

Work Environment and its Relationship with Performance from Millennial's Perspective

Irhamahayati*, Musa Hubeis, Aji Hermawan, Setiadi Djojar,

School of Business, Bogor Agricultural University, Pajajaran Street, Bogor 16151, Indonesia

*irhamaku@yahoo.com

Abstract

A physical and non-physical work environments are essential for employees to make them motivated, bound, and satisfied. Since the Millennial come to workplace bringing new work-values with them, management needs to accustom the values. The nature of the government organization such as a formal and bureaucratic system may contribute to the situation. This research was designed for testing and analyzing empirically what the work environments Millennial prefer most, and what the impact on the individual performance was. The effect was tested using motivation as a mediating variable. This study used a survey to collect data by cross section from 250 respondents who are civil servants working for Indonesia National Agency for Drug and Food Control located at various areas nationwide, selected purposively. The study found top three work environments preferred by Millennial: Work Challenges, ICT Facility, and Opportunity for Development. Using a Structural Equation Model (SEM), the estimated model proved that the Work Environment has no direct significant positive effect on Performance, but Motivation does. Therefore, to improve performance by enhancing the work environment it was suggested to consider aspects influencing employee motivation as wellbasis.

Keywords: Millennial, motivation, performance, public sector, work environment

1. Introduction

Millennial workers have received a lot of attention regarding their preference for suitable work environment in private sector workplaces, while in the government sectors the situation may not be the same. As we know, government organizations are changing slower than that of private sectors because of several things, such as the impact of a bureaucratic and rigid system that make any changes are not easy to implement. Also, it is because the change has to apply to all government institutions nationally, takes time to do so.

The public sectors workplace comprises three generations, namely Baby Boomers, Generation-X and Millennial. Now, Millennial are starting to dominate the workplaces and the Baby Boomers entering retirement. In the next five years, Baby Boomers will no longer exist in government agencies and the new generation (Generation Z) will enter. Thus, understanding the characters of the Millennial is important, because organizations will rely heavily on them in facing future challenges. Moreover, if the organization can accommodate their preferences, it is not only good for maintaining Millennial but also help the organization ready for the next new generation.

Since Millennial have unique characters that differ from the older generations, management needs to reshape their work environment both in physical and non-physical forms to cope with the new values. Previous studies found that work-life balance, flexibility, opportunities for development, work challenges, and information and communication technology (ICT) facility were aspects of the work environment considering by Millennial for working comfortably (Courtney (2009); Gursoy et al. (2008); Hanrahan (2011); Hobart (2014); Deloitte (2014); Udechukwu & Mujtaba (2007); Corodeanu (2015); Rendell (2011); Islam et al. (2011); Issa & Isaias (2016); Melnychuk (2013); Çelikdemir and Tukul (2015)). In the government agencies which is a bureaucratic and highly regulated organization model, policy and managerial support are the other aspects.

It is interesting to see deepen what Millennial want for their comfortable work environment, and how does it impact on the performance. Since the work environment will determine their satisfaction, engagement, and retention, the more organizations can create a satisfying work environment, the more they can get contribution from them. Besides, it is also interesting to know whether Millennial can accept whatever the situation is or might be there is any other driving force like a matter of motivation.

This article consists of some sections where generational differences were discussed at the beginning. Then, using empirical evidence, the discussion would go on what Millennial preferred more for their work environment and how they perceived their existing work environment. After that, the relationship between work environment and employee performance were elaborated, as well as the relationship between the two constructs with the Motivation as the mediating variable. Finally, the

conclusion was made up and some suggestions were offered at the end section. All the discussion was framed in the context of government organization.

2. Literature Review

Previous studies have already explored many things on Millennial at work including their unique characters, which were different from the older generations (Subramaniam & Norizan, 2014; Hobart, 2014; Jalil et al., 2015; Luntungan et al., 2014; Islam et al., 2011; Agheorghiesei & Iorga, 2013; Fatimah et al., 2015; Issa & Isaias, 2016). Some studies associated characters of Millennial with the job performance (Daud, 2016), with the employee engagement (Smit et al., 2015; Melnychuk, 2013), with the intention to leave (Meyer, 2013; Barclays, 2013), and with the strategic management of human resources (HR) (Wadee, 2011; Courtney, 2009; Rendell, 2011; Starks, