

## WORK VALUES OF MILLENNIAL GENERATION AND HUMAN RESOURCE RESILIENCE: A DESCRIPTIVE STUDY AT PERUM JASA TIRTA II TOWARD GREEN ECONOMY TRANSFORMATION

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### Abstract

*The transition towards a green economy demands changes not only in technology and policy but also in human resources (HR) as the primary driving force. Resilient human resources—capable of adapting, enduring, and innovating amidst change—are key to the success of this process. The millennial generation, which constitutes 56.7% of the total 1,027 employees at Perum Jasa Tirta II, possesses distinct work values and has the potential to serve as key agents in supporting this transformation. This study aims to describe the work values of the millennial employees at Perum Jasa Tirta II and examine the role of these values in shaping resilient HR in the face of challenges and opportunities in the green economy. A descriptive quantitative approach was employed, with data collected through questionnaire surveys distributed to millennial employees across various work units. Descriptive statistical analysis was used to identify dominant work value tendencies and perceptions of individual and organizational resilience. Of the 110 respondents, the results show that Supervisory Relations received the highest average score ( $M = 4.63$ ;  $SD = 0.61$ ), followed by Surroundings ( $M = 4.58$ ;  $SD = 0.58$ ) and Economic Return ( $M = 4.58$ ;  $SD = 0.86$ ). Furthermore, the resilience levels indicate that 92% of employees fall into the high resilience category, 8% into the moderate category, and none into the low category. These findings demonstrate strong adaptability and resilience in facing change. An orientation towards meaningful work and adaptability to sustainability serve as crucial foundations for developing strong and innovative human resources. The findings suggest a potential relationship between millennial work values and their readiness to support the company's sustainability initiatives. This study is expected to provide strategic insights for HR management at Perum Jasa Tirta II in strengthening human resource capacity aligned with green economic development and long-term sustainability goals.*

**Keywords:** Work Value, Green Economy, Milenial Generation, Resilient Human Resources, Public Sector

### Introduction

The transformation towards a green economy has become a priority agenda in both global and national development. The paradigm shift towards sustainable development no longer focuses solely on economic growth, but also emphasizes a balanced consideration of environmental and social dimensions. The United Nations Environment Programme (UNEP, 2021) emphasizes that the success of the transition to a green economy depends not only on technological innovation and macro-level policies but is also strongly determined by the readiness of human resources (HR) as the key drivers of change. In this context, strengthening human resource resilience is a critical factor for organizations to survive, adapt, and innovate in response to the growing complexities and dynamics of the business environment.

In line with this global development direction, the Government of Indonesia has established a long-term vision through the National Long-Term Development Plan (RPJPN) 2025–2045, which positions green economic transformation as one of the key pillars in achieving *Indonesia Emas 2045*. The RPJPN document emphasizes the importance of developing adaptive, innovative, and resilient human resources as the foundation to support the transition toward low-carbon and sustainable development. This presents both a challenge and a strategic opportunity for various sectors, including State-Owned Enterprises (SOEs), which serve as national development agents.

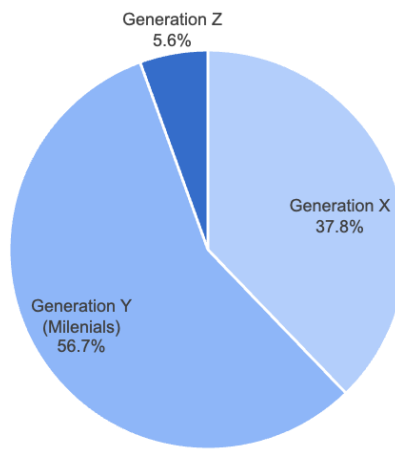
Perum Jasa Tirta II, as a State-Owned Enterprise or in Indonesia called BUMN (*Badan Usaha Milik Negara*) engaged in water resources management, holds a strategic position in supporting the green development agenda. Sustainable water management is closely linked to climate change mitigation, environmental conservation, and the sustainable fulfillment of both societal and business needs. Nevertheless, the success of organizational transformation in advancing the green agenda is highly dependent on the readiness

of its human resources. Resilient human resources, guided by work values aligned with sustainability principles, are essential prerequisites to ensure the continuity of this transformation.

