

The Work Stress of Millennial Employees Reviewed from the Viewpoint of Organizational Climate with Team-Member Exchange as a Moderator

Stres Kerja Karyawan Milenial Ditinjau dari Iklim Organisasi dengan *Team-Member Exchange* sebagai Moderator

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This study aims to define the role of organizational climate on work stress of millennial employees and the moderating effect of team-member exchange in the relationship between organizational climate and work stress of millennial employees. Participants are employees born in the time range of 1980 to 2000 and have worked for at least six months. This study utilized survey method with the instruments Stress Diagnostic Survey, Organization Climate Questionnaire, and Team-Member Exchange (TME) instrument which is a fusion of Team-Member Exchange Contributions and Team-Member Exchange Receipts. The data were analyzed with simple linear regression and moderation analysis utilizing the PROCESS module by Hayes. The results of this study indicate that organizational climate contributed negatively on the work stress of millennial employees. The higher the score for organizational climate, the lower the score for work stress on millennial employees. Team-member exchange cannot moderate the relationship between organizational climate and work stress of millennial employees. High quality of team-member exchange cannot strengthen the relationship between organizational climate and work stress of millennial employees.

Keywords: work stress, organizational climate, millennial employees, team-member exchange

Penelitian ini bertujuan untuk mengetahui peran iklim organisasi terhadap stres kerja karyawan milenial dan efek moderator dari *team-member exchange* terhadap hubungan antara iklim organisasi dan stres kerja pada karyawan milenial. Partisipan adalah karyawan milenial dengan rentang tahun kelahiran 1980 hingga 2000 dan sudah bekerja minimal selama enam bulan. Penelitian ini menggunakan metode survei dengan instrumen *Stress Diagnostic Survey*, *Organizational Climate Questionnaire*, dan instrumen *Team-Member Exchange (TME)* yang merupakan gabungan dari *Team-Member Exchange Contributions* dan *Team-Member Exchange Receipts*. Analisis data menggunakan uji regresi linear sederhana dan uji moderasi dengan modul *PROCESS* dari Hayes. Hasil penelitian ini menunjukkan bahwa iklim organisasi berkontribusi negatif terhadap stres kerja karyawan milenial. Semakin tinggi skor iklim organisasi, maka semakin rendah skor stres kerja karyawan milenial. *Team-member exchange* tidak dapat memoderasi hubungan antara iklim organisasi dan stres kerja karyawan milenial. Kualitas *team-member exchange* yang tinggi tidak dapat memperkuat hubungan iklim organisasi dengan stres kerja karyawan milenial.

Kata kunci: stres kerja, iklim organisasi, karyawan milenial, *team-member exchange*

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The millennial manpower group, at this time, engulfs the world of employment. National census data for 2017, in Indonesia, indicates that the numbers of Millennials in Indonesia has reached around 88 million, and contains the largest ever number of people, compared to previous generations (*Kementerian Pemberdayaan Perempuan dan Perlindungan Anak Republik Indonesia* [Indonesian Ministry for the Empowerment of Women and for Child Protection], and *Badan Pusat Statistik Republik Indonesia* [Indonesian Central Statistics Bureau], 2018). According to this datum, the members of the Millennials who have now entered the workforce number around 59 million, and this figure undergoes a yearly increase, in line with the increase in ages of the members of the Millennials. Smith and Nichols (2015) define the Millennials as the group of people born between 1980 and 2000. This phenomenon needs an organization to pay close attention to the growth of the Millennials, in the framework of achieving wellbeing and a pleasant atmosphere in the workplace, which eventually will support an increase in organizational performance, in other words to the mutually beneficial connections between organizations and their employees, *i.e.*, to improvement in performance (Al-Omari & Okasheh, 2017; Chua *et al.*, 2016; Samson *et al.*, 2015) and, individually, to the work satisfaction of employees (Bakotić & Babić, 2013; Raziq & Maulabakhsh, 2015).

Millennial employees have characteristics which differ from those of employees of other generations, in their workplaces. Examples of these differences are, *inter alia*, Millennial employees are better skilled in the use of technology, prefer to work collaboratively or to work as a team, and want *feedback* for the tasks they perform (Hobbs, 2017). When working, Millennial employees want a pleasant work environment, *e.g.* flexible work hours, a clear career ladder, and meaningfulness at work (Fajri, 2019). The presence of a pleasant work environment will increase work satisfaction for Millennial employees (Muliawati & Frianto, 2020). Conversely, if a pleasant work environment is not present, Millennial employees will tend to suffer work stress (Gharib *et al.*, 2016).

A survey conducted, in the United States, by the *American Psychological Association* (APA) in 2007-2011 indicated that Millennial employees have the highest levels of work stress, compared to

Gelombang tenaga kerja milenial melanda dunia kerja saat ini. Data sensus nasional di Indonesia tahun 2017 menunjukkan bahwa jumlah Generasi Milenial di Indonesia mencapai sekitar 88 juta jiwa dan merupakan jumlah terbesar dibandingkan dengan generasi lainnya (Kementerian Pemberdayaan Perempuan dan Perlindungan Anak Republik Indonesia [Ministry of Women Empowerment and Child Protection of the Republic of Indonesia], & Badan Pusat Statistik Republik Indonesia [Statistics Indonesia], 2018). Menurut data tersebut, Generasi Milenial yang telah masuk angkatan kerja sekitar 59 juta jiwa dan angka tersebut mengalami kenaikan setiap tahunnya seiring bertambahnya usia para Generasi Milenial. Smith dan Nichols (2015) mendefinisikan Generasi Milenial sebagai sekelompok individu yang lahir dalam rentang tahun 1980 hingga tahun 2000. Fenomena ini menuntut organisasi untuk memperhatikan pertumbuhan milenial, dalam rangka mencapai kesejahteraan dan kenyamanan di tempat kerja yang pada akhirnya akan mendorong meningkatnya kinerja organisasi. Dengan kata lain, ada hubungan yang saling menguntungkan antara organisasi dan karyawan, yaitu secara organisasi merupakan peningkatan performansi (Al-Omari & Okasheh, 2017; Chua *et al.*, 2016; Samson *et al.*, 2015) dan secara individual merupakan kepuasan kerja karyawan (Bakotić & Babić, 2013; Raziq & Maulabakhsh, 2015).

Karyawan milenial memiliki karakteristik yang berbeda dengan karyawan generasi lainnya di tempat kerja. Contoh perbedaan tersebut antara lain adalah karyawan milenial lebih baik dalam penggunaan teknologi, lebih menyukai pekerjaan dengan metode kolaborasi atau bekerja sama secara tim, dan menginginkan *feedback* atas tugas yang dilakukannya (Hobbs, 2017). Dalam bekerja, karyawan milenial menginginkan kenyamanan lingkungan seperti lingkungan kerja yang fleksibel, jenjang karir yang jelas, dan kebermaknaan dalam bekerja (Fajri, 2019). Keberadaan kenyamanan ini akan meningkatkan kepuasan dalam bekerja dan pada akhirnya akan meningkatkan kinerja karyawan milenial (Muliawati & Frianto, 2020). Sebaliknya, jika kenyamanan tidak ditemui maka karyawan milenial akan cenderung mudah mengalami stres kerja (Gharib *et al.*, 2016).

Survei yang dilakukan di Amerika Serikat oleh *American Psychological Association* (APA) di tahun 2007-2011 menunjukkan bahwa karyawan milenial memiliki tingkat stres kerja paling tinggi

that of other generation employees (Heckman, 2019). Based upon this survey, Millennial employees showed higher scores (5.4 on a scale of 0-10), compared to the average national scores in the US (4.9 on a scale of 0-10). Another survey, conducted in England in 2018 by the *Mental Health Foundation* (MHF), produced the same results, *i.e.*, that Millennial employees suffered more work stress in the workplace, compared to the employees from other generations (Young, 2018). On the basis of the results of this survey, 34% of Millennial employees showed that work stress played a role in productivity decline. Surveys concerning work stress are still very much at a minimum in Indonesia, however there was a survey which showed that some 37.3% ($N = 7,144$) of Millennial employees in Indonesia suffered the symptoms of the prevalence of medium-level and serious depression (Peltzer & Pengpid, 2018). High levels of work stress are a cause of depression (Brandford & Reed, 2016). In other words, Millennial employees tend to be very susceptible to suffering work stress (Peltzer & Pengpid, 2018).

Schultz and Schultz (2015) explained that a high level of work stress can reduce productivity and motivation, as well as increase errors and give rise to employees experiencing incidents, or accidents. Other impacts from work stress are fatigue, anxiety, depression, and also a high *turnover* of staff (Thorsteinsson et al., 2014). Research conducted by Mustafa et al. (2015) showed that work stress can raise rates of absenteeism, make performances worse, reduce employee performances, and, indeed, cause injury. In other words, employees suffer many negative physiological and psychological impacts, when they have high work stress levels. For these reasons, businesses need to investigate the organizational situations which cause Millennials employes to suffer work stress.

According to Colligan and Higgins (2006), work stress comprises changes experienced by a person, both physical and mental, in response to workplace situations, which give rise to challenges and threats to that person. Stress is also the demands or pressures felt from the environment, when these matters are considered to be in excess of the resilience of the individual, so that this may disrupt or threaten the welfare of the person concerned (Lazarus & Folkman, 1984).

dibandingkan dengan karyawan generasi lainnya (Heckman, 2019). Berdasarkan survei tersebut, karyawan milenial menunjukkan skor yang lebih tinggi (5,4 pada skala 0-10) jika dibandingkan dengan skor rerata nasional di Amerika Serikat (4,9 pada skala 0-10). Survei lain yang dilakukan di Inggris di tahun 2018 oleh *Mental Health Foundation* (MHF) menunjukkan hasil yang sama, yaitu karyawan milenial lebih banyak mengalami stres kerja dibanding dengan karyawan generasi lainnya di tempat kerja (Young, 2018). Berdasarkan survei tersebut, 34% dari karyawan milenial menunjukkan bahwa stres kerja berperan pada penurunan produktivitas. Survei mengenai tingkat stres kerja di Indonesia masih sangat minim, namun terdapat survei yang menunjukkan bahwa sebanyak 37,3% ($N = 7.144$) karyawan milenial di Indonesia mengalami gejala prevalensi depresi sedang dan berat (Peltzer & Pengpid, 2018). Stres kerja yang tinggi dapat menjadi penyebab depresi (Brandford & Reed, 2016). Dengan kata lain, kondisi karyawan milenial memiliki kecenderungan sangat rentan untuk mengalami stres kerja (Peltzer & Pengpid, 2018).

Schultz and Schultz (2015) menjelaskan bahwa tingkat stres kerja yang tinggi dapat menurunkan produktivitas dan mengurangi motivasi, serta meningkatkan kesalahan dan menimbulkan insiden atau kecelakaan pada karyawan. Dampak lain dari stres kerja meliputi kelelahan, kecemasan, depresi, dan intensi *turnover* (Thorsteinsson et al., 2014). Penelitian yang dilakukan Mustafa et al. (2015) menjelaskan bahwa stres kerja mampu meningkatkan jumlah ketidakhadiran, memperburuk kinerja, menurunkan produktivitas karyawan, dan bahkan dapat menyebabkan cedera. Dengan kata lain, banyak dampak buruk yang diterima karyawan ketika memiliki stres kerja yang tinggi, baik secara fisiologis maupun psikologis. Oleh karena itu, perusahaan perlu menginvestigasi situasi organisasi yang menyebabkan karyawan milenial mengalami stres kerja.

