Engagement Perception of Young Lecturers Managerial Level at Business School PHU

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ABSTRACT

The study aimed to determine the perception of young lecturers' engagement belongs to the millennial generation (born 1986-2000) at the managerial level in Business School PHU. They are based on the millennial lecturer's experience while being managerial and felt in employee engagement. Data collection through literature study, interviews, and observation. Informants consist of two categories: (1) three millennial managers who have worked more than two years at Business School PHU and have Academic Position, minimal Expert Assistant; (2) their direct supervisors of the first category. Processing data by making interview summaries to formulate patterns, categories, and variables then formulated in propositions for the proposed model. Research contributions are expected to provide input to the management of human resources in the private University context to build young lecturer level managerial engagement at the millennial generation's age.

Keywords: Lecturer, Employee Engagement, Millennial Generation, Managerial

INTRODUCTION

Work organizations need Human Resources (HR) that are reliable and willing to commit to the work organization. Based on BPS data (2017) states that of Indonesia's total workforce, as many as 160 million, almost 40%, namely 62.5 million, are classified as the millennial generation, born in 1986-2000. The millennial generation is born in an era that is influenced by technological growth, so that in conducting more technology-based activities in finding information. Dale Carnegie's research on 1200 Indonesian millennial employees says that only 25% of the millennial workforce is fully involved with the company they work for. In contrast, 9% refused to engage more deeply with the company. Even 60% of millennial generation employees feel no attachment to the workplace and plan to resign from their current workplace. Whereas employees are said to have a high level of engagement if they understand and concern the organization's

operational environment, are enthusiastic about working, work together with other employees, talk positively about the organization, and exceed organizational expectations (Bakker, 2010).

Likewise, Business School PHU is an educational institution with more than 18,144 active students. The number of permanent lecturers is 752 with 75 study programs (forlap.ristekdikti.go.id, 2019). As University, Business School PHU has vision excellence, holistic, transformational education. Then, as a lecturer at Business School PHU, it is expected to do the best performance through TRIDARMA and live and pay attention to education in all campus life so that stakeholders such as staff, students, alumni can feel the uniqueness both in attitudes and behavior. The majority of lecturers now consist of the millennial generation. Many of them occupied managerial positions, such as the head of the laboratory, deputy of the head department and head of department, dean, et cetera. Unfortunately, but in the last few years, according to HRD, there are some cases for millennial generation lecturers who already have Academic Positions and in managerial positions to decide to leave from Business School PHU. Then it is necessary to discuss the problem in depth through qualitative research methods in this study. The phenomenon approach is applied because of individual experiences referred to as a specific meaning; in this case, the perception of engagement of millennial lecturers who occupy managerial positions at Business School PHU.

Based interviews with the human resource development (HRD) section shows the phenomenon that the last five years, there has been more than 20% turnover rate of young lecturers. For example, in a one Faculty with a majority of lecturers at Business School PHU, some cases show young lecturers resign, preciously when they have managerial positions. The reasons given vary as personal reasons, such as getting married, continuing studies, and even moving to other careers. They moved to another campus. Although the turnover rate is calculated and reported annually, this amount can also be seen in a certain period. Sartika (2014) stated that there is no ideal turnover rate because the slightest turnover indicates employment issues that must be addressed. The turnover rate is also an indication of the low attachment of young lecturers to the institution. Currently, the lecturers at Business School PHU consist of baby boomers, the X generation, and the millennial generation. Business School PHU to organize the learning process well, it is necessary to manage lecturers, including young millennial generation lecturers who are teaching students.

In accordance, Bakker (2010) classifies attachment in three forms: vigor, dedication, and absorption. A vigor is a form of employee mental endurance running a job. Dedication is the strong desire of employees to work so that they focus on gaining valuable experience. Absorption is an employee who works with a long-term commitment, highly concentrated to get the job done quickly. Managerial of Business School PHU expect millennial generation lecturers who are in managerial positions can have employee engagement. So, they are motivated to do TRIDARMA (Teaching, Research, and Community Service) optimally and exceed the expectations given what is more so that they can stay at Business School PHU in the long run. With so many managerial positions occupied by millennials, Business School PHU should be able to make them feel at home

and feel comfortable working there. This is done so that a fair adaptation process occurs in human resource management in different generations.

Previous studies on employee engagement using quantitative research approaches have been widely carried out, such as by Bakker (2010); Hughes and Rog (2008); Lamidi (2010); Nusatria and Suharnomo (2011); Polii (2015); Fadzlul and Semi (2018); Zamralita (2017). However, there has not been much research discussing millennial generation lecturers' engagement at a managerial level, especially in the qualitative approach. According to job street research (2017), it is easy to move to work if a little uncomfortable; and voter applying for jobs. So, this study uses a qualitative descriptive approach. Because they want to find out about in-depth understanding of perceptions of work engagement among young lecturers of the millennial generation who have managerial level positions. Based on the experience of the millennial lecturer while being managerial and what is felt in employee engagement. The research's contribution is expected to provide input to human resource managers in higher education institutions, especially private universities, to build the work engagement of millennial age lectures at the managerial level. Based on the background above, this study aims to identify how far the perception of engagement of managerial level millennial lecturers at Business School PHU.

THEORETICAL REVIEW

Motivation

In human resource management, motivation is essential. Understanding employee motivation needs to be done because it will encourage employee work motivation (Pentury, 2010; Dessler, 2014). Motivation drives a person to achieve goals that humans can not be separated from the needs and desires needed to respond. Maslow's theory explains that there are five levels of need: physiological, safety, social, self-esteem, self-actualization. Then developed by Herzberg in motivation and hygiene factors. Equipped with Aldefer's view known as ERG theory (existence, interconnectedness, growth). Herzberg in the two-factor theory states that policy, company administration, and sufficient salary in work are to convince employees. When these factors are not enough, people will not be satisfied. Things that can be interpreted by people in carrying out their work are influenced by two factors, namely requirements: (a) Hygiene factors are factors related to the maintenance of human nature who wish to obtain physical peace. This health need is an ongoing requirement because this requirement will be returned to zero after meeting; (b) Motivation Factors Motivational factors are concerned with the psychological needs of individuals who are perfect feelings in doing work. This motivational factor is related to respect for personalities directly related to work (Aamodt, 2012).

Organization Culture

Corporate culture is described and defined as an extension of the general concept of culture. Culture is both a state or property of a group and a perpetual process of

reenactment among the group members. Corporate culture can be defined as the learning outcome of a group's solving external survival and internal integration (Schein, 2015). A culture model is described, and a number of approaches to describing the content of cultures are reviewed and illustrated. The degree to which corporate culture relates to economic performance is briefly reviewed and the concept of culture creation and change.

Job Satisfaction

Job satisfaction can be defined as a pleasant or unpleasant emotional state in which employees see their work (Hasibuan, 2013; Sunyoto, 2009). Sutrisno (2009) also states factors that can affect job satisfaction: (1) Psychological factors related to employee psychology, such as interest, calmness at work, work attitude, talent, and skills. (2) Social factors associated with interactions between employees or employers. (3) Physical factors are associated with physical conditions in the workplace, such as the type of work, rest periods, work equipment, state of the room, temperature, lighting, and air ventilation. (4) Financial factors related to guarantees and employee benefits, including salaries, benefits (social security, benefits, facilities, promotions). If the organization motivates employees well, employees will feel positive and satisfied that they will be willing to do more than expected (Meilani, 2009; Sugandi et al., 2013). However, employees can also feel the conditions of dissatisfaction, which, according to Robbins and Judge (2013), can be manifested as (1) Exit, ie, behavior leads to leaving the organization or resigning; (2) Voice, through actively constructive efforts to improve the situation. (3) Passive loyalty, remain optimistic about waiting for conditions to improve, even defending the organization if there is criticism. (4) neglect, which is the act of letting conditions worsen, such as being absent, often late, reducing work effort, increasing work errors.

Organizational Support

Organizational support arises when the organization tries to be able to adapt to a dynamic environment. Organizational support is experienced by employees who believe that their contributions are valued and cared for by work organizations or companies. Research shows that people feel their organization supports when given a fair reward system, can participate in decisions, get supportive supervision. If organizational support and commitment are felt to be healthy and positive, it tends to provide high job satisfaction (Hasibuan, 2013; Sunyoto 2009; Robbins and Judge, 2013).

Employee Engagement

Employee engagement shows the degree to which employees identify themselves with work, both emotionally and then committed to their work. Employees who show the conditions of attachment will have the ability and resources to complete work targets. This is because they can align actions with work organizations' goals and provide maximum effort in completing tasks. There are three main factors causing employee engagement, namely: Physical work, including physical, social aspects of the job such as

social support, feedback on performance, learning opportunities; the meaning is implied from work, which means how important or useful individuals own the work; personal resources, referring to individual characteristics, such as his personality (Bakker, 2010).