**Table 1 Number of Employees at Perum Jasa Tirta II by Generation**

| Generation               | Year of Birth | Number of Employees (Person) | Percentage (%) |
|--------------------------|---------------|------------------------------|----------------|
| Generation X             | 1965 - 1980   | 388                          | 37,8           |
| Generation Y (Milenials) | 1981 - 1996   | 582                          | 56,7           |
| Generation Z             | 1997 - 2012   | 57                           | 5,6            |
| <b>Total</b>             |               | <b>1027</b>                  | <b>100</b>     |

Source: Sikawan Perum Jasa Tirta II, 2025



**Figure 1**  
**Employee Composition at Perum Jasa Tirta II**

Demographic structure of Perum Jasa Tirta II, the millennial generation constitutes the majority, accounting for 56.7% of the total 1,027 employees. This generation is characterized by unique traits that distinguish them from previous generations. They are generally tech-savvy, purpose-driven, and highly adaptable to change (Twenge, 2010). These characteristics represent potential assets that can accelerate the transition towards a green economy if properly managed. However, empirical studies on the work values of millennials within Indonesian State-Owned Enterprises (SOEs), particularly in relation to the development of resilient human resources that support green economic transformation, remain relatively limited. A more comprehensive understanding of millennials' work values and resilience is essential for formulating relevant human resource development strategies that address future development challenges. Examining work values and human resource (HR) resilience is essential to understand how the millennial generation at Perum Jasa Tirta II contributes to the development of resilient future leaders who are prepared to support the organization's transformation towards a green economy.

## Methods

This study employed a quantitative approach with a descriptive research design. This design was chosen to systematically and objectively describe the characteristics of work values and the level of resilience among millennial employees at Perum Jasa Tirta II. The population in this study consisted of all millennial employees (born between 1981 and 1996) at Perum Jasa Tirta II, totaling 582 individuals. From this population, a sample of 110 respondents was selected using a purposive sampling technique to ensure representation across various departments and job positions within the organization.

Data collection was conducted through the distribution of questionnaires consisting of two main sections. The first instrument measured respondents' work values using an adaptation of Super's Work Value Inventory (WVI), which includes 45 items. Each item was assessed using a 5-point Likert scale, ranging from 1 (very unimportant) to 5 (very important). The second instrument measured individual resilience levels, adapted from a combination of the Connor-Davidson Resilience Scale (CD-RISC) and Resilience at Work (RAW). This resilience instrument consists of 18 items, also utilizing a 5-point Likert scale, assessing dimensions of adaptability, toughness, and optimism in facing work-related challenges. The total resilience score was

obtained by summing the scores of all 18 items, resulting in a score range from 18 to 90. Higher scores indicate stronger resilience levels. The resilience level categories used in this study are classified into three groups, as shown in Table 2.

**Table 2 Resilience Scoring Rubric Based on the CD-RISC Scale**

| Resilience Score Range | Resilience Category | Interpretation                                                                                    |
|------------------------|---------------------|---------------------------------------------------------------------------------------------------|
| 18 – 45                | <b>Low</b>          | Individuals exhibit weak resilience, vulnerable to stress and change.                             |
| 46 – 63                | <b>Moderate</b>     | Individuals demonstrate the ability to cope with pressure, but still require reinforcement.       |
| 64 – 90                | <b>High</b>         | Individuals possess strong resilience, capable of adapting and overcoming challenges effectively. |

*Note: The total score was obtained by summing all respondents' answers to the 18 items using a 5-point Likert scale (ranging from 1 to 5).*

The classification of resilience score categories in this study was developed based on an adaptation of Connor and Davidson (2003) through the Connor-Davidson Resilience Scale (CD-RISC 18), along with proportional range adjustments referring to Windle (2011) and Notario-Pacheco et al. (2011), which align score interpretations with the study population. The collected data were analyzed using descriptive statistics to provide an overview of respondents' work values and resilience levels. Descriptive statistical analysis included the calculation of mean scores and standard deviations.