Menurut Colligan dan Higgins (2006), stres kerja adalah suatu perubahan yang dialami individu, baik secara fisik atau psikis, sebagai respons yang dihasilkan dari tempat kerja yang menimbulkan tantangan dan ancaman bagi individu tersebut. Stres juga merupakan tuntutan atau tekanan yang diterima dari lingkungan, ketika hal tersebut dianggap melebihi sumber daya yang dimiliki, sehingga dapat mengganggu atau mengancam kesejahteraan individu tersebut (Lazarus & Folkman 1984).

In particular, Bartlett (1998) explained that the concept of stress may be divided into three definitions, *i.e.*, based on (1) stimulus; (2) response; and (3) interaction. The definition of stress, based upon stimulus, identifies it as an aspect of the environment which results in a reaction in the sufferer of feeling oppressed (Bartlett, 1998). The characteristic for the definition of stress, based upon stimulus, is the absence of evaluation, or the cognitive process, from that stimulus (Staal, 2004, cited in Gaol, 2016). The definition of stress, based upon response, is the result when the body reacts to the sources, or stimulus, of stress (Gaol, 2016). The definition of stress, based upon interaction, is the interaction between the environment and the individual, producing stress (Bartlett, 1998). Bartlett (1998) explained in greater depth that the definition of stress, based upon interaction, is all of the process, beginning with the discovery of a stimulus in the environment, which then produces a bodily response, together with physiological and psychological changes.

In accord with Bartlett (1998), Lazarus and Folkman (1984) stated that stress is the negative relationship between an individual and the environment. This stress occurs when demands or pressures, originating in the environment, exceed the defense resources of the said individual. Ivancevich et al. (2008) explained that work stress is an adaptive response to external (environmental) stimulus, situations, or events, which place excessive psychological/physiological demands upon the individual. Work stress is a condition wherein the individual realizes that the pressures faced in the workplace are greater than his/her ability to endure them. Forms of stress for Millennial employees may originate with high levels of work demands and challenges in the workplace (Sun, 2018, cited in Smith, 2018). So, in this study, the concepts used are those of stress based upon interaction, *i.e.*, the response of the individual to interactions between him/herself and the environment, which lead to the emergence of bodily reactions, and which are followed by physiological changes.

Especially for employees of the Millennials, the form of interaction between them and the environment which gives rise to work stress may occur when they experience one or more of a number of situations, such as minimal opportunities to develop, and a minimal quality of social interaction in the workplace (Sawang and Newton, 2018). Gibson et

Secara khusus, Bartlett (1998) menjelaskan bahwa konsep stres dapat dibagi menjadi tiga definisi, yaitu berdasarkan (1) stimulus; (2) respons; dan (3) interaksi. Definisi stres berdasarkan stimulus mengidentifikasi stres sebagai aspek dari lingkungan yang menghasilkan reaksi tertekan pada individu (Bartlett, 1998). Ciri dari definisi stres berdasarkan stimulus adalah tidak adanya penilaian atau proses kognitif pada stimulus tersebut (Staal, 2004, sitat dalam Gaol, 2016). Definisi stres berdasarkan respons adalah ketika tubuh bereaksi terhadap sumber stres atau rangsangan (Gaol, 2016). Definisi stres berdasarkan interaksi merupakan interaksi antara lingkungan dengan individu untuk menghasilkan stres (Bartlett, 1998). Bartlett (1998) menjelaskan dengan lebih mendalam bahwa definisi stres berdasarkan interaksi adalah seluruh proses yang diawali dengan menemukan stimulus dari lingkungan yang lalu menghasilkan respons tubuh bersama dengan perubahan secara fisiologis beserta dengan pengalaman dari stres.

Senada dengan Bartlett (1998), Lazarus dan Folkman (1984) mengatakan bahwa stres merupakan hubungan antara individu dengan lingkungannya. Stres ini terjadi ketika tuntutan atau tekanan yang berasal dari lingkungan melebihi sumber daya yang dimiliki individu tersebut. Ivancevich et al. (2008) menjelaskan bahwa stres kerja merupakan respons adaptif dari stimulus eksternal (lingkungan), situasi, atau peristiwa yang membutuhkan tuntutan psikologis/fisiologis secara berlebihan pada individu. Stres kerja merupakan kondisi ketika individu menyadari bahwa tekanan yang dihadapinya lebih besar dari daya tahan dirinya di tempat kerja. Bentuk stres pada karyawan milenial dapat berasal dari tuntutan pekerjaan yang tinggi dan tantangan di dalam dunia kerja (Sun, 2018, sitat dalam Smith, 2018). Maka dari itu, dalam studi ini, konsep yang digunakan adalah konsep stres berdasarkan interaksi, yakni respon individu terhadap interaksi antara dirinya dengan lingkungan yang menyebabkan munculnya reaksi tubuh dan diikuti dengan perubahan secara fisiologis.

Khusus pada karyawan milenial, bentuk interaksi antara karyawan dan lingkungan yang menimbulkan stres kerja dapat terjadi ketika karyawan milenial mengalami beberapa situasi seperti kurangnya kesempatan untuk berkembang dan kurangnya kualitas interaksi sosial di tempat kerja (Sawang dan Newton, 2018). Gibson et al. (2012) menambahkan bahwa

al. (2012) added that work stress for Millennial employees may take the form of a lack of opportunity to put forward an opinion, deficiencies in *work-life balance*, the experiencing of matters of role ambiguity, role conflict, and excessive workloads (quantitative and qualitative), together with concerns related to career development and responsibility to others.

In particular, Ivancevich et al. (2008) also confirmed that the condition of stress in an employee may be identified from the response of that person to the environment, in the form of role ambiguity, role conflicts, excessive workloads (quantitative and qualitative), worries related to career development and responsibility. Firstly, role ambiguity is a condition wherein an employee does not know what needs to be done. Soltani et al. (2013) added that role ambiguity may give rise to confusion, to the extent that it causes stress for the employee. Secondly, role conflict is a situation wherein there are other expectations which conflict with the role of the individual in the work environment. Soltani et al. (2013) provided an example, when supervisors want the role of the individual to cover working on tasks outside daily workplace duties. Thirdly, quantitative excessiveness of workloads is something which emerges as a result of the amount of duties allocated, whilst qualitative excessiveness of workloads is something which arises when an employee does not have the competence, and/or sufficient time, to carry out tasks (Susiarty et al., 2019). Fourthly, career development concern emerges when there is no clear career path for the employee (Ivancevich et al., 2008). Fifthly and lastly, the number/size of tasks, and responsibility regarding others, can cause the rise of work stress (Ivancevich et al., 2008).

It is further explained that the pressure experienced by an individual, particularly by a Millennial employee, may originate in three principle sources, *i.e.*: (1) *individual stressors* (Luthans, 2011); (2) work environment demands (Gharib et al., 2016), and; (3) extra-organisational situations (Luthans, 2011).

Regarding the sources of *individual stressors*, one of these is the factor of personality. According to Ebstrup et al. (2011), an individual who has a personality tending towards a high level of *neuroticism* will have a high level of stress, because of feeling an absence of adequate support when experiencing work pressures. Besides this, employees who low

stres kerja pada karyawan milenial dapat berupa kurangnya kesempatan untuk memberikan pendapat, kurangnya *work-life balance*, adanya pengalaman perih ambiguitas peran, konflik peran, dan kelebihan beban kerja (kuantitatif dan kualitatif), serta kekhawatiran sehubungan dengan pengembangan karir dan tanggung jawab terhadap orang lain.

Secara khusus, Ivancevich et al. (2008) juga telah menjelaskan bahwa kondisi stres pada karyawan dapat diidentifikasi dari respon karyawan terhadap lingkungan yang berupa ambiguitas peran, konflik peran, kelebihan beban kerja (kuantitatif dan kualitatif), kekhawatiran pengembangan karir dan tanggung jawab. Pertama, ambiguitas peran adalah kondisi karyawan yang tidak mengetahui apa yang harus dilakukan. Soltani et al. (2013) menambahkan bahwa ambiguitas peran dapat menimbulkan kebingungan sehingga akan menyebabkan stres pada karyawan. Kedua, konflik peran adalah ekspektasi yang bertentangan dengan peran individu di lingkungan pekerjaan. Soltani et al. (2013) menyediakan contoh situasi ketika atasan mengharapkan peran individu untuk mengerjakan tugas diluar tugas kesehariannya di tempat kerja. Ketiga, kelebihan beban kerja kuantitatif adalah beban kerja yang timbul akibat dari banyaknya jumlah tugas yang diberikan, sedangkan kelebihan beban kerja kualitatif adalah beban kerja yang timbul ketika karyawan tidak memiliki kompetensi dan waktu yang cukup untuk melaksanakan tugas (Susiarty et al., 2019). Keempat, kekhawatiran pengembangan karir timbul ketika tidak ada pola karir yang jelas untuk karyawan (Ivancevich et al., 2008). Kelima dan terakhir, banyaknya tugas dan tanggung jawab terhadap orang lain dapat menimbulkan stres kerja (Ivancevich et al., 2008).

Lebih lanjut dijelaskan bahwa tekanan yang dialami individu, khususnya pada karyawan milenial, dapat berasal dari tiga sumber utama, yaitu: (1) *individual stressor* (Luthans, 2011); (2) tuntutan lingkungan kerja (Gharib et al., 2016); (3) dan situasi di luar organisasi (Luthans, 2011).

Pada sumber *individual stressor*, salah satunya disebabkan oleh faktor kepribadian. Menurut Ebstrup et al. (2011) individu yang memiliki kecenderungan kepribadian dengan tingkat *neuroticism* tinggi akan memiliki tingkat stres yang tinggi karena dirinya akan merasa tidak mendapatkan dukungan yang cukup ketika mengalami tekanan kerja. Selain itu,

social skills and empathy will also have high levels of stress (Dumitru & Cozman 2012).

Regarding sources of work environment demands, Prihatini (2007) discovered that an unsupportive work environment will make an employee prone to suffering illness, stress and concentration difficulties, leading to a decline in work productivity. A work environment providing excessive pressure may cause the emergence of high work stress in employees (Colligan & Higgins, 2006; Gibson et al., 2012; Liu et al., 2016, cited in Li et al., 2019; Luthans, 2011; Prihatini, 2007; Robbins, 2006; Rizki et al., 2016; Wagner & Hollenbeck, 2010).

As regards stressor sources outside the organization, also called *extra-organizational stressors*, a number of examples are things such as technological change, traffic congestion, economic inflation and the national political situation (Luthans, 2011). Besides these, the presence of technological change demands the organization change more quickly, so that employees must also adapt quickly, and this has an impact on employee stress (Kaur & Sharma, 2016). Traffic congestion also makes employees nervous of not arriving at the workplace on time; high inflation causes difficulties for employees regarding fulfilling their daily needs; and the political situation may cause employee anxiousness (Hasan & Akter, 2014).

In this study, the authors determined that *organizational stressors*, or the organizational environment, are factors having roles in employee work stress. This is based upon the views of a number of experts, who have stated that *organizational stressors* have a greater impact on employee stress than *extra-organizational stressors* (Hasan & Akter 2014). Šarotar-Žižek et al. (2013) added that, when compared to *individual stressors*, the approaches more often used to overcome stress are *organizational stressors*. Besides this, the phenomenon of stress in employees in Indonesia originates in work demands, and high workloads (Pattinasarany, 2019; Satrini et al., 2017). Millennial employees also tend to desire flexible work hours, good organizational culture, and communicative supervisors (Putridwikinasih & Perdhana, 2019).

Basically, employees need a pleasant, flexible work

karyawan yang memiliki keterampilan sosial dan empati yang rendah juga akan memiliki tingkat stres yang tinggi (Dumitru & Cozman 2012).

Pada sumber tuntutan lingkungan kerja, Prihatini (2007) menemukan bahwa lingkungan kerja yang tidak mendukung akan menyebabkan karyawan mudah menderita sakit, stres, sulit konsentrasi, hingga penurunan produktivitas kerja. Lingkungan kerja yang memberikan tekanan berlebih dapat menyebabkan munculnya stres kerja yang tinggi pada karyawan (Colligan & Higgins, 2006; Gibson et al., 2012; Liu et al., 2016, sitat dalam Li et al., 2019; Luthans, 2011; Prihatini, 2007; Robbins, 2006; Rizki et al., 2016; Wagner & Hollenbeck, 2010).

Pada sumber stresor situasi di luar organisasi, atau juga disebut sebagai *extraorganizational stressor*, sejumlah contohnya adalah seperti perubahan teknologi, kemacetan di jalan, inflasi ekonomi, dan situasi politik negara (Luthans, 2011). Selain itu, adanya perubahan teknologi menuntut organisasi untuk berubah lebih cepat, sehingga karyawan harus beradaptasi dengan cepat juga dan hal tersebut berdampak pada stres karyawan (Kaur & Sharma, 2016). Kemacetan di jalan juga membuat karyawan gelisah tidak tepat waktu ke kantor; inflasi yang tinggi membuat karyawan kesulitan dalam memenuhi kebutuhan sehari-hari; dan situasi politik menyebabkan karyawan resah (Hasan & Akter, 2014).

Dalam studi ini, penulis menentukan *organizational stressor* atau lingkungan organisasi sebagai faktor yang berperan terhadap stres kerja karyawan. Hal ini dilandasi oleh pandangan beberapa ahli yang menyatakan bahwa *organizational stressor* memberikan dampak yang lebih besar terhadap stres karyawan dibandingkan *extraorganizational stressor* (Hasan & Akter 2014). Šarotar-Žižek et al. (2013) menambahkan bahwa jika dibandingkan dengan *individual stressor*, pendekatan yang lebih sering digunakan untuk mengatasi stres pada karyawan adalah *organizational stressor*. Selain itu, fenomena stres pada karyawan di Indonesia berasal dari tuntutan pekerjaan dan beban kerja yang tinggi (Pattinasarany, 2019; Satrini et al., 2017). Karyawan milenial juga cenderung ingin memiliki waktu bekerja yang fleksibel, budaya organisasi yang baik, dan pemimpin yang komunikatif (Putridwikinasih & Perdhana, 2019).

Pada dasarnya, karyawan membutuhkan ling-

environment, with good social support, so that their performances continue to improve, without them undergoing a lot of conflict and work stress (Razak et al., 2016). Specifically, Millennial employees desire a work environment giving rise to feelings of comfort, both directly and indirectly, such as flexibility in the work environment, an opportunity for development of their potential, and good *work-life balance* (Irhamahayati et al., 2018). Millennial employees really like an organization or enterprise which can develop their abilities, because this will be useful for their self-development and career (Appel-Meulenbroek et al., 2019). It is this situation which is referred to as a good work climate.

In general, a good work climate may be interpreted to mean one which gives the opportunity for development (Close & Martins, 2015), gives acknowledgement, appreciation, direct *feedback* from superiors and workmates, together with offering cultural harmony in the workplace (Pinzaru et al., 2016). Millennial employees really like challenging and meaningful work, recalling the characteristics of the Millennials, among which are to grow and improve themselves quickly (Ng et al., 2010). Pinzaru et al. (2016) also stated that Millennial employees view their work lives as being of equal importance to their private lives, so that their perception concerning the ideal environment at their workplace is that of a work environment which is amenable to them. The Millennials has different characteristics to those of previous generations, and their performance is greatly influenced by their work environment (Theodora et al., 2019).

Specifically, organizational climate is defined as a psychological perception which is agreeable to, and jointly approved by, the employees (Schneider, 1975), regarding the policies, practices, and conditions pertaining in the work environment, as characteristics of the organization or enterprise (Schnake, 1983). A good, high quality or positive organizational climate will provide a pleasant workplace for employees, whilst a poor, low quality or negative one will exert psychological pressure, exceeding their endurance levels (Colligan & Higgins 2006; Gibson et al., 2012; Luthans 2011; Robbins, 2006; Wagner & Hollenbeck 2010). Sahni and Kumar (2012) have stated that a poor, low quality, or negative organiza-

kungan kerja yang nyaman, fleksibel, serta dukungan sosial yang baik agar kinerjanya semakin meningkat, tanpa mengalami banyak konflik dan stres kerja (Razak et al., 2016). Secara khusus, karyawan milenial menginginkan lingkungan kerja yang dapat memberikan rasa nyaman, baik secara langsung maupun tidak langsung, seperti lingkungan kerja dengan fleksibilitas, kesempatan untuk mengembangkan potensi, serta *work-life balance* yang baik (Irhamahayati et al., 2018). Karyawan milenial sangat menyukai organisasi atau perusahaan yang dapat mengembangkan kemampuan mereka, karena hal tersebut akan berguna bagi pengembangan diri dan karier para karyawan milenial (Appel-Meulenbroek et al., 2019). Situasi inilah yang disebut sebagai iklim kerja.

Secara umum, iklim kerja dapat dimaknai sebagai pemberian kesempatan untuk berkembang (Close & Martins, 2015), pengakuan, penghargaan, *feedback* langsung dari atasan atau rekan kerja, serta adanya keragaman budaya di tempat kerja (Pinzaru et al., 2016). Karyawan milenial sangat menyukai pekerjaan yang menantang dan penuh kebermaknaan, mengingat karakteristik Generasi Milenial yang ingin bertumbuh dan meningkatkan kualitas diri dengan cepat (Ng et al., 2010). Pinzaru et al. (2016) juga menyatakan bahwa karyawan milenial memandang kehidupan pekerjaan sama dengan kehidupan pribadi mereka, sehingga persepsi karyawan milenial tentang lingkungan di tempat kerja yang ideal bagi karyawan adalah lingkungan kerja yang sesuai dengan diri mereka. Generasi Milenial memiliki karakteristik yang berbeda dari generasi sebelumnya dan kinerja karyawan milenial sangat dipengaruhi oleh lingkungan kerjanya (Theodora et al., 2019).

Secara khusus, iklim organisasi didefinisikan sebagai persepsi psikologis yang disetujui dan disepakati bersama oleh karyawan (Schneider, 1975) mengenai kebijakan, praktik, dan kondisi yang ada di lingkungan kerja sebagai karakteristik organisasi atau perusahaan (Schnake, 1983). Iklim organisasi yang baik, tinggi, atau positif akan memberikan kenyamanan kerja pada karyawan, sedangkan iklim organisasi yang tidak baik, rendah, atau negatif akan memberikan tekanan secara psikologis melebihi daya tahan karyawan (Colligan & Higgins 2006; Gibson et al., 2012; Luthans 2011; Robbins, 2006; Wagner & Hollenbeck 2010). Sahni dan Kumar (2012) menyatakan bahwa iklim organisasi yang tidak baik, rendah, atau negatif, seperti kurangnya dukungan

tional climate, such as one lacking social support, excluding employee participation from decision-making, together with a dearth of significant warmth in the organization, will give rise to work stress. Conversely, a good, high quality, or positive organizational climate, such as one wherein the employees receive support in the workplace, and having warmth felt by the employees coming from the environment, will give rise to pleasant feelings, which, eventually, will assist employees to face stress-causing tasks or pressures. Thus, a good, high quality, or positive organizational climate will give satisfaction to employees in their work and, in the end, will have an positive impact, causing low levels of work stress for employees (Singh & Dhawan, 2012).

Organizational climate is something which may be felt by employees, to the extent that when the organizational climate is felt to be poor, low level, or negative, this will cause employees to feel uncomfortable at work, under pressure in carrying out their duties. This will result in work stress (Angelina & Ratnaningsih, 2016; Singh & Mishra, 2011). In other words, the organizational climate has a role regarding the stress of employees in the workplace (Abdillah et al., 2016; Mustafa et al., 2015). Farrel and Hurt (2014, cited in Strauss, 2014) have stated that the provision of a good, high quality or positive organizational climate for Millennial employees can optimize their potential and, in the end, will have a positive impact causing low stress levels.

To clarify more deeply, activities in the business world demand that employees cooperate in teams, and this does not exclude employees of the Millennials. Specifically, Millennial employees like to work in groups (or to have good *teamwork*), so that relations between team members is an important matter for them (Smith & Nichols, 2015). *Team-member exchange* is the concept of the interrelation of team members, or, more clearly, is the quality of reciprocal relations between employees in an organization, which takes the form of mutual assistance and exchange of ideas, *feedback*, information, and acknowledgement (Chen, 2018; Seers, 1989).

Zou and Liu (2011) discovered that high quality *team-member exchange* can improve the quality of the group climate in an organization. When each member helps the others, in relation to work tasks,

sosial, tidak adanya partisipasi karyawan dalam pengambilan keputusan, serta kurangnya kehangatan dalam organisasi secara signifikan, akan memunculkan stres kerja. Sebaliknya, iklim organisasi yang baik, tinggi, atau positif, seperti dukungan yang diterima karyawan di tempat kerja serta kehangatan yang dirasakan oleh karyawan dari lingkungannya, akan memunculkan perasaan nyaman yang pada akhirnya akan membantu karyawan menghadapi tugas atau tekanan yang menyebabkan stres. Dengan demikian, iklim organisasi yang baik, tinggi, atau positif akan memberikan kepuasan karyawan dalam bekerja, dan pada akhirnya akan berdampak pada rendahnya stres kerja karyawan (Singh & Dhawan, 2012).

Iklim organisasi merupakan hal yang dapat dirasakan oleh karyawan, sehingga ketika iklim organisasi yang dirasakan karyawan dipersepsikan sebagai tidak baik, rendah, atau negatif, maka akan menyebabkan karyawan merasa tidak nyaman dalam bekerja tertekan dalam menjalankan tugasnya. Hal ini akan berakibat pada stres kerja (Angelina & Ratnaningsih, 2016; Singh & Mishra, 2011). Dengan kata lain, iklim organisasi memiliki peran terhadap stres karyawan di tempat kerja (Abdillah et al., 2016; Mustafa et al., 2015). Farrel dan Hurt (2014, sitat dalam Strauss, 2014) menyatakan bahwa penyediaan iklim organisasi yang baik, tinggi, atau positif pada karyawan milenial dapat mengoptimalkan potensi mereka, dan pada akhirnya akan berdampak pada rendahnya stres kerja.