So according to Schaufeli et al. (2003), there are several dimensions in employee engagement including vigor is shown by physical and mental strength when working; dedication is shown through emotional feeling at work; absorption is shown through the behavior of giving full attention to work and cannot be separated from work.

In line with Macey et al. (2009) also stated that employee attachment has two things: (1) psychic energy feels the best experience on the job and the current contained in the job. So, make the employee serious and indulge in work, show effort at work, focus on work, and show full involvement. (2) as the energy of behavior, that is, when employee attachments can be seen by others. Through positive thinking behavior at work, working proactively, if there is an opportunity will take behavior that supports work organizations' goals.

Employee engagement is also defined as employee engagement with work organizations not only physically, cognitively, but even emotionally in terms of performance, so it is an essential factor in the sustainability of a company (Taha, 2016). Furthermore, employee engagement is referred to as the level of employees fully involved in work and provides a strong commitment to work (Noe, 2013). Employee engagement focuses directly on human resources, where a company is run by existing HR. If a company does not build employee engagement, the existing HR is less effective because employees will give more effort to their jobs. Lack of employee engagement will lead to the company's destruction because there is no sense of attachment to the company, so that employees will have ignorance on the work that makes a decline in performance.

Employee Loyalty

The economics and management literature seem to be unanimous about the positive effects of loyalty for organizational performance. However, this link requires further investigation since there is no consensus on the definition of employee loyalty.

Various constructs have been suggested to characterize employee loyalty, including trust, identification, participation, commitment, and attachment. The ways that employee loyalty is supposed to raise performance also differ and include reducing employee turnover, increasing profits, improving quality, developing innovations, and increasing organizational reputation, including belief and trust in the team, or the brand, etc (Guillon & Cezanne, 2014).

Loyalty is a condition of employees' willingness to have a long-term relationship, not to make a turnover from the company. Faithful employees will defend and guard the organization against wrong statements (Robbins and Judge, 2013; Hasibuan, 2013). In the research Sugandi et al. (2013) concluded that employee loyalty has a positive and

significant effect on Organizational Citizenship Behavior, so that they are willing to do more than formal job responsibilities.

Employee Involvement

Work involvement is a condition of how employees view the work and the company where they work. Employees who have work involvement will feel like individuals who have contributed to work for organizations and are involved in making decisions regarding work (Aamodth, 2012; Noe, 2013). Prihatini & Wardani (2013) explained that work engagement could influence and predict turnover, absenteeism. So, it looks at how feelings, cognitive employees for their work.

METHODOLOGY

The flow of research begins with a research problem. Ideally, millennial generation lecturers in managerial positions at Business School PHU have employee attachments, but there are still conditions that make them unable to survive or show sub-optimal performance. Next, a theoretical study is carried out on the theoretical foundation to support an in-depth understanding of the research problem.

The method used in this research is qualitative, based on phenomenology because it starts based on the philosophy of positivism to examine the natural conditions of phenomena that occur. Data analysis based on inductive research results emphasizes the importance of insight and in-depth understanding of the problem situation rather than generalization. This is in line with Sugiyono (2012) and Creswell (2009) who convey that qualitative research attempts to explore, understand, and meaning what happens to various individuals or groups, which comes from social or humanitarian problems. Qualitative research aims to help researchers deepen existing social phenomena through perspectives obtained from predetermined vital informants. Phenomenology used because it reflects millennial lecturers who do not necessarily have work engagement with Business School PHU institutions and will affect organizational performance. Creswel (2009) described that phenomenology is the importance of raising the phenomenon of work engagement of millennial generation lecturers.

This study's object is the managerial position of lecturers with the millennial generation's age (maximum 40 years) at Business School PHU. In this study, there is no difference between the lower, middle, or upper managerial levels considering that each manager is the leader of a workgroup that directs achieving work targets. Data collection methods used are carried out through The method of direct observation, the method of using questions (in-depth interviews), specific methods (questionnaire used for exploration), Secondary data derived from theory or previous research; company file of Business School PHU.

The data collection method above is in accordance with the statement about the method or method of data collection stated by Nazir (2007) and Ihalau (2008). Furthermore, the unit of analysis to be studied is the individual because this study

discusses individual perceptions of engagement of level managerial lecturer millennial generation.

The key informants chosen in this study are the categories: Three Managerial lecturers with the age of millennial generation from different faculty with more than two years of service. The consideration is that for two years working at Business School, PHU was able to provide an overview of the processes received from Business School PHU. Especially according to Jobstreet (2017), millennial generation employees move quickly in less than two years working somewhere; Millennial lecturers as key informants must have an Academic Position at least an Expert Assistant in accordance with Law Number 14 of 2005 concerning Teachers and Lecturers, that as lecturers it is necessary to have an Academic Position; Direct supervisor managerial of three informants with the reason that the direct supervisor can confirm how engaged the first category of informants are.

Observations were also made of key informants on the facts that occurred to see how to establish employee engagement factors at Business School PHU. Both key informant categories were chosen to consider the ease of gaining access to data and their availability and willingness. However, taked into account privacy, the informant was only willing to use the disguised initials' name. This research uses source and method triangulation. Triangulation of sources based on informants' different categories as research sources, namely millennial generation managerial employees, direct supervisors. Method triangulation is carried out according to different data collection methods. This triangulation is done by combining data obtained from various sources. The source can be from observations, key informant interviews, and secondary data derived from theory, company records, or previous research. This triangulation is done to reduce errors and bias.

While the validity of research involves the level of accuracy of research data that can be reported by researchers (Sugiyono, 2012). Validity can be divided into three, namely: (1) Establishing validity: establishing the correct operational size for the concept to be learned. (2) Internal validity: establish causality, where certain conditions are shown to direct other conditions, as distinguished from pseudo relationships. (3) External validity: establishes the fields in which research findings can be generalized (Yin, 2003). This study uses an external validity test, which emphasizes the extent to which these results can be generalized to other contexts. Furthermore, the results of in-depth interviews are made in a table per informant category. The table maps informants' statements that must contain replication logic and formulated categories, patterns, and variables. Based on the variables that have been obtained, a research proposition can be formed to produce a proposed research model. This proposition is formed by looking at whether there is a relationship between one variable with another variable. If there is an attachment between variables, it can be proposed as a research model proposed, according to Moleong (2011).

RESEARCH RESULTS

Informants Profile

Research informants in category 1 were three managerial employees of millennial age at University Business School PHU: First informants (VCN): women, 31 years of ages, married, has one child under five years old, S1 and S2 alumni from Business School PHU and had served as lab assistants at the time lectures, before working at University Business School PHU had worked as a marketing staff at X private bank, her current position at Business School PHU is the Head of Faculty Research and Publication., Second informant (LH): woman, 30 years of ages, single, city of origin S1 and S2 from Manado so that the core family such as parents and younger siblings are in Manado, before working at Business School PHU had worked as a teaching assistant at the State University in Manado, already served as Vice Chairman of the Management Department for more than 2 years., Third informant (DS): male, 29 years of ages, single, S1 and S2 from Sulawesi, hometown and core family are in Sulawesi, before working at Business School PHU had worked in the company as a financial analyst, currently serving at Business School PHU as the Head of Faculty of Business and Economics Laboratory.

The second category is their direct supervisor (ICM) as head of a management department to confirm how these three 1st informants' attitude and behavior toward engagement to Business School PHU.

Finding and Discussion

In this study, the process of validating the research data was carried out by triangulating sources from core informants and their immediate superior. Triangulation of methods was carried out through observation and in-depth interviews. Then triangulation of data obtained from primary and secondary data in the study. The following table 2 presents the results of interviews with informants for category 1 with the name disguised as initials at the informant's request and direct supervisors from the three informants as source triangulation at table 3. Then the findings in the interview results will be formulated categories and patterns to form variables. Moreover, the variables found will be made in a proposition that is the relationship between variables to form the formation of the proposed model as a research output.

First Category of Informants Interviews Results

Table 1 shows the dimensions of the absorption of key informants as managerial level and lecturer able to have positive emotional feeling by having a motivation and even being willing to helpout more than the job description. This is in accordance with Bakker's (2010) statements and Aamolt (2012) that employees who feel good and positive things about their work so they can perform positively because there is encouragement as motivation. Then Table 2 shown result of interview of their direct supervisor. At this study their supervisor is one person as head of management

department Mrs. IDM, 50 years of ages, known 1st category informants more than one year as subordinate at their managerial position.