## Results and Discussions

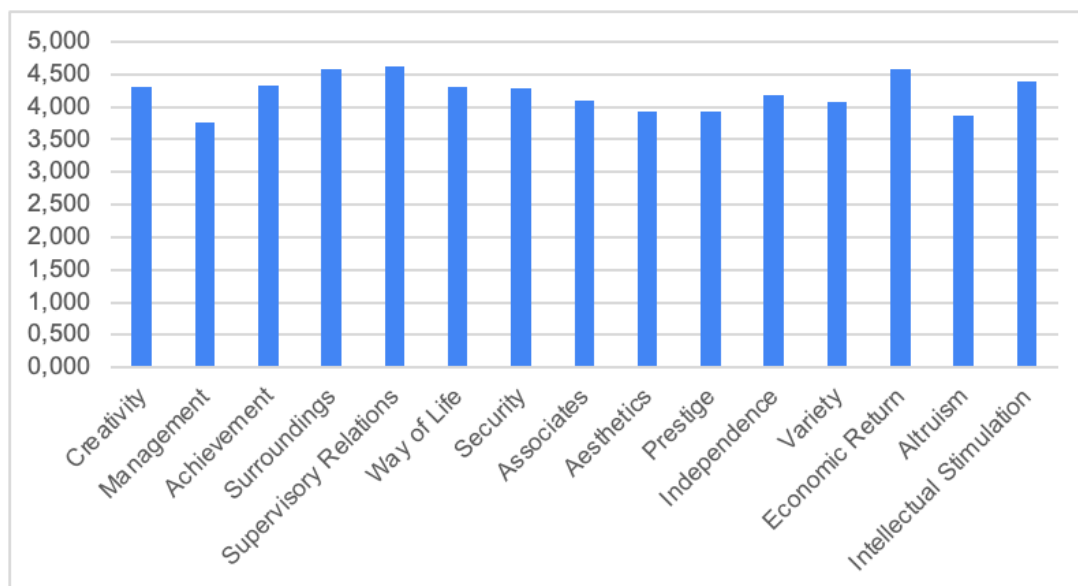
**Descriptive Results of Millennials' Work Values.** The data analysis of 110 millennial respondents at Perum Jasa Tirta II revealed a diverse profile of work values.

**Table 3 Work Value Scores of Millennial Employees at Perum Jasa Tirta II**

| No | Aspects of Work Value    | Mean | Standard Deviation |
|----|--------------------------|------|--------------------|
| 1  | Creativity               | 4,31 | 0,70               |
| 2  | Management               | 3,76 | 1,00               |
| 3  | Achievement              | 4,33 | 0,69               |
| 4  | Surroundings             | 4,58 | 0,58               |
| 5  | Supervisory Relations    | 4,63 | 0,61               |
| 6  | Way of Life              | 4,31 | 0,74               |
| 7  | Security                 | 4,29 | 0,78               |
| 8  | Associates               | 4,09 | 0,85               |
| 9  | Aesthetics               | 3,93 | 0,88               |
| 10 | Prestige                 | 3,94 | 1,00               |
| 11 | Independence             | 4,18 | 0,77               |
| 12 | Variety                  | 4,07 | 0,86               |
| 13 | Economic Return          | 4,58 | 0,86               |
| 14 | Altruism                 | 3,87 | 0,86               |
| 15 | Intellectual Stimulation | 4,39 | 0,68               |

Based on the data analysis presented in Table 3, an overview of the mean scores and standard deviations for each aspect of work values among millennial employees at Perum Jasa Tirta II was obtained. The Supervisory Relations aspect ranked the highest with a mean score of 4.63 (SD = 0.61), followed by Surroundings (M = 4.58; SD = 0.58), and Economic Return (M = 4.58; SD = 0.86). These findings indicate

that millennial employees highly value supportive supervisors, a comfortable work environment, and adequate financial rewards as essential components of their job satisfaction. The dominance of the Supervisory Relations score reflects the importance of supervisors in providing guidance, support, and coaching to millennials in the State-Owned Enterprise (SOE) environment. Although this generation is often portrayed as independent, they still require supervisors who serve as mentors, facilitators, and partners in career development (Ng et al., 2010; Sutarto et al., 2021). A positive relationship with supervisors provides a sense of security, clarity in work direction, and increased motivation in addressing work demands. In addition, the high score of Surroundings highlights the importance of both the physical and social aspects of the work environment, such as workplace comfort, adequate supporting facilities, and a conducive work climate. This reinforces the understanding that millennials not only seek challenging work but also expect high-quality working conditions. Meanwhile, Economic Return also ranks highly, suggesting that financial rewards remain a significant factor in job satisfaction for millennials, aligning with their financial needs and dynamic lifestyle. The Intellectual Stimulation aspect also shows a high score ( $M = 4.39$ ;  $SD = 0.68$ ), indicating that millennial employees enjoy intellectually challenging work that offers opportunities for competency development. Finally, the Achievement aspect received a mean score of 4.33 ( $SD = 0.69$ ), suggesting that achievement continues to play an important role in their work motivation, although not as prominently as supervisory support and the work environment.

