015).

Accordingly, to augment the capability of social capital as a significant factor in hierarchical execution; the interior condition must be genuinely helpful for its turn of events. Social capital sets that social connections are relations with beneficial limit and can be used to make something of significant worth (Coleman, 1990), and are created by and because of important social connections that people put resources into making together after some time (Storberg, 2002).

Creating enthusiastic knowledge inside the association makes a domain that empowers the open door for social cash-flow to grow, along these lines improving authoritative exhibition (Goleman, N.D.)

While HRD researchers have given incredible consideration to the basic job of HRD in associations, constrained work has been done to show the joined worth and commitment of passionate insight and social money to the associations.

While most associations must fret about benefit amplification, it is conflicting with frameworks hypothesis to isolate a basic pointer from its unique situation. In this way, the sole proportion of a venture's prosperity ought to incorporate estimates that sway income age. (Kianto et al., 2017)

MATERIALS AND METHODS

Participants

The research uses a mixed-method approach by taking and analyzing quantitative and qualitative data. In quantitative data, the subject was a millennial generation of about 18-30 years old. The number of subjects required for this study is at least 100 people obtained through a sampling quota. While in the qualitative data we obtained based on interviews on preliminary study and study results in systematic literature reviews.

Procedure and materials

The procedure of the study consists of four main phases:

1. The first phase is to conduct an interview process with an expert in the area of talent management or similar with it in order to gain supportive data regarding millennials' wicked problems and ways to minimize it.

2. The second phase is to conduct literature review to confirm the cause and matter's which can enhance their skill to be able to pass QLC on the basis of theoretical perspective.
3. In the third phase, we spread a questionnaire that consists of a scale of QLC and Self-concept in order to gain quantitative data that will be calculated for validation.
4. In the fourth phase conduct confirmatory to the respondent by using the interview to get qualitative data based on quantitative data that have been gained.
5. The fifth phase is to analyze the data by comparing qualitative and quantitative results.

Data collecting

1. Demographic datas.

Demographic Data about personal information (date of birth, age, gender, educational level, employment status and marital status) and domicile.

2. Quantitative data

Quarter-life crisis (QLC) Parameter / Scale

Quantitative data was collected by applying QLC scale which has been translated into Bahasa Indonesia by Habibie, Syakarofath and Anwar (2019). The scale consisted of 23 items with a scale-reliability coefficient of quarter-life crisis 0.924. The choice of answers from the scales uses Likert that moves from 1 (Strongly disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), and 5 (Strongly agree).

Self-Concept Parameter / Scale

The data was collected by applying the Self-Concept scale which has been adjusted into Bahasa Indonesia by Pamungkas (2018). The scale consisted of 19 items with a scale-reliability coefficient 0,811 of Self Concept.[1] [2] [3] The choice of answers from both scales uses Likert that moves from 1 (Strongly disagree), 2 (Disagree), 3 (Neutral), 4(Agree), and 5 (Strongly-agree).

3. Qualitative Data

Qualitative Data of QLC was obtained from interviews. The interview refers to the guide interview which contains the question of 1) what causes of millennials wicked problem with QLC, 2) How to enhance their skills to be able to pass QLC based on participant perspective, 3) what

kind of matters that needed by a person to pass QLC, and 4) what kind of parameter of qualified human resource and they related to QLC.

From the side of participants that filled the form of questionnaire, we also took five unique samples to find representative information regarding causes of encountering QLC and what they have done in order to tackle QLC.

RESULT AND DISCUSSION

Survey Findings

Table 1. Category of QLC & Self concept

	QLC		Self-Concept	
	Frequency	Percent	Frequency	Percent
Low	22	22.0	0	0
Medium	62	62.0	99	99.0
High	16	16.0	1	1.0
Total	100	100.0	100	100.0

Table 2 explains that the level of QLC among respondents is divided into three, namely low (22%), medium (62%) and high (16%). This means that the average respondent has a moderate level of QLC.

Furthermore, the level of self-concept in respondents is divided into two, namely moderate (99%) and high (1%). This means that the respondent's self-concept tends to be positive because the average is at a moderate level.