Table 1. First Category of Informants Interviews Results

STATEMENTS	1st Informant VCN	2nd Informant LH	3rd Informant DS	CATEGORY	POLA
How energy do you feel when working? (including to do TRIDARMA)	Always feeling uplifted and happy	Always feeling uplifted	High enthusiasm for critical ideas	Feeling uplifted Happy to do work High enthusiasm for critical ideas	All informants have energy when working as managers and lecturers by feeling uplifted and happy and high enthusiasm for giving critical ideas. Then, they have high energy to work with great attention, enthusiasm, and passion. They interpretation their work as serve as Christian spiritual responsibility until completion and give meaningful results. As managers, they all never surrendered because seeing by the scale of priority, responsibilities and enthusiasm. When handle challenging work, they feel proud, release
How do you devote energy when working?	Having high energy trying to work with enthusiasm	High attention paid to work.	Because it is a passion so, can do maximum at work	Work with enthusiasm High attention Passion makes can do maximum at work	
How do you interpret your work?	Work to serve as light and salt	Work is the responsibility until completion	Very meaningful because there are results	Serve (as) Christian spiritual Responsibility until completion Meaningful because result	
As Managerial, what is your process for completing the assignment? Have you ever felt surrendered?	Seeing the scale of priority what must be done first	Never until today because of responsibility and enthusiasm	Never give up because enthusiastic at work	Scale of priority make survive Responsibility and enthusiasm as reminder	
How enthusiastic are you about your work?	Very enthusiastic	Enthusiastic	Very enthusiastic	Very enthusiastic	

How do you feel about your challenging work as managerial and lecturer to do TRIDARMA	The spirit to be able to solve problems	Proud and release	Proud because can produced ideas	The spirit (as Christian) be able Proud Produced new ideas	and have a spirit as Christians to solve the problem. Then they feel their job have explicit
Do you think your job has a clear purpose? (as managerial and lecturers to doTRIDAR)	Very Clear	Clear, because has clear purposes	Very clear for example because when I am teaching that is produced the idea	Clear and has specific purposes	purposes never had a conflict of the role. However, it happens they choosen scale of priority. They also feel their job so
How do you feel when completing work, do you feel meaningful?	Yes, feel meaningful	Yes, feel meaningful	Feel meaningful	Feel meaningful	meaningful and give inspiration through new ideas. They feel comfortable
Do you feel inspired when working?	Yes	Yes	Yes, through creative new ideas	Feel inspired	because work environment has supporting and
How comfortable are you with the work environment?	Feel very comfortable	Comfortable because supporting each other and collaboration	Very comfortable because work environment very supported	Comfort Supporting Collaboration	collaboration. They feel proud because reputable image of Business
How proud are you of your work? (as managerial and lecturer)	Proud but still remember above the sky there is still sky	Very proud and happy	Proud because the reputable of Business School PHU	Proud of work and reputable of institution Happy	School PHU and they willing to do extramiles. They feel happy for successful of university
How much do you feel as part of the company?	Very much	Very much because there is responsibility	Yes, because involved with several responsibili ties	Feel as part of Business School PHU because several responsibili ties	and serious to do job until sinking at work. For example, they feel bad when are not presence at work. Even
How much are you willing to work more than the company asks?	I will do because I willing to serve, and I have fruit of	Willing to do extra miles as bibles said	Willing as related my job responsibility	Willing to do more than job description as related his/her job	they keep up the secret of company. Because all of

					the positives feel like at home, they want to stay in the future at Business School PHU.
	the spirit				
How do you feel about the company's success?	Very proud because it has a part in the work	Very proud because I have contribution	Happy and proud as part of Business School PHU success story	Proud and happy of company success	
How serious are you doing each job you are given?	Very serious	Very serious	Very serious	Very serious doing each job given	
How sinking, do you feel about work?	Very deep sinking at work	Very deep sinking at work	Very deep sinking	Very deep sinking about work	
How bad do you feel, or something is lacking when not coming to work?	Feel Very bad	Very bad	Very bad	Feel very bad when are not coming at work	
How can you keep company secrets?	Can keep it up	Can keep it up by thinking before talking	Can keep it if it is secret	Can company secret	
How much do you feel at home and don't want to move to another company or University?	Very comfortable as my second home	Feel at home and enjoy	Feel at home and happy	Feel at home, enjoy, happy and do not want to move to another company and university	

Variables:
- Work Motivation
- Organization Culture based on Christian value
- Satisfaction
- Dedication Engagement
- Job Involvement
- Loyalty

Confirmed by second informant category (direct supervisor) that all informants 1st category are managerial level millennial has felt their engagement to work in the dedication dimension implied such as attention to work seriously, feel gratitude, rarely absent and seriously completing tasks. This supports Bakker's (2010) statement about the dedication dimension, which indicates work engagement. All key informants confirmed still have no turnover intentions. Whereas according to Noe (2013), employees who have work engagement will be more attached to the company.