Secara lebih mendalam, aktivitas di dunia kerja menuntut para karyawan bekerja sama dalam tim dan hal ini tidak terkecuali pada karyawan milenial. Secara khusus, karyawan milenial menyukai bekerja di dalam kelompok (atau memiliki *teamwork* yang baik), sehingga hubungan antar anggota kelompok adalah hal yang penting bagi karyawan milenial (Smith & Nichols, 2015). *Team-member exchange* merupakan konsep hubungan antar anggota kelompok, lebih jelasnya adalah kualitas hubungan resiprokal atau timbal balik antar karyawan di sebuah organisasi yang berupa saling memberi bantuan, ide, *feedback*, informasi, dan pengakuan (Chen, 2018; Seers, 1989).

Zou dan Liu (2011) menemukan bahwa kualitas *team-member exchange* yang tinggi dapat meningkatkan kualitas iklim kelompok dalam organisasi. Ketika setiap anggota saling membantu terkait tugas

then the level of performance will increase, and the level of conflict will decrease, so that the climate created will be good, of high quality, or positive. Social support between workers, and with superiors, the showing of appreciation, and mutual assistance in performing tasks, will provide a comfortable feeling within the work environment (Madden et al., 2015). Results of studies in Uganda showed that the quality of reciprocal relations can give rise to a good, high quality, or positive organizational climate. The greater the number of employees who show the desire to assist each other, the greater also are the feelings of mutual trust between employees which emerge (Kasekende et al., 2015). Positive interpersonal relations and support between members of the organization are factors which can improve the quality of the organizational climate. When interpersonal relations between members are of a high quality, the perception of the employees concerning the work environment will be positive (Moslehpour et al., 2018).

Mustafa et al. (2017) discovered that employees with a high level of group orientation will deliver very good performances, in their work teams. This is brought about by the high level of group orientation being able to calm any conflict which could disrupt group effectiveness. This can certainly have a role in the achievements of Millennial employees, who are very much oriented towards team cooperation. This aside, *team-member exchange* is correlated with *workplace friendship*, referring to a salubrious and mutually-supporting workplace (Chen, 2018). Group cohesion may also be influenced by *team-member exchange*, when reciprocal relations between members are at a high level, so that mutual assistance will emerge, and reduce the stress felt by employees (Geresom, 2019).

A number of previous studies have indicated that *team-member exchange* is capable of strengthening the relationship between the organizational climate and the stress of Millennial employees, by increasing good interpersonal relations between group members, and increasing the quality of the work environment, so that the organizational climate can have a greater impact on the work stress of these employees. *Team-member exchange* is thought to be able to play a role as a moderator, in the relationship between organizational climate and the work stress of Millennial employees. According to Hayes (2013), a moderator

pekerjaan, maka performansi akan meningkat dan konflik dalam tim akan menurun, sehingga iklim yang dibangun bersifat baik, tinggi, atau positif. Dukungan sosial antar pekerja maupun dengan atasan, pemberian apresiasi, dan saling membantu dalam mengerjakan tugas akan memberikan rasa nyaman dalam lingkungan pekerjaan (Madden et al., 2015). Hasil studi di Uganda menemukan bahwa kualitas hubungan timbal balik dapat menimbulkan iklim organisasi yang baik, tinggi, atau positif. Semakin banyak para karyawan yang menunjukkan rasa saling membantu, maka semakin banyak rasa saling percaya antar karyawan yang timbul (Kasekende et al., 2015). Hubungan interpersonal yang positif dan dukungan antar anggota organisasi merupakan faktor yang dapat meningkatkan iklim organisasi. Ketika hubungan interpersonal antar anggota memiliki kualitas yang tinggi, persepsi karyawan mengenai lingkungan kerja akan menjadi positif (Moslehpour et al., 2018).

Mustafa et al. (2017) menemukan bahwa karyawan dengan tingkat orientasi kelompok yang tinggi akan memberikan performa yang sangat baik dalam tim kerja. Hal ini dikarenakan tingkat orientasi kelompok yang tinggi dapat meredakan konflik yang dapat mengganggu efektivitas kelompok. Hal ini tentu saja dapat berperan pada kinerja karyawan milenial yang sangat berorientasi pada kerjasama tim. Selain itu, *team-member exchange* berkorelasi dengan *workplace friendship*, yaitu lingkungan kerja yang nyaman dan saling mendukung (Chen, 2018). Kohesivitas kelompok juga dapat dipengaruhi oleh *team-member exchange*, ketika hubungan timbal balik antar anggota memiliki tingkat yang tinggi, maka perilaku saling membantu akan muncul dan dapat menurunkan stres yang dirasakan karyawan (Geresom, 2019).

Sejumlah studi sebelumnya mengindikasikan bahwa *team-member exchange* mampu memperkuat hubungan antara iklim organisasi dengan stres kerja karyawan milenial; dengan cara meningkatkan hubungan interpersonal yang baik antar anggota kelompok dan meningkatkan kualitas lingkungan sehingga iklim organisasi dapat memberikan dampak lebih pada stres kerja karyawan milenial. *Team-member exchange* diduga mampu berperan sebagai moderator dalam hubungan antara iklim organisasi dengan stres kerja karyawan milenial. Menurut Hayes (2013), variabel moderator mampu menguat-

variable is able to strengthen the effects between independent and dependent variables. The form of the role played can be that of increasing, reducing, or, indeed, altering the relationships between independent and dependent variables. The authors put forward two research hypotheses:

Hypothesis 1: Organizational climate plays a significant role in work stress.

The higher the quality of the organizational climate, as felt by the individual, the lower the levels of the work stress of Millennial employees.

Hypothesis 2: Team-member exchange is predicted to be able to moderate the relationship between the organizational climate and the levels of work stress of Millennial employees.

The higher the levels of *team-member exchange*, the stronger also is the relationship between the organizational climate and the levels of work stress, of Millennial employees.

Method

Data Collection

This study employed the survey method, *i.e.*, it was in the form of a study using tendencies, attitudes, or opinions, from the sample of a particular population (Creswell, 2016). A study using the survey method may be conducted using a psychological scale instrument for data collection.

Participants

The subjects in this study were employees in the Millennials category, *i.e.*, employees born in the period 1980 to 2000, and who had had a minimum of six months work experience in one division, or section, of one enterprise. According to Arini (2016, cited in Suciati & Rahmadsyah, 2016) employees can adapt to their work environments, their work-mates, various types of tasks, and the wishes of superiors, after six months of work at such a place.

The number of participants was 122 (34 males and 88 females). The participant selection used the *non-randomized purposive sampling* technique, *i.e.*,

kan efek antara variabel independen dan variabel dependen. Bentuk peran yang diberikan dapat berupa peningkatan, penurunan, atau bahkan perubahan hubungan antara variabel independen dan variabel dependen. Penulis mengajukan dua hipotesis penelitian:

Hipotesis 1: Iklim organisasi memiliki peran yang signifikan terhadap stres kerja.

Semakin tinggi tingkat iklim organisasi yang dirasakan individu, semakin rendah tingkat stres kerja karyawan milenial.

Hipotesis 2: *Team-member exchange* diprediksi mampu memoderasi hubungan antara iklim organisasi dan stres kerja karyawan milenial.

Semakin tinggi kualitas *team-member exchange*, semakin kuat hubungan antara iklim organisasi dan stres kerja karyawan milenial.

Metode

Pengambilan Data

Studi ini menggunakan metode survei, yaitu dalam bentuk studi yang menggunakan kecenderungan, sikap, atau opini dari sampel sebuah populasi tertentu (Creswell, 2016). Studi dengan metode survei dapat dilakukan dengan menggunakan instrumen skala psikologis untuk pengambilan data.

Partisipan

Subjek dalam studi ini adalah para karyawan yang masuk dalam kategori Generasi Milenial yaitu karyawan dengan rentang tahun kelahiran 1980 sampai 2000, dan pengalaman kerja minimal enam bulan di satu divisi atau bagian yang sama di satu perusahaan. Menurut Arini (2016, sitat dalam Suciati & Rahmadsyah, 2016) karyawan dapat beradaptasi dengan lingkungan kerja, rekan kerja, berbagai macam tugas, dan keinginan atasan setelah enam bulan bekerja di tempat tersebut.

Jumlah partisipan sebanyak 122 orang (34 laki-laki dan 88 perempuan). Pemilihan partisipan menggunakan teknik *non-randomized purposive sampling*,

the selection of a group of participants on the basis of certain characteristics or criteria. The criteria for participants in this research were that they be active employees in a business, and have been born between 1980 and 2000. *Online* data collection, conducted by distributing information through a number of *social media*, yielded 96 participants. *Offline* data collection, conducted by sending information to the *human resources departments* (HRD) of companies, yielded 26 participants. The age range of participants was between 20 and 39 years of age ($Mean = 25,7$; $SD = 4,12$) with 22 participants having worked for less than one year, when the study took place.

Research Instruments

Work Stress

Work stress, in this study, was measured using the *Stress Diagnostic Survey* (SDS) instrument, which was arranged on the basis of the levels of work stress noted by Ivancevich and Matteson (1980). The *Stress Diagnostic Survey* (SDS) consists of 30 points, having five aspects, *i.e.*: (1) role ambiguity; (2) role conflict; (3) workload excess; (4) concern over career development, and; (5) responsibility. This instrument uses a Likert scale, with five response choices, beginning with “*Very Inappropriate*” through to “*Very Appropriate*”. The *Stress Diagnostic Survey* has a reliability coefficient of 0.93. This instrument has been adapted by Sekarwangi (2013), with a reliability coefficient of 0.92. The coefficient of reliability of the *Cronbach’s alpha Stress Diagnostic Survey*, for the data in this study, was 0.93. Examples of the points in the role ambiguity aspect were, “The tasks and goals of my work are unclear.”, and, “I have no authority over my duties or responsibilities”. Examples of the points in the aspect of quantitative excess of workload were, “At work, I feel I have no opportunity for a rest break.” Examples of points in the aspect of the qualitative excess of workload were, “The demands of the business exceed my capacity.” Work stress may be seen from the score obtained by the individual in the *Stress Diagnostic Survey*. The size of the score obtained in the *Stress Diagnostic Survey* indicated the amount of work stress suffered by the individual. The lower the score obtained in the *Stress Diagnostic Survey* of the individual, the lower also was the level of individual work stress.

yaitu pemilihan kelompok partisipan berdasarkan ciri atau kriteria tertentu. Kriteria partisipan dalam penelitian ini adalah karyawan aktif di perusahaan dengan rentang tahun kelahiran 1980-2000. Pengambilan data secara *online* dilakukan dengan menyebarkan informasi di sejumlah *social media*, mendapatkan 96 partisipan. Pengambilan data secara *offline* dilakukan dengan menitipkan informasi kepada bagian *human resources department* (HRD) perusahaan, mendapatkan 26 partisipan. Rentang usia partisipan adalah 20 sampai 39 tahun ($Mean = 25,7$; $SD = 4,12$) dengan 22 partisipan memiliki waktu bekerja di bawah satu tahun pada perusahaan saat studi berlangsung.