Table 2. The differences QLC & Self-Concept based on demographic data

Cases Demographic Data	Quarter life crisis (QLC)			Self-Concept		
	df	F	p	df	F	p
Current domicile	3	1.654	0.182	3	.346	0.792
Occupation	2	10.597	<0.001	2	3.513	0.034
Gender	1	1.282	0.260	1	.072	0.790
Latest Education	3	4.972	<0.003	3	1.387	0.251
Marital Status	2	11.806	<0.000	2	2.090	0.129
Birth Order	5	1.228	0.302	5	.508	0.769

Note:

<0.01 =significant* [there is 1% significance rate]

<0.05 =significant* [there is 5% significance rate]

The SPSS General Linear Model procedure Univariate Analysis of Variance (ANOVA) was utilized to test this hypothesis. Specifically, a one-way ANOVA was conducted to evaluate the differences in QLC & Self Concept based on demographic data.

First, the results on QLC show that employment status, education level and marital status have significant levels $p < 0.01$, whereas domicile, gender and birth order are not significant $p > 0.01$. It means that the QLC level can be affected by employment status, education level and marital status but not by another demographic data in this study. Second, all demographic data show that have not significant $p > 0.01$. It means that the self-concept cannot be affected by all various demographic data.

Level QLC difference details on employment status, education level and marital status can be seen on the graphic below:

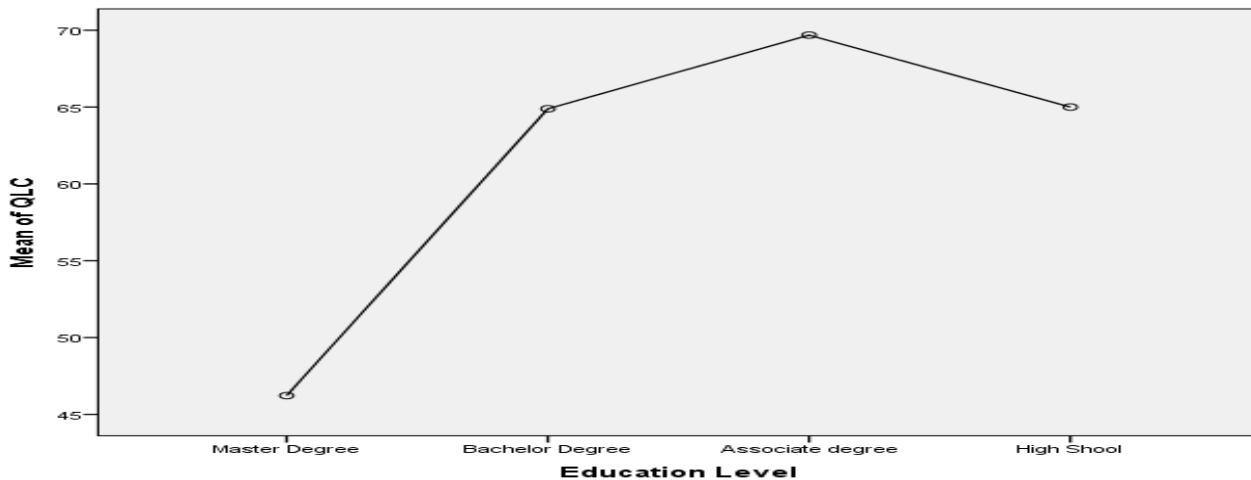
Graphic 1. Means plot QLC based on employment status.



Graphic 1 shows that respondents who have employment status were the lowest QLC, while the highest is fresh graduates and from from the interview that was conducted by Author (Zarqan) with Aura Syari, one of the talent management representatives of Kalibrr, a leading recruitment-company in Indonesia. After graduation their lives have transform into new huge challenges the real live. All personality trait such openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism must be overcome to pursue their career (Matthews et al., 2003). Most of fresh graduate are stuck in the middle of difficult circumstances as they lack preparation to survive their new life challenges because ability and willingness to learn, teamwork, hardworking, willingness to take on extra work, self-control and analytical thinking are clearly necessary for success (Pang et al., 2019). Human resource with employment status were the lowest QLC because they feel safe, stabil, and secure because as employment they can cover their basic need in hierarchy Maslow.

Moreover, Aura Syari has suggested fresh-graduates to examine their potential obsession by trying psychological tools in order to ensure what they are passionate in. Therefore, once they reach their internship phase they can try to work on the basis of their passions and they can broaden their skills and integrate them into a new expertise to plan for the following more gigantic life challenge.