Table 2. Second Informants Category Result

STATEMENTS	DIRECT SUPERVISOR	CATEGORY	POLA
How is the energy expended by 1st category informants when working on TRIDARMA in general?	Showing high spirits, not delaying time delay	High spirit without delaying	Each informant has high spirit todo work without delaying and they are very tough and commit to doing best. They also shown have a good relationship with other stakeholders. They are also willing to work more than job description requirement. They feel bad when absence. They want to stay long time in the future.
What is the process of 1st category informants in completing managerial tasks? Have they ever felt surrendered?	Very tough and high commitment to do the best	Though and high commitment to do the best	
What is the attitude of 1st category informants on the work environment (physical work environment and interpersonal relationships)?	Have a good relationship in interacting with the surrounding and other lecturers	Good relationship and interacting with others	
How much was 1st category willing to work more than the company requested?	Very willing and they are Ok for that	Willing to work more than job description	
What is the 1st category informant attitude when not coming to work?	Feel bad because of their responsibilities and commitments	Fell bad when not coming to work	
How 1st category informants comfortable and didn't want to move to another company?	Very comfortable with the proof by continuing education	Want to stay in the long time	

Variables:
- Work Motivation
- Satisfaction
- Dedication Engagement
- Loyalty

Proposition and Model Suggestion

Based on the variables that have been obtained, a research proposition can be formed to produce a proposed research model. This proposition is formed by looking at whether there is a relationship between one variable with another variable. If there is an attachment between variables, it can be proposed as a research model.

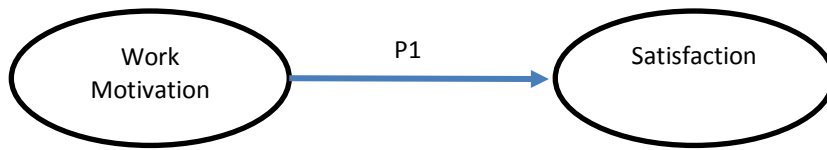**Relationship Work Motivation and Satisfaction**

Figure 1. Proposition Model (P1)

It can be explained that work motivation will provide positive feelings about work. So, as to provide satisfaction for managerial level millennial employees at Business School PHU. Supporting the above statement about work motivation brings satisfaction by Pentury, 2010 and Dessler, 2014. Where motivated employees work more enthusiastically in getting work done. Even willing do more because the nature of work as managerial and lecturer in TRIDARMA is considered to require a lot of time to focus and requires energy in completion. Then the proposition suggested is:

P1: work satisfaction affected satisfaction

Relationship Organization Culture based on Christian Spirituality and Satisfaction
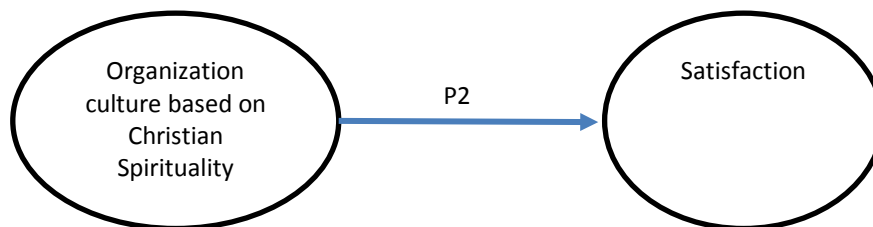
Figure 2. Proposition Model (P2)

Sulkowski (2012) elaborates that organizational culture is derived from social norms, communication methods, customs, subcultures, organizational stereotypes, organizational heroes and so on. Meaning, organization culture will strongly affect organizational objectives, strategy, tasks, performance, employee engagement, job satisfaction and many other organizational aspects (Sherafati et al., 2015). In this study, Business School PHU have vision and mission based on Christianity, as an organizational culture refers to the vision and mission, so that it affects the authority of managerial level millennial employees. Then the proposition suggested is:

P2: Organization culture based Christian spirituality affected satisfaction

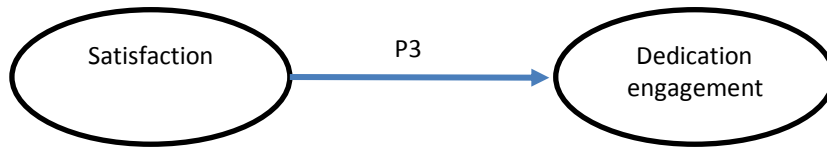**Relationship Satisfaction and Dedication Engagement**

Figure 3. Proposition Model (P3)

Dedication is a sacrifice of energy, thought, and time for the success of a business that has a noble cause, this dedication can also mean dedication to carry out lofty ideals and the need for a firm conviction. Schaufeli et al. (2003), which defines engagement as "a positive, satisfying state of mind, related to work characterized by enthusiasm, dedication, and absorption". Result shown as managerial level millennial employees, they have dedication engagement. They feel satisfied and have gratitude to God, when doing their duties and responsibilities as managers and in carrying out TRIDHARMA. Then the proposition suggested is:

P3: Satisfaction affected dedication engagement

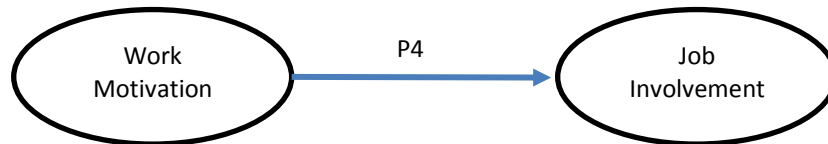**Relationship Work Motivation and Job Involvement**

Figure 4. Proposition Model (P4)

The extent to which these are satisfied determines the employee's level of motivation to work. Pretorius (2004) states that the social relationships important to work motivation include friendships, teamwork, status, socialisation, dependency and the desire for affiliation. They symbolise a relationship orientation to work. Work motivation can encourage managerial level millennial employees to have job involvement. Then the proposition suggested is:

P4: Work motivation affected job involvement

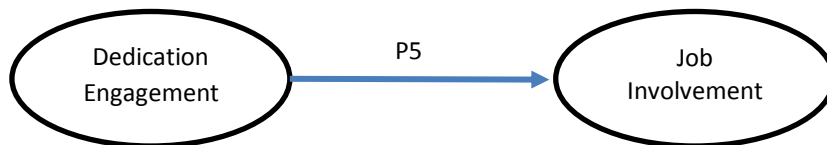**Relationship Dedication Engagement and Job Involvement**

Figure 5. Proposition Model (P5)

Similarly, as absorption can be associated with flow, dedication can be linked to job involvement. According to Mauno, Kinnunen, and Ruokolainen (2007), dedication has

conceptual similarities with job involvement: dedication is defined as a strong psychological involvement or identification with one's work (Schaufeli et al., 2003), whereas job involvement denotes an individual's psychological identification with a particular job or with work in general (Kanungo, 1982).

Additionally, both concepts are regarded as fairly stables phenomena, although the difference between the concepts has not been clearly argued. However, dedication appears to be a broader phenomenon than job involvement because dedication contains feelings of enthusiasm, inspiration, pride, and challenge, while job involvement focuses strictly on the psychological importance of the job in an individual's life. (Mauno et al., 2007). Meaning with their dedication engagement, managerial involvement gives the impression of work involvement. Then the proposition suggested is:

P5: Dedication engagement affected job involvement

Relationship Dedication Engagement and Loyalty

Vance (2006) claims that employees who are engaged in their work and committed to their organizations provide their companies with competitive advantages that include higher productivity along with lower employee turnover. The importance of loyalty in the workplace has been acknowledged all over the world because the performance of any organization depends on the loyalty of its employees; the more the employees are loyal, the better the performance of the organization (Ueda, 2012). Loyalty happens to managerial lecturers because of their high dedication in completing work and responsibilities towards their assignments. Then the proposition suggested is:
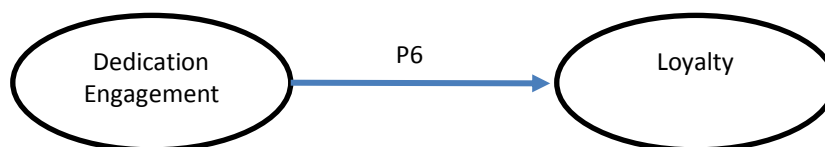

Figure 6. Proposition Model (P6)

P6: Dedication engagement affected loyalty

Relationship Job Involvement and Loyalty

Figure 7. Proposition Model (P7)

Macey and Schneider (2008) conceptualized employee loyalty as a desired condition securing a managerial purpose. It has both behavioural and attitudinal components as it

indicates enthusiasm, effort, commitment and involvement. Job involvement causes lecturers to have a strong loyalty to their work both as managerial and in conducting TRIDHARMA. Then the proposition suggested is:

P7: Job involvement affected loyalty

Proposed Model

In this section, propositions that have been formed are then strung together into a theory or model. The model is formed by linking a proposition with other propositions. Then the model formed in the study is as follows:
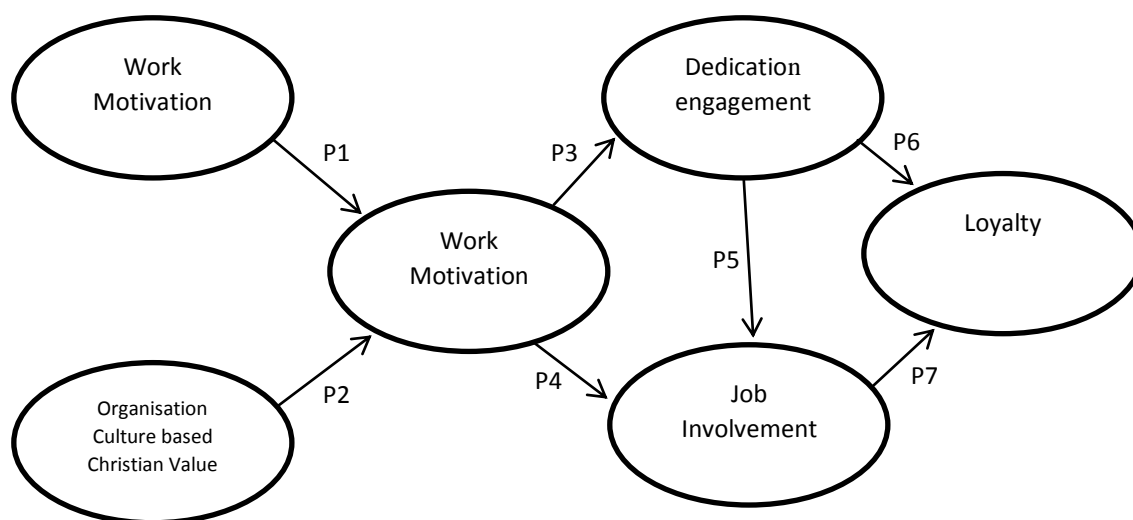

Figure 8. Proposed Model

CONCLUSION

It can be concluded that the informants as lecturers and managerial level as a millennial generation at Business School PHU have understood their role by making a priority scale in each job so that there is no role conflict. With their work motivation and organizational culture with Christian values, they feel positive, high energy to get satisfaction. Furthermore, satisfaction as a positive feeling can bring dedication, engagement and job involvement. Where dedication engagement will affect job involvement. Finally, all informants are willing to be in the long term in the future at Business School PHU as loyalty behavior.

Research Implications

As managerial implication for Business School PHU must be able to foster work motivation as external support from the organization with good appreciation, application of Christian norms and values that are lived. This means providing opportunities for managerial-level millennial employees to grow through challenging

tasks, promotion opportunities, and managerial decision-making. Even though they have dedication engagement, they must provide a work-life balance as a form of Business School PHU's concern for managerial level millennial employees' personal and social life.

In this study, there are limitations, namely: done with qualitative methods through interviews with limited informants so that it cannot be generalized to all millennial employees; Can not make direct observations continuously on informants. This study has not discussed the detailed factors that can lead to work engagement in managerial level millennial employees. Then theoretical advice needs further research using quantitative methods and conducting empirical tests on models. Authors should explain the empirical and theoretical benefits, the economic benefits, and the existence of any new findings. Limitations require a critical judgment and interpretation of the impact of their research. The author should answer the question: Is this a problem caused by an error, or in the method selected, or the validity, or something else?

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