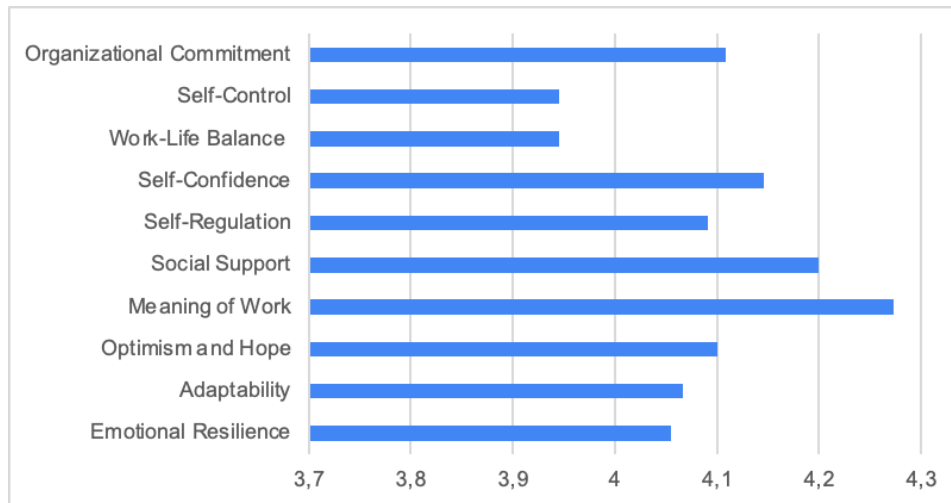


**Figure 2**  
**Work Values of Millennial Employees at Perum Jasa Tirta II**

On the other hand, several work value aspects showed lower mean scores, including Altruism ( $M = 3.87$ ), Aesthetics ( $M = 3.93$ ), and Prestige ( $M = 3.94$ ). This indicates that while ideals such as altruism, the aesthetic quality of work, and social status are still considered, they are not the primary priorities for most respondents within the context of employment in this State-Owned Enterprise. Overall, these findings emphasize that millennial employees at Perum Jasa Tirta II place greater importance on healthy interpersonal relationships, a comfortable work environment, and adequate financial compensation as the main pillars of their work values. This should serve as an important consideration for management in strategically managing and developing human resources, particularly in addressing the ongoing transformation agenda toward a green economy.

Interestingly, the Management aspect received the lowest mean score among the work value dimensions, at 3.76. This indicates that millennial employees at Perum Jasa Tirta II tend not to prioritize leadership or team management as a primary part of their work motivation. Several factors may contribute to this finding, including the perception that management systems within State-Owned Enterprises are often bureaucratic, inflexible, and offer limited opportunities for independently developing managerial roles. This finding is consistent with the characteristics of the millennial generation, who tend to emphasize flexibility, collaboration, and participation in decision-making processes (Ng et al., 2010; Sutarto et al., 2021).

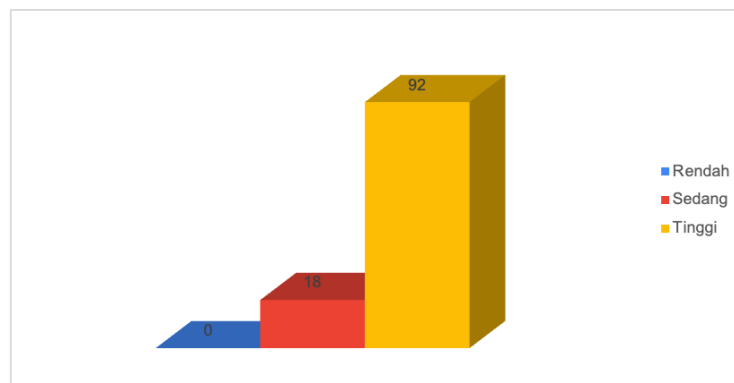
**Individual Resilience Levels.** The measurement of millennial employees' resilience in this study employed an instrument based on the development of resilience dimensions covering 10 key aspects. The data analysis results are presented in Figure 3 and Figure 4.



**Figure 3**  
**Resilience of Millennial Employees at Perum Jasa Tirta II**

Based on Figure 3, the aspect with the highest mean score was Work Meaning ( $M = 4.22$ ), followed by Organizational Commitment ( $M = 4.13$ ) and Social Support ( $M = 4.06$ ). The high score for Work Meaning indicates that millennial employees have a positive perception of the significance of their work, feel that their work is meaningful, and believe that it contributes to both the organization and society. This finding aligns with the characteristics of the millennial generation, who tend to prioritize meaningfulness in work rather than purely financial aspects (Sutarto et al., 2021).