Instrumen Penelitian

Stres Kerja

Stres kerja pada studi ini diukur dengan menggunakan instrumen *Stress Diagnostic Survey* (SDS) yang disusun berdasarkan tingkat stres kerja Ivancevich dan Matteson (1980). *Stress Diagnostic Survey* (SDS) terdiri dari 30 butir dengan lima aspek, yaitu: (1) ambiguitas peran; (2) konflik peran; (3) kelebihan beban; (4) kekhawatiran pengembangan karir; dan (5) tanggung jawab. Instrumen ini menggunakan skala Likert dengan lima pilihan jawaban, dimulai dari “*Sangat Tidak Sesuai*” hingga “*Sangat Sesuai*”. *Stress Diagnostic Survey* (SDS) memiliki koefisien reliabilitas sebesar 0,93. Instrumen ini pernah diadaptasi oleh Sekarwangi (2013) dengan koefisien reliabilitas sebesar 0,92. Koefisien reliabilitas *Cronbach’s alpha Stress Diagnostic Survey* (SDS) pada data studi ini sebesar 0,93. Contoh butir pada aspek ambiguitas peran adalah “Tugas dan tujuan dari pekerjaan saya tidak jelas.” dan “Saya tidak memiliki otoritas terhadap tugas dan tanggung jawab saya.”. Contoh butir pada aspek kelebihan beban kerja kuantitatif adalah “Dalam bekerja, saya merasa tidak sempat untuk memiliki waktu istirahat.”. Contoh butir pada aspek kelebihan beban kerja kualitatif adalah “Tuntutan perusahaan melebihi kapasitas saya.”. Stres kerja dapat dilihat dari skor yang diperoleh individu pada *Stress Diagnostic Survey* (SDS). Tinggi skor *Stress Diagnostic Survey* (SDS) yang diperoleh menunjukkan tingginya stres kerja pada individu. Semakin rendah skor *Stress Diagnostic Survey* (SDS) individu, semakin rendah stres kerja pada individu.

Organizational Climate

Organizational climate was measured using the *Organizational Climate Questionnaire* (OCQ) instrument, which is organized based upon the theories of Litwin and Stringer (1968). The *Organizational Climate Questionnaire* consists of 30 points, and has been modified by Schnake (1983). The modification performed by Schnake (1983) was a grouping of the aspects in the research by Litwin and Stringer (1968) which were evaluated as overlapping, to the extent that the number of aspects, after modification, became six: (1) *participation*; (2) *reward orientation*; (3) *structure*; (4) *warmth and support*; (5) *standards*, and; (6) *responsibility*. The *Organizational Climate Questionnaire*, in this study, used a Likert scale, with five response choices, beginning with, “*Very Inappropriate*” through to “*Very Appropriate*”. The Schnake (1983) version of the instrument was adopted in Indonesia by Abdillah et al. (2016), and has a *Cronbach’s Alpha* reliability coefficient of 0.97. For the data in this study, the size of the reliability coefficient of the *Cronbach’s alpha Organizational Climate Questionnaire* was 0.86. Examples of the points for the aspect of *participation* were, “In this business, I am given the opportunity to participate in the determination of the standard of my performance.” and, “I very rarely have discussions with my superior, to review my performance and effectiveness overall.”. Examples of the points concerning the aspect of *warmth and support* are “people in this company do not very much trust each other.” A high *Organizational Climate Questionnaire* score indicated a good, high quality or positive organizational climate.

Team-Member Exchange

Team-member exchange was measured using the *Team-Member Exchange* (TME) instrument, which comprised 12 points, combining 6 points from the scale of the *Team-Member Exchange Contributions*, and six points from the scale of the *Team-Member Exchange Receipts* (Pollack, 2009). According to Pollack (2009), the combining of the two scales makes it capable of evaluating the quality of the reciprocal relationships between employees, and can produce a good internal reliability, that being 0.90. There are three aspects in the *Team-Member Exchange* instrument, *i.e.*: (1) communication; (2) assistance, and; (3) support. The *Team-Member Exchange* instrument has been adapted in Indonesia

Iklm Organisasi

Iklm organisasi diukur dengan menggunakan instrumen *Organizational Climate Questionnaire* (OCQ) yang disusun berdasarkan teori Litwin dan Stringer (1968). *Organizational Climate Questionnaire* (OCQ) terdiri dari 30 butir dan telah dimodifikasi oleh Schnake (1983). Modifikasi yang dilakukan oleh Schnake (1983) adalah menggabungkan aspek dari penelitian Litwin dan Stringer (1968) yang dinilai tumpang tindih, sehingga jumlah aspek setelah modifikasi adalah enam aspek: (1) *participation*; (2) *reward orientation*; (3) *structure*; (4) *warmth and support*; (5) *standards*; dan (6) *responsibility*. *Organizational Climate Questionnaire* (OCQ) pada studi ini menggunakan skala Likert dengan lima pilihan jawaban, dimulai dari “*Sangat Tidak Sesuai*” hingga “*Sangat Sesuai*”. Instrumen versi Schnake (1983) pernah diadaptasi di Indonesia oleh Abdillah et al. (2016) dan memiliki koefisien reliabilitas *Cronbach’s Alpha* sebesar 0,97. Pada data studi ini, besaran koefisien reliabilitas *Cronbach’s alpha Organizational Climate Questionnaire* (OCQ) sebesar 0,86. Contoh butir pada aspek *participation* adalah “Dalam perusahaan ini, saya diberi kesempatan untuk berpartisipasi dalam menetapkan standar kinerja saya.” dan “Saya sangat jarang berdiskusi dengan atasan saya untuk meninjau kinerja dan efektivitas saya secara keseluruhan.”. Contoh butir pada aspek *warmth and support* adalah “Orang-orang di perusahaan ini tidak terlalu saling percaya.”. Skor *Organizational Climate Questionnaire* (OCQ) yang tinggi menunjukkan iklim organisasi yang baik, tinggi, atau positif.

Team-Member Exchange

Team-member exchange diukur dengan menggunakan instrumen *Team-Member Exchange* (TME) yang terdiri dari 12 butir dengan menggabungkan enam butir dari skala *Team-Member Exchange Contributions* dan enam butir dari skala *Team-Member Exchange Receipts* (Pollack, 2009). Menurut Pollack (2009) penggabungan dua skala tersebut mampu untuk menilai kualitas hubungan resiprokal antara karyawan dan dapat menghasilkan reliabilitas internal yang baik yaitu sebesar 0,90. Terdapat tiga aspek pada instrumen *Team-Member Exchange* (TME), yaitu: (1) komunikasi; (2) pertolongan; dan (3) dukungan. Instrumen *Team-Member Exchange* (TME) pernah diadaptasi di Indonesia oleh Firstiani

by Firstiani and Meiyanto (2014), with a reliability coefficient of .917. In the data for this study, the *Cronbach's alpha* reliability coefficient of the *Team-Member Exchange* instrument was 0.89. The *Team-Member Exchange* instrument used a Likert scale with five response choices, beginning with “*Very Inappropriate*” through to “*Very Appropriate*”. An example of the points in the communications aspect was, “I often advance ideas which may be used by my team.” An example of the points in the aspect of assistance was, “If I am busy, other members of the team often voluntarily assist me.” An example of the points in the aspect of support was, “Other members of the team are aware of the efforts I make.” The quality of the *team-member exchange* may be seen from the scores obtained by the individual on the *Team-Member Exchange* instrument. The size of the *Team-Member Exchange* score obtained indicates the quality of the *team-member exchange*. The lower the score obtained on the *Team-Member Exchange* instrument, so too the lower is the quality of the *team-member exchange*.

Data Analysis Technique

The authors first performed assumption testing, prior to carrying out hypothesis testing. This was because hypothesis testing uses inferential statistical analysis, which must be based upon the fulfillment of a number of assumptions on the spread of data (Azwar, 2017). Assumption testing and hypothesis testing were conducted using the *International Business Machines Corporation (IBM) Statistical Product and Service Solutions (SPSS)* program, Version 20.

Assumption testing consists of linearity testing, normality testing, and multicollinearity testing. Linearity testing is aimed at seeing if the research variables have any linear connection. Normality testing is used to see the normality of data spread. Multicollinearity testing is testing to see the connections between independent variables, and the data can be said to be sound if there are no symptoms of multicollinearity, between independent variables.

Hypothesis testing in this research used simple regression analysis testing, and the moderation analysis technique, with a *PROCESS* module by Hayes (2013). Moderation analysis is used to see whether moderator variables may make a contribution by having a role in the connections between independent and dependent variables.

dan Meiyanto (2014) dengan hasil koefisien reliabilitas sebesar .917. Pada data studi ini, koefisien reliabilitas *Cronbach's alpha* dari instrumen *Team-Member Exchange (TME)* sebesar 0,89. Instrumen *Team-Member Exchange (TME)* menggunakan skala Likert dengan lima pilihan jawaban, dimulai dari “*Sangat Tidak Sesuai*” hingga “*Sangat Sesuai*”. Contoh butir pada aspek komunikasi adalah “Saya sering mengajukan ide yang dapat digunakan oleh tim saya.”. Contoh butir pada aspek pertolongan adalah “Ketika saya sibuk, anggota lainnya dalam tim sering membantu saya secara sukarela.”. Contoh butir pada aspek dukungan adalah “Anggota lainnya dalam tim menyadari usaha yang saya lakukan.”. Kualitas *team-member exchange* dapat dilihat dari skor yang diperoleh individu pada instrumen *Team-Member Exchange (TME)*. Tinggi skor instrumen *Team-Member Exchange (TME)* yang diperoleh menunjukkan tingginya kualitas *team-member exchange*. Semakin rendah skor instrumen *Team-Member Exchange (TME)* yang diperoleh, semakin rendah kualitas *team-member exchange*.

Teknik Analisis Data

Penulis melakukan uji asumsi terlebih dahulu sebelum melakukan uji hipotesis. Hal ini dikarenakan pengujian hipotesis menggunakan analisis statistika inferensial yang harus berlandaskan terpenuhinya sejumlah asumsi pada sebaran data (Azwar, 2017). Uji asumsi dan uji hipotesis dilakukan dengan menggunakan program *International Business Machines Corporation (IBM) Statistical Product and Service Solutions (SPSS)* versi 20.

Uji asumsi terdiri dari uji linearitas, uji normalitas, dan uji multikolinearitas. Uji linearitas bertujuan untuk melihat apakah variabel penelitian memiliki hubungan yang linear. Uji normalitas digunakan untuk melihat normalnya sebaran data. Uji multikolinearitas adalah pengujian untuk melihat hubungan antara variabel independen; dan data dapat dikatakan baik ketika tidak ada gejala multikolinearitas antar variabel independen.

Uji hipotesis pada penelitian ini menggunakan teknik analisis regresi sederhana dan teknik analisis moderasi dengan modul *PROCESS* oleh Hayes (2013). Analisis moderasi digunakan untuk melihat apakah variabel moderator dapat memberikan sumbangan peran dalam hubungan antara variabel independen dan variabel dependen.

Results

The description of the statistics of the study data prepared covers the scores of the *mean*, standard deviation and correlations between variables. Mean scores are average calculated values. Standard deviation scores are values which indicate the levels of variation in groups of data. Correlation scores are values which are used to see the relationships between variables. The descriptive data for this study is supplied in Table 1.

Assumption testing is performed to determine and fulfil the conditions required in hypothesis testing. The assumption testing conducted in this study covered linearity, normality and multicollinearity testing. Linearity testing is used to look at linear relations between variables. In this study, the connection between the variables of organizational climate and work stress had a linear connection, with an *f-linearity* value of 69.63 (sig. 0.00; $p < 0.05$). The connection between the variables of *team-member*

Hasil

Deskripsi statistik data studi yang disajikan meliputi skor *mean*, standar deviasi, dan korelasi antar variabel. Skor *mean* adalah nilai rata-rata hitung. Skor standar deviasi atau simpangan baku merupakan nilai yang menunjukkan tingkat variasi kelompok data. Skor korelasi merupakan nilai yang digunakan untuk melihat hubungan antara variabel. Data deskriptif studi ini tersedia dalam Tabel 1.

Uji asumsi dilakukan untuk memastikan dan memenuhi syarat yang diperlukan dalam uji hipotesis. Uji asumsi yang dilakukan dalam studi ini meliputi uji linearitas, uji normalitas, dan uji multikolinearitas. Uji linearitas digunakan untuk melihat hubungan linear antar variabel. Pada studi ini hubungan variabel iklim organisasi dan stres kerja memiliki hubungan yang linear dengan nilai *f-linearity* sebesar 69,63 (sig. 0,00; $p < 0,05$). Hubungan variabel *team-member exchange* dan stres kerja juga memiliki

Table 1
Descriptive Data of Research Variables

Variable	N	Mean	Standard Deviation	Range	Correlation		
					Work Stress	Organizational Climate	Team-Member Exchange
Work Stress	122	2.91	0.75	1-5	1	-0.58**	-0.19*
Organizational Climate	122	3.09	0.54	1-5	-0.58**	1	0.45**
Team-Member Exchange	122	3.63	0.69	1-5	-0.19*	0.45**	1

Note. **for $p < 0.01$ and *for $p < 0.05$.

Tabel 1
Data Deskriptif Variabel Penelitian

Variabel	N	Mean	Standard Deviasi	Range	Korelasi		
					Stres Kerja	Iklim Organisasi	Team-Member Exchange
Stres Kerja	122	2.91	0.75	1-5	1	-0.58**	-0.19*
Iklim Organisasi	122	3.09	0.54	1-5	-0.58**	1	0.45**
Team-Member Exchange	122	3.63	0.69	1-5	-0.19*	0.45**	1

Keterangan. **untuk nilai $p < 0.01$ dan * untuk nilai $p < 0.05$.

exchange and work stress also had a linear connection, with an *f-linearity* value of 4.56 (sig. 0.00; $p < 0.05$). Normality testing is performed to see the

hubungan yang linear dengan nilai *f-linearity* sebesar 4,56 (sig. 0,00; $p < 0,05$). Uji normalitas dilakukan untuk melihat sebaran kenormalan data

spread of normality of data in each variable of the study. This testing was performed using the *Kolmogorov-Smirnov* technique, and resulted in the information that the data of the study was normal, with a value for the variable of organizational climate being 0.69, for work stress being 0.57, and for *team-member exchange* being 0.541 ($p > 0.05$). The multicollinearity testing in the study was aimed at seeing whether there was a strong connection between the free variables and the moderator variables. In the data from this study, there were no symptoms of multicollinearity between the variables of organizational climate and *team-member exchange*, with the result that the value of *tolerance* was 0.79 and the value of the *variance inflation factor* (VIF) was 1.26. More detailed data, related to the results of the assumption testing, is provided in Table 2, Table 3, and Table 4.

di setiap variabel studi. Uji ini dilakukan dengan teknik *Kolmogorov-Smirnov* dan menghasilkan informasi data studi yang normal dengan nilai variabel iklim organisasi sebesar 0,69, stres kerja 0,57, dan *team-member exchange* sebesar 0,541 ($p > 0,05$). Uji multikolinearitas pada studi ini bertujuan untuk melihat apakah ada hubungan yang kuat antara variabel bebas dengan variabel moderator. Pada data studi ini, tidak terjadi gejala multikolinearitas antara variabel iklim organisasi dengan variabel *team-member exchange*, dengan hasil nilai *tolerance* sebesar 0,79 dan nilai *variance inflation factor* (VIF) sebesar 1,26. Data lebih detail sehubungan dengan hasil uji asumsi tersedia dalam Tabel 2, Tabel 3, dan Tabel 4.

Table 2

Results of Linear Regression Testing of Organizational Climate and Work Stress

Variable	Unstandardized Coefficient		Standardized Coefficients Beta	t	p
	B	Standard Error			
(Constant)	162.94	9.63		16.9	0.00**
Organizational Climate	-0.81	0.10	-0.59	-7.97	0.00**

Note. **for $p < 0,001$.

Tabel 2

Hasil Uji Regresi Linear Iklim Organisasi dengan Stres Kerja

Variabel	Unstandardized Coefficient		Standardized Coefficients Beta	t	p
	B	Standard Error			
(Constant)	162.94	9.63		16.9	0.00**
Iklim Organisasi	-0.81	0.10	-0.59	-7.97	0.00**

Keterangan. **untuk nilai $p < 0,001$.

Table 3

Results of Moderation Regression Testing of Team-Member Exchange

Variable	Unstandardised Coefficients	SE	Standardized Coefficients	t	p	LLCI	ULCI
(Constant)	87.57	1.78		49.11	0.00	84.03	91.1
Organizational Climate	-0.88	0.12	-0.63	-7.54	0.00	-1.11	-0.65
Team-Member Exchange	0.25	0.22	0.09	1.1	0.27	-0.2	0.69
Interaction	-0.00	0.01	-0.16	-0.27	0.78	-0.02	0.02

Tabel 3

Hasil Uji Regresi Moderasi Team-Member Exchange

Variabel	Unstandardised Coefficients	SE	Standardized Coefficients	t	P	LLCI	ULCI
(Constant)	87.57	1.78		49.11	0.00	84.03	91.1
Iklim Organisasi	-0.88	0.12	-0.63	-7.54	0.00	-1.11	-0.65
Team-Member Exchange	0.25	0.22	0.09	1.1	0.27	-0.2	0.69
Interaksi	-0.00	0.01	-0.16	-0.27	0.78	-0.02	0.02

Table 4
Variable Normality Test

Variable	Kolmogorov- Smirnov	Definition
Organizational Climate	0.69**	Normal
Team-Member Exchange	0.54**	Normal
Work Stress	0.57	Normal

Note. **for $p > 0.05$.

Tabel 4
Uji Normalitas Variabel

Variabel	Kolmogorov- Smirnov	Keterangan
Iklim Organisasi	0.69**	Normal
Team-Member Exchange	0.54**	Normal
Stres Kerja	0.57	Normal

Keterangan. **untuk nilai $p > 0.05$.

Table 5
Variable Linearity Test

Variable	F Score		Definition
	Linearity	Deviation from Linearity	
Organizational Climate – Work Stress	69.63*	1.22**	Linear
Team-Member Exchange – Work Stress	4.56*	0.86**	Linear

Note. *for $p < 0.05$; **for $p > 0.05$.

Tabel 5
Uji Linearitas Variabel

Variabel	Nilai F		Keterangan
	Linearitas	Deviasi dari Linearitas	
Iklim Organisasi – Stres Kerja	69.63*	1.22**	Linear
Team-Member Exchange – Stres Kerja	4.56*	0.86**	Linear

Keterangan. *untuk nilai $p < 0.05$; **untuk nilai $p > 0.05$.

Table 5 shows the results of F testing, to see whether there was a role for organizational climate related to work stress, with the F score being 63.438 ($p < 0.00$). In other words, the regression model in the study was able significantly to predict the work stress variable, with a level of credibility of 95%. Besides this, the results of regression testing showed an R value of 0.588 and a coefficient of determination, or R^2 , of 0.346. Organizational climate is able to make a contribution to work stress of 34.6%, so that Hypothesis 1 is accepted. Organizational climate is also a significant predictor for a low level of work stress, with a value of $b = -0.58$; $t = -7.96$; $p < 0.001$. The better, the higher the level of, or the more positive, was the organizational climate as felt by a Millennial employee, the lower was the score for work stress from that employee.

Tabel 5 menunjukkan hasil uji F untuk melihat adanya peran iklim organisasi terhadap stres kerja dengan skor F sebesar 63,438 ($p < 0,00$). Dengan kata lain, model regresi dalam studi dapat memprediksi variabel stres kerja secara signifikan dengan tingkat kepercayaan 95%. Selain itu, hasil uji regresi menunjukkan nilai R sebesar 0,588 dan koefisien determinasi atau R^2 sebesar 0,346. Iklim organisasi mampu memberikan kontribusi terhadap stres kerja sebesar 34,6% sehingga Hipotesis 1 diterima. Iklim organisasi juga merupakan prediktor yang signifikan terhadap rendahnya stres kerja, dengan nilai $b = -0,58$; $t = -7,96$; $p < 0,001$. Semakin baik, tinggi, atau positif iklim organisasi yang dirasakan oleh karyawan milenial, semakin rendah skor stres kerja karyawan milenial.

The moderator testing, which was performed to determine the moderating effects of *team-member exchange* on the connection between organizational climate and work stress, used moderation analysis, with the module being that of *PROCESS*, from Hayes (2013). The results of the moderator testing are provided in Table 6.

From the data provided in Table 6, it may be seen that the variable of interaction, between organizational climate and *team-member exchange*, did not play a significant role in work stress. This was determined by the significance value of interaction being 0.7855 ($p < 0.05$). Besides this, the moderating effect could also be seen from the range of values between the *Lower-Level Confidence Interval (LLCI)* and the *Upper-Level Confidence Interval (ULCI)*. If the ranges values of the *Lower-Level Confidence Interval* and the *Upper-Level Confidence Interval* exceeds the figure 0, then the moderator variable does not moderate the connection between the independent and the dependent variable. In this study, the values of the *Lower-Level Confidence Intervals* and the *Upper-Level Confidence Intervals* of the variable interaction, between organizational climate and *team-member exchange*, exceeded the figure 0, with values of -0.0234 and 0.0177.

Uji moderator yang dilakukan untuk mengetahui efek moderasi *team-member exchange* terhadap hubungan iklim organisasi dengan stres kerja menggunakan analisis moderasi dengan modul *PROCESS* dari Hayes (2013). Hasil dari uji moderator tersebut tersedia dalam Tabel 6.

Dari data yang tersedia dalam Tabel 6. dapat dilihat bahwa variabel interaksi antara iklim organisasi dengan *team-member exchange* tidak berperan terhadap stres kerja secara signifikan. Hal tersebut dapat diketahui dari nilai signifikansi interaksi sebesar 0,7855 ($p < 0,05$). Selain itu, efek moderasi juga dapat dilihat dari rentang nilai *Lower-Level Confidence Interval (LLCI)* dengan *Upper-Level Confidence Interval (ULCI)*. Jika rentang nilai *Lower-Level Confidence Interval (LLCI)* dan *Upper-Level Confidence Interval (ULCI)* melewati angka 0, maka variabel moderator tidak memoderasi hubungan antara variabel independen dengan variabel dependen. Pada studi ini, nilai *Lower-Level Confidence Interval (LLCI)* dengan *Upper-Level Confidence Interval (ULCI)* variabel interaksi antara iklim organisasi dengan *team-member exchange* melewati angka 0, dengan nilai -0,0234 dan 0,0177.