Graphic 2. Means plot QLC based on education level.



Graphic 2 shows that respondents who have a master educational level were the lowest QLC, while the highest was senior high school. Barawi et al., 2020 also state that people with high education more capable in handle their stress disorder. The age of people in master degree also more mature so that they usually more aware with to handling their problem. In the second theme, Aura who has passed bachelor degree has recommended fresh-graduates to have self-knowledge in order to be well prepared to encounter QLC as it is one of personal development phases which they are not able to escape from but they can minimize the duration of encountering QLC. Alongside self-knowledge for preparation, financial planning is taking a role in order to get ready to face QLC in case of long duration of job hunting.

Graphic 3 shows that respondents who are married were the lowest QLC, while the highest was divorce. According to Jackson & Fife, 2017 the quality of social support had a significantly positive relationship with career expectations and romantic relationship confidence. Divorce person more stressors because they sole parenting responsibility or loss of custody of children, loss of emotional support, continuing conflict with ex-spouse, and economic decline (Amarto, 2000).

Graphic 3. Means plot QLC based on marital status.

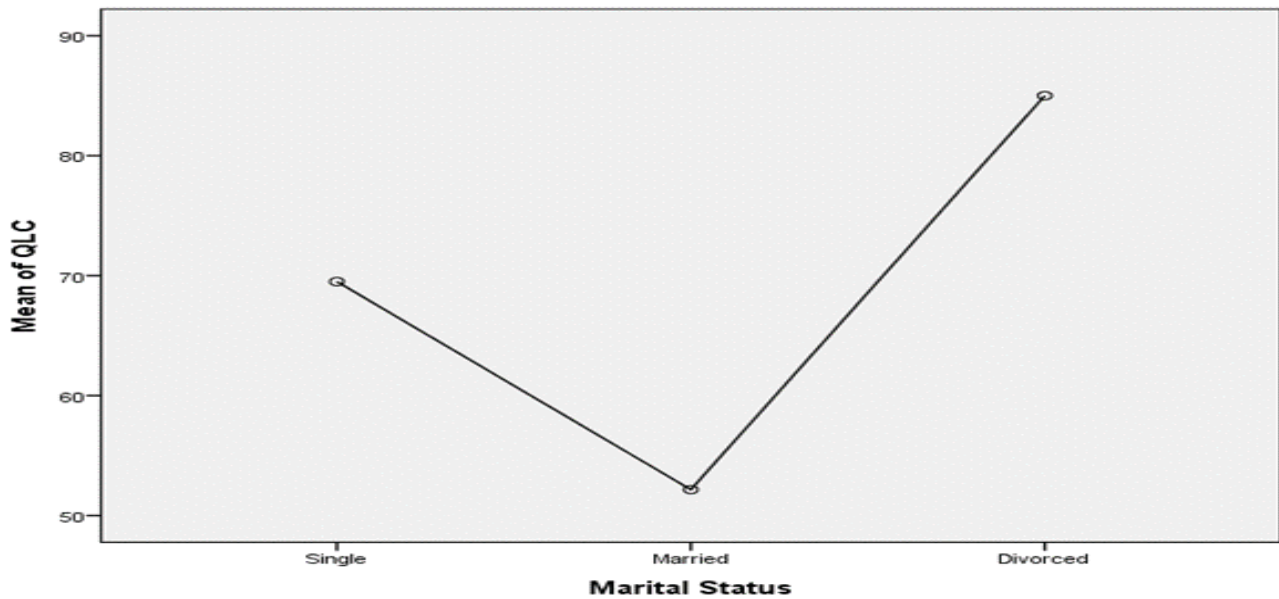


Table 3. The highest to the lowest mean of QLC

No.	Aspect	Mean
1	Negative self-esteem	17.490
2	Worry regarding current and future interpersonal relationship	12.140
3	Doubt in decision making	9.310
4	Under Pressure	9.130
5	Stuck in difficult circumstance	6.370
6	Despair	5.660
7	Insecure	5.220

Qualitative Interview Findings

Table 3 summarizes the main themes from the interview that was conducted by Author (Zarqan) with Aura Syari, one of the talent management representatives of Kalibr, a leading recruitment-company in Indonesia. First theme was an overall idea related to the reason for QLC. While she stated that QLC is being encountered by most of fresh-graduate as their lives are transforming into new huge challenges.