The high scores for Organizational Commitment and Social Support also demonstrate that the work climate at Perum Jasa Tirta II is capable of fostering employee loyalty and creating a supportive social environment. Social support from colleagues, supervisors, and the organization contributes to enhancing employees' adaptive capacity in addressing work challenges. Meanwhile, several resilience aspects showed lower mean scores, including Work-Life Balance ( $M = 3.83$ ) and Self-Control ( $M = 3.85$ ). The lower scores on these dimensions indicate potential job pressures, multitasking demands, and difficulties in maintaining a balance between work responsibilities and personal life. Strengthening stress management, time management, and work flexibility should be prioritized to enhance these resilience aspects more comprehensively.



**Figure 4**  
**Distribution of Resilience Among Millennial Employees at Perum Jasa Tirta II**

Furthermore, the overall distribution of resilience categories is presented in Figure 4. Of the 110 respondents, 92% of employees were classified in the high resilience category, 18% in the moderate category, and 0% or none in the low category. In general, this indicates that the majority of millennial employees at Perum Jasa Tirta II possess a strong level of resilience, are capable of adapting to change, and have a positive mental capacity in facing work dynamics. This favorable level of resilience serves as a valuable asset in supporting the success of organizational transformation toward sustainable water resource management and advancing the green economy agenda. Nevertheless, attention to work-life balance and the strengthening of self-regulation remains essential in fostering a more holistic development of human resource resilience.

**Correlation Between Work Values and Resilience Toward Green Economy Transformation.** The transformation toward a green economy requires organizations to have human resources who possess not only technical competencies but also work values aligned with sustainable development principles, as well as a high level of resilience in responding to change. In the context of Perum Jasa Tirta II, which serves as a frontliner in national water resource management, these characteristics represent essential assets in addressing the complexities of the transition toward a green economy.

The results of the study indicate that most millennial employees at Perum Jasa Tirta II exhibit high work values in the aspects of Supervisory Relations, Economic Return, Surroundings, Intellectual Stimulation, and Achievement. These values are aligned with the principles of green economy transformation, which emphasize collaboration, innovation, a healthy work environment, and long-term sustainability (OECD, 2011). The high score in Supervisory Relations reflects supportive working relationships that promote open communication and employee development. This is particularly important for organizational transformation toward green business practices, where the engagement of all organizational levels is a key requirement for adopting environmentally friendly innovations (Pillai & Sivathanu, 2020). Meanwhile, the generally high resilience scores among most employees further support the organization's readiness to face the complexities of transitioning toward a green economy. The high levels of Work Meaning, Organizational Commitment, and Social Support demonstrate that employees are not solely motivated by financial rewards but also feel that they contribute meaningfully to the organization's larger mission. Such commitment facilitates the implementation of corporate policies related to sustainable environmental management. Conversely, aspects with relatively lower scores, such as Management in work values, and Work-Life Balance and Self-Control in resilience, reveal areas that require attention to strengthen organizational readiness. Employees need to be provided with greater opportunities to participate in decision-making, develop leadership capacities, and receive systemic support to maintain work-life balance, particularly in navigating the dynamic challenges associated with green economy transformation.

The correlation between work values and resilience levels demonstrates the potential synergy in developing resilient human resources. Work values that emphasize a supportive work environment and personal development can contribute to strengthening individuals' adaptability in facing change. This becomes particularly relevant in the context of green economy transformation, where organizations encounter demands related to policy changes, environmentally friendly technological innovations, and adjustments to sustainability standards (UNEP, 2021; RPJPN 2025–2045). As mandated in the *Rencana Pembangunan Jangka Panjang Nasional* (RPJPN) 2025–2045, strengthening human resource capacity is a key prerequisite to supporting low-carbon and sustainable development across various sectors, including State-Owned Enterprises. Resilient millennials with adaptive work values represent strategic assets for organizations such as Perum Jasa Tirta II in addressing the complexities of the green business environment.

**Managerial Implications.** The findings of this study provide several important implications for human resource management at Perum Jasa Tirta II. First, it is necessary to develop career development strategies that are aligned with the work values of the millennial generation. Such strategies should take into account millennials' preferences for meaningful work, supportive leadership, and opportunities for intellectual growth. Second, strengthening an adaptive and sustainability-oriented organizational culture is essential to foster resilience and long-term commitment among employees. Third, management should provide greater opportunities for active employee participation in environmental initiatives, allowing them to contribute directly to the organization's sustainability efforts. Collectively, these strategies are expected to enhance the organization's readiness to support the national agenda of green economy transformation.

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