Table 6
Variable Multicollinearity Test

Variable	F Score		Definition
	Tolerance	VIF	
Organizational Climate – Team-Member Exchange	0.79	1.26	No signs of multicollinearity

Tabel 6
Uji Multikolinearitas Variabel

Variabel	Nilai F		Keterangan
	Tolerance	VIF	
Iklim Organisasi – Team-Member Exchange	0.79	1.26	Tidak terjadi gejala multikolinearitas

Figure 1 shows that the *beta coefficient* values of organizational climate against work stress, of *team-member exchange* against work stress, and the results of the interaction between organizational climate, together with *team-member exchange*, against work stress. The interaction between organizational climate and *team-member exchange* shows no significant value, so that the variable of *team-member exchange* is not a significant moderator in the connection between organizational climate and work stress.

Gambar 1 menunjukkan nilai *beta coefficient* iklim organisasi dengan stres kerja, *team-member exchange* dengan stres kerja, dan hasil interaksi antara iklim organisasi beserta *team-member exchange* dengan stres kerja. Interaksi antara iklim organisasi dengan *team-member exchange* menunjukkan nilai yang tidak signifikan, sehingga variabel *team-member exchange* bukan merupakan moderator yang signifikan dalam hubungan antara iklim organisasi dengan stres kerja.

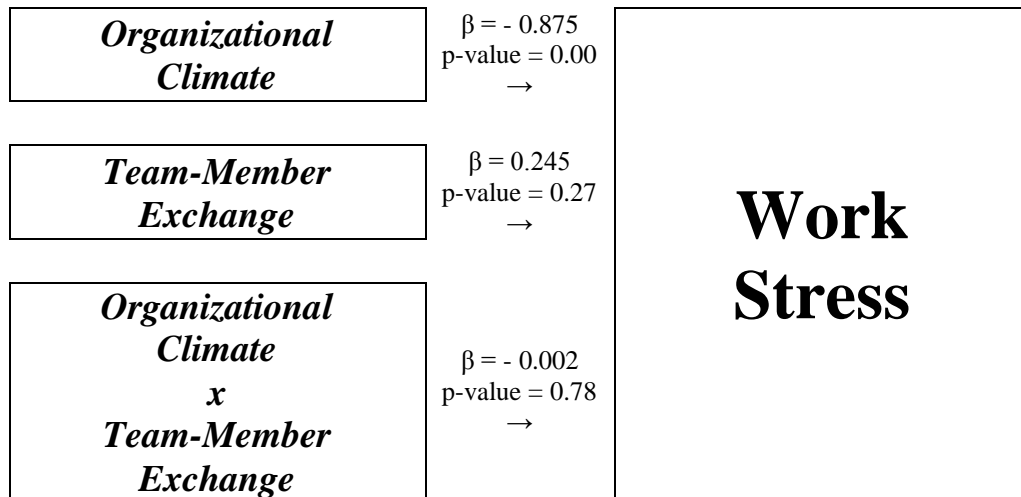
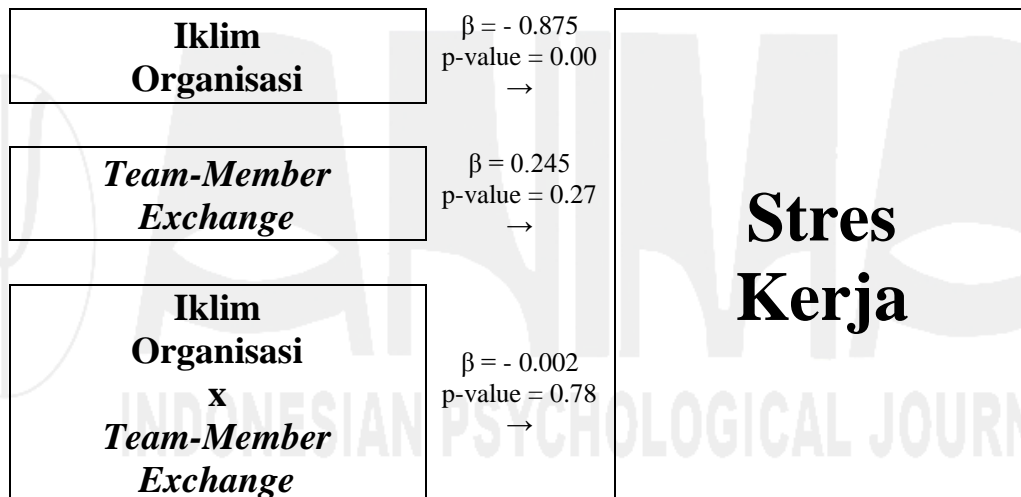


Figure 1. Beta coefficient value of moderating variable.



Gambar 1. Nilai koefisien beta variabel moderator.

Discussion

This study was aimed at looking at the role of organizational climate against work stress, and the role of *team-member exchange* in strengthening the connections between organizational climate and work stress. On the basis of the results of hypothesis testing, organizational climate does have a significant role against the work stress of the Millennials, where the greater the scores of organizational climate, so the lower were the scores of work stress, for Millennial employees. These results show that Hypothesis 1 is accepted. The findings of this study were in accord with the results of previous studies, which stated that a good, high quality or positive

Diskusi

Studi ini bertujuan untuk melihat peran iklim organisasi terhadap stres kerja dan peran *team-member exchange* dalam memperkuat hubungan antara iklim organisasi dan stres kerja. Berdasarkan hasil pengujian hipotesis, iklim organisasi memiliki peran yang signifikan terhadap stres kerja karyawan milenial, ketika semakin tinggi skor iklim organisasi, semakin rendah skor stres kerja pada karyawan milenial. Hasil ini menunjukkan bahwa Hipotesis 1 diterima. Temuan hasil studi ini sesuai dengan hasil studi sebelumnya yang menyatakan bahwa iklim organisasi yang baik, tinggi, atau positif berperan terhadap penurunan stres kerja karyawan (Abdillah

organizational climate played a role in the reduction of employee work stress (Abdillah et al., 2016; Angelina & Ratnaningsih, 2016). Besides this, Singh and Mishra (2011) also stated that, with the existence of a good, high quality or positive organizational climate, employees will be comfortable, and not feel pressured, when carrying out their duties. Conversely, work stress will be high when employees are confronted with a poor, low quality or negative organizational climate; something marked by low employee participation in decision making, a low level of information from the organization regarding policies or productivity standards being offered to employees, the tendency towards the use of *punishment* or *negative feedback*, the absence of good relations between supervisors and underlings, the occurrence of conflict in the workplace, and the existence of situations and physical workplace conditions being disorganized (Singh & Dhawan, 2012).

Based upon the results of effective contributions, the role of organizational climate in influencing the work stress of Millennial employees is quite large, with a contribution of 34.6%. The aspect of organizational climate, used in this study, is capable of playing a high predictor role. In accord with the results of this research, Sahni and Kumar (2012) stated that an organizational climate marked by the presence of care and support, can avoid the stressing of employees. Other than this, Wolgast and Fischer (2017) also stated that a positive work environment, as one form of good, high quality and positive organizational climate, may reduce stress for employees. In their experiment, Wolgast and Fisher (2017) discovered that an individual who receives support from his or her colleagues will be able to reduce stress when at work, as compared with individual who does not.

This study proved that the quality of an organizational climate faced by Millennial employees influences the type of work stress undergone. Millennial employees will be comfortable when they are in a situation or work environment with a good, high quality or positive organizational climate. This may take the form of having the opportunity to participate, the making of awards, the work structure of the organization, warmth and support from a good organizational environment, from both supervisors and fellow employees, as well as the allocation of responsibility which is not too burdensome. Specifically, Millennial employees have characteris-

et al., 2016; Angelina & Ratnaningsih, 2016). Selain itu, Singh dan Mishra (2011) juga menyatakan bahwa dengan adanya iklim organisasi yang baik, tinggi, atau positif, karyawan akan merasa nyaman dan tidak merasa tertekan dalam menjalankan tugasnya. Sebaliknya, stres kerja akan tinggi jika karyawan menghadapi iklim organisasi yang tidak baik, rendah, atau negatif; hal yang ditandai dengan kurangnya partisipasi karyawan dalam pengambilan keputusan, kurangnya informasi dari organisasi mengenai kebijakan atau standar kinerja kepada karyawan, adanya kecenderungan untuk lebih banyak menggunakan *punishment* atau *negative feedback*, tidak adanya hubungan yang baik antara pemimpin dengan bawahan, adanya konflik di tempat kerja, serta adanya situasi dan kondisi lingkungan kerja secara fisik yang tidak diatur dengan baik (Singh & Dhawan, 2012).

Berdasarkan hasil sumbangan efektif, peran iklim organisasi dalam mempengaruhi stres kerja karyawan milenial termasuk cukup besar dengan kontribusi sebesar 34,6%. Aspek iklim organisasi yang digunakan dalam studi ini mampu memberikan peran prediktor yang tinggi. Senada dengan hasil penelitian ini, Sahni dan Kumar (2012) menyatakan bahwa iklim organisasi yang ditandai dengan adanya perhatian dan dukungan kepada karyawan dapat menghindarkan karyawan dari stres. Selain itu, Wolgast dan Fischer (2017) juga menyatakan bahwa lingkungan kerja yang positif, sebagai salah satu bentuk iklim organisasi yang baik, tinggi, atau positif, dapat menurunkan stres pada karyawan. Dalam eksperimennya, Wolgast dan Fisher (2017) menemukan bahwa individu yang mendapat dukungan dari koleganya akan mampu menurunkan stres saat bekerja dibandingkan dengan individu yang tidak.

Studi ini membuktikan bahwa kualitas dari iklim organisasi yang dihadapi oleh karyawan milenial mempengaruhi kondisi stres kerja yang dialami. Karyawan milenial akan merasa nyaman berada pada situasi atau lingkungan dengan iklim organisasi yang baik, tinggi, atau positif, yang ditunjukkan dengan adanya dukungan lingkungan kerja yang positif. Hal ini dapat berbentuk kesempatan untuk berpartisipasi, pemberian reward, struktur kerja di organisasi, kehangatan dan dukungan dari lingkungan organisasi baik dari pimpinan maupun karyawan, serta pemberian tanggung jawab yang tidak terlalu membebani karyawan. Secara khusus,

tics which are different to those of previous generations. Millennial employees are of the opinion that their work lives must accord with their daily lives, or that they have to have a good *work-life balance* (Mohare & Agrawal, 2016, cited in Senaratne & Tennakoon, 2019). This is supported by Buzza (2017), who proved that the Millennials is more interested in working at a place which offers a good *work-life balance*, meaning that the conditions of the organizational climate in the work environment play a large role for the Millennials, when choosing their workplaces.

Komari and Sulistiowati (2019) stated that perceptions concerning the quality of the *work-life balance* for Millennial employees in Indonesia have a significant negative connection with work stress, when employees with a positive perception of the quality of *work-life balance* are to be helped in lowering the level of work stress suffered. *Work-life balance* in this study by Komari and Susilowati (2019), is the response to an organizational climate environment which is supportive of the lives of employees, so, from this, the results of this study may become a reference for the building of a form of organizational environment which supports the achievement of a good *work-life balance* for employees.

In this study, the authors advanced their Hypothesis 2, stating that *team-member exchange* may strengthen the connections between organizational climate and work stress, for Millennial employees. However, the research results show that *team-member exchange* does not play a significant moderating role in the connection between organizational climate and work stress, for Millennial employees. Initially, the authors thought that this *team-member exchange* would strengthen the connections between organizational climate and work stress, in line with the results of the research by Moslehpour et al. (2018), which stated that organizational support would give rise to feelings of comfort among employees. In reference to the results of this study, Hypothesis 2 is rejected.

The lack of proof of the moderating effect of *team-member exchange* in the connection between organizational climate and work stress, for Millennial employees, may be seen from a number of viewpoints.

Firstly, Millennial employees will tend to consider from whom their support emanates, and Millennial

karyawan milenial memiliki karakteristik yang berbeda dibandingkan dengan karyawan dari generasi sebelumnya. Karyawan milenial menganggap kehidupan bekerja harus sesuai dengan diri mereka dalam kehidupan sehari-hari atau harus memiliki *work-life balance* yang baik (Mohare & Agrawal, 2016, sitat dalam Senaratne & Tennakoon, 2019). Hal ini didukung oleh Buzza (2017) yang membuktikan bahwa Generasi Milenial lebih tertarik untuk bekerja di tempat yang menawarkan *work-life balance* yang baik, yang berarti bahwa kondisi iklim di lingkungan kerja sangat berperan pada Generasi Milenial dalam memilih tempat kerja.

Komari dan Sulistiowati (2019) menyatakan bahwa persepsi mengenai kualitas *work-life balance* pada karyawan milenial di Indonesia memiliki hubungan negatif yang signifikan terhadap stres kerja, ketika karyawan dengan persepsi positif mengenai kualitas *work-life balance* akan terbantu dalam menurunkan tingkat stres kerja yang diterima. *Work-life balance* dalam studi Komari dan Susilowati (2019) tersebut merupakan respon dari lingkungan iklim organisasi yang mendukung kehidupan kerja karyawan. Maka dari itu, hasil studi ini dapat menjadi rujukan bagi pengembangan bentuk lingkungan organisasi yang mendukung pencapaian *work-life balance* yang baik pada karyawan.

Dalam studi ini, penulis mengajukan Hipotesis 2 yang menyatakan bahwa *team-member exchange* dapat memperkuat hubungan antara iklim organisasi dan stres kerja pada karyawan milenial. Namun, hasil penelitian menunjukkan bahwa *team-member exchange* tidak memberikan peran moderasi yang signifikan pada hubungan iklim organisasi dan stres kerja pada karyawan milenial. Pada awalnya penulis menduga bahwa *team-member exchange* ini akan memperkuat hubungan iklim organisasi terhadap stres kerja sesuai dengan hasil penelitian Moslehpour et al. (2018), yang menyebutkan bahwa dukungan organisasi akan lebih memunculkan perasaan nyaman pada karyawan. Dengan mengacu pada hasil studi ini, maka Hipotesis 2 ditolak.

Tidak terbuktinya efek moderasi *team-member exchange* dalam hubungan iklim organisasi dan stres kerja pada karyawan milenial dapat dilihat dari beberapa tinjauan.

Pertama, karyawan milenial cenderung akan mempertimbangkan dari siapa dukungan itu berasal; dan

employees feel more comfortable when getting support from above, rather than from work mates (*team-member exchange*). This assumption is based upon the clarification from Myers and Sadaghiani (2010), who stated that Millennial employees will feel more satisfaction at work when they have good relations with their superiors. It is also strengthened by Ito (2011), who stated that Millennial employees have a higher level of trust and feeling of respect for supervisors, than for fellow workmates. The supportive behavior of a superior, may have a positive impact on performance of a Millennial employee, which may raise the level of work satisfaction, and lower the risks of such an employee leaving the organization (Landrum, 2017). This differs from the findings concerning the previous generation (Generation X), which indicated that closeness in the environment of their workmates gave them more comfort at work, as opposed to closeness with their superiors (Zopiatis et al., 2012).

Secondly, the position of the variable *team-member exchange* as a moderator has possibly been filled by organizational climate, in the aspect of *warmth and support*. This assumption is based upon results showing that the greatest role in the aspect of organizational climate is the aspect of *warmth and support*. There is a possibility that the perception of a participant about *warmth and support* in organizational climate is the form of *warmth and support* in interaction with the members of his/her own team (*team-member exchange*). This possibility is strengthened by the opinions of Baron and Kenny (1986), which explain that a moderator variable is better not to have a connection with independent and dependent variables, so that a clear interpretation of the moderator effect is more visible. Although this is the case, this assumption requires elaboration and reinvestigation in future studies, relating to the use of the variables of organizational climate and *team-member exchange*, because of the proximity in certain aspects of the variable organizational climate as a dependent variable, as in the aspect of *warmth and support*.

Suggestions

Based upon the findings of this study, the authors make some suggestions for future research, to consider the uniqueness of Millennial employees, as compared to employees of previous generations, when

alih-alih dari rekan kerja (*team-member exchange*), karyawan milenial lebih merasa nyaman saat mendapatkan dukungan dari atasan. Asumsi ini didasarkan pada penjelasan Myers dan Sadaghiani (2010) yang menyatakan bahwa karyawan milenial akan lebih merasakan kepuasan dalam bekerja apabila memiliki hubungan baik dengan atasan. Hal ini juga diperkuat oleh Ito (2011) yang menyatakan bahwa karyawan milenial memiliki tingkat kepercayaan dan rasa hormat yang lebih tinggi pada atasan daripada terhadap sesama rekan kerja. Perilaku suportif seorang atasan dapat memberikan dampak yang positif terhadap kinerja dan performa karyawan milenial sehingga dapat meningkatkan kepuasan kerja dan mengurangi risiko karyawan milenial meninggalkan organisasi (Landrum, 2017). Hal ini berbeda dengan temuan pada generasi sebelumnya (Generasi X), yang menunjukkan bahwa kedekatan dengan lingkungan rekan kerja lebih membuat mereka nyaman bekerja daripada kedekatan dengan atasan (Zopiatis et al., 2012).

Kedua, kedudukan variabel *team-member exchange* sebagai moderator kemungkinan telah diisi oleh iklim organisasi dalam aspek *warmth and support*. Asumsi ini didasarkan pada hasil yang menunjukkan bahwa peran terbesar dari aspek iklim organisasi adalah pada aspek *warmth and support*. Ada kemungkinan bahwa persepsi partisipan akan *warmth and support* pada iklim organisasi adalah bentuk kehangatan dan dukungan dalam interaksi dengan rekan kerja itu sendiri (*team-member exchange*). Hal ini diperkuat oleh pendapat Baron dan Kenny (1986) yang menjelaskan bahwa variabel moderator sebaiknya tidak memiliki hubungan terhadap variabel independen dan variabel dependen, agar interpretasi yang jelas bagi efek moderator dapat lebih terlihat. Walaupun demikian, asumsi ini perlu dielaborasi dan diinvestigasi kembali untuk studi masa depan terkait pemakaian variabel iklim organisasi dan variabel *team-member exchange*, karena adanya kedekatan pada aspek tertentu dengan variabel iklim organisasi sebagai variabel dependen, seperti pada aspek *warmth and support*.

Saran

Berdasarkan temuan studi ini, penulis mengajukan saran bagi peneliti selanjutnya untuk mempertimbangkan keunikan karakteristik karyawan milenial dibanding karyawan dari generasi sebelumnya

choosing the constructs of situational variables to be used to moderate connections between organizational climate and work stress, for Millennial employees. Besides this, other factors need to be explored to be able to be used simultaneously with the variable of organizational climate. This aside, the authors also feel it is necessary to pay close attention to the construct connections between variables, so there is not too much overlap, so that the moderator effect can be more clearly seen. For practitioners, the results of this research may be treated as recommendations to create an organizational climate which considers diversity in the workplace, specifically that there is a generational difference within the employee body, in the framework of the support of employees to give them a lower level of work stress.

A number of improvement efforts should be conducted in further studies, so that studies related to this variable can be improved. Firstly, the factors or characteristics of the research participants should be controlled, such as the type of business where they are employed, their positions, and their personality characteristics. Secondly, attention should be paid to the composition of the subject body, to the number of males and of females, with the suggestion that more balance might be achieved. Thirdly, a more in-depth study should be conducted, within one specific organization. It is hoped this might produce better study results.

Conclusion

On the basis of the results of the analysis testing conducted, it may be concluded that there is a significant contribution, from the role played by organizational climate, to the reduction of the work stress of Millennial employees. A good, high quality or positive organizational climate in the work environment of Millennial employees will assist a reduction in levels of the work stress of such employees. Although this is so, *team-member exchange* may not be a significant moderator in the connection between organizational climate and work stress for Millennial employees, and a deepening of research is needed on the aspects of the theory used. Results of this study show that the problem of work stress among Millennial employees may be resolved by increasing the quality of the organizational climates in the organizations and businesses, as one solution. Then, this solution may become a consideration for businesses and organizations employing Millennial

pada saat memilih konstruk variabel situasional yang akan digunakan untuk memoderasi hubungan antara iklim organisasi dengan stres kerja pada karyawan milenial. Selain itu, faktor lain di luar iklim organisasi juga perlu dieksplorasi untuk dapat digunakan secara simultan dengan variabel iklim organisasi. Selain itu, penulis juga merasa perlu mencermati keterkaitan konstruk antar variabel, agar tidak terlalu tumpang tindih sehingga efek moderasi bisa dilihat lebih jelas. Bagi praktisi, hasil penelitian ini dapat dijadikan rekomendasi untuk menciptakan iklim organisasi yang mempertimbangkan keanekaragaman di tempat kerja. Secara spesifik adalah perbedaan generasi dari karyawan, dalam rangka mendukung karyawan untuk memiliki tingkat stres kerja yang rendah.

Sejumlah upaya perbaikan sebaiknya dilakukan dalam studi selanjutnya agar studi terkait variabel ini bisa menjadi lebih baik. Pertama, melakukan kontrol terhadap faktor atau karakteristik partisipan penelitian seperti jenis perusahaan, jabatan, dan karakteristik kepribadian. Kedua, memperhatikan komposisi antara jumlah subjek laki-laki dan perempuan; dengan saran untuk mencapai perbandingan yang lebih seimbang. Ketiga, melakukan studi secara lebih mendalam pada satu organisasi spesifik diharapkan akan dapat memberikan hasil studi yang lebih baik.

Simpulan

Berdasarkan hasil uji analisis yang telah dilakukan, dapat disimpulkan bahwa ada sumbangan signifikan dalam peran iklim organisasi terhadap penurunan stres kerja karyawan milenial. Iklim organisasi yang baik, tinggi, atau positif dalam lingkungan kerja karyawan milenial akan membantu penurunan tingkat stres kerja karyawan milenial. Walaupun demikian, *team-member exchange* tidak dapat menjadi moderator signifikan dalam hubungan iklim organisasi dengan stres kerja pada karyawan milenial, dan dibutuhkan pendalaman pada aspek teori yang digunakan. Hasil studi ini menjelaskan bahwa masalah stres kerja karyawan milenial dapat dipecahkan dengan meningkatkan kualitas iklim organisasi pada organisasi dan perusahaan sebagai salah satu solusi. Dengan demikian, solusi ini dapat menjadi pertimbangan bagi perusahaan atau organisasi formal yang mempekerjakan karyawan milenial, dengan tujuan meningkatkan kesejahteraan dan kenyamanan

employees, with the aim of raising the welfare and feelings of comfort of such employees, to trigger an increase in productivity. para karyawan milenial untuk memicu produktivitas karyawan.

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