However, most of them are stuck in the middle of difficult circumstances as they lack preparation to

survive their new life challenges. The main reason for their inability to survive is an inexistence of dependence as they used to have their parents to rely on during their University lives. Thus, they tend to find any kind of job without underlining their obsessions for the sake of managing their financial matters.

In the second theme, Aura has recommended fresh-graduates to have self-knowledge in order to be well prepared to encounter QLC as it is one of personal development phases which they are not able to escape from but they can minimize the duration of encountering QLC. Alongside self-knowledge for preparation, financial planning is taking a role in order to get ready to face QLC in case of long duration of job hunting.

Moreover, she has suggested fresh-graduates to examine their potential obsession by trying psychological tools in order to ensure what they are passionate in. Therefore, once they reach their internship phase they can try to work on the basis of their passions and they can broaden their skills and integrate them into a new expertise to plan for the following more gigantic life challenge.

Table 4. Qualitative Interview Findings

Theme	Sub-Theme	Exemplar quotes
Reason of dealing with QLC	Life transformation	<p>Most of fresh-graduate are encountering QLC by the reason of life transformation in terms of dependence. During their university lives, they have their parents to rely on.</p> <p>However, they have to survive themselves by looking for a job to manage their financial matters after graduation.</p> <p>As they are only focusing on their financial circumstance, they tend to get any kind of job as long as they can financially survive without underlining their basic skills, backgrounds and passions.</p>
	Lack of Preparation	<p>They are not well prepared to face their new way of life and it causes a lack of life orientation.</p> <p>Thus, they are not able to adapt their new life phase especially in term of survival</p>
Methods of minimizing QLC duration	Career	They should have knowledge regarding their-selves by finding their passion and they are appropriate to be placed in.
	Personal Life	They have to make a long term self-preparation in order to be ready once they are encountering huge new life challenges
	Financial	They are highly recommended to make a long-term financial planning in case of long duration job hunting

Necessary skill to be able to implement the method	Self-Knowledge	Fresh-graduates need to know their obsession by testing their personality using psychological tools
	Passion Trial	Fresh-graduates must try to work on the basis of their passions during their internship period in order to broaden their skills and integrate them with their experiences during internship
Human Resource Quality Parameter	Background	Users / departments tend to hire fresh-graduates on the basis of their background relevance in order to adjust their logical base.
	Self-Concept	HR usually recommends a candidate with a high social capital in the form of self-concept.

Finally, she made her suggestion that they have to be well prepared to encounter their phase of QLC by the reason that the HR department tends to hire fresh-graduates on the basis of background relevance to be considered by users. Likewise, HR always considers a candidate with an acceptable social capital in the form of their capability to adapt to a new environment and good level of self-concept.

CONCLUSION

According to the survey that has been conducted by researchers in order to gain High Quality Human Resource in Jakarta, Bandung, Bekasi and Surabaya by scaling participants using parameters of QLC and self-concept. We have reached an agreement that a positive rate of self-concept implicates the percentage of QLC of each participant.

Furthermore, on the basis of statements in the questionnaire given by the researcher, the results of self-concept and QLC were equally moderate. It means that researchers have reached a conclusion that self-concept has a dominant contribution to reduce individual QLC. Likewise, the research has also shown that the percentage of QLC is influenced by demographic data such as occupation, education, and marital status.

According the side of professional Human Resource Management that we gained from interview that has been conducted by one of our researcher (zarqan), self-concept parameter is highly necessary in order to obtain high quality of Human Resource as a person whose a positive score of self-concept is considered as an individual that is capable of maintaining his/her phase of QLC.

Future Work and Suggestions

In the next step, the expectation of researchers is examining further demographic data by implementing other relevant approaches. Additionally, researchers are predicting the implementation of quadruple-helix

by integrating this research project into relevant professional corporates in Indonesia.

Thus, Authors are suggesting professional practicing HR for concerning to gain high quality of human resource by underlining both of those 2 points below :

- Employees-aid that concerns understanding self-concept.
- Assisting Human Capital encountering QLC and guidance to minimize the duration of QLC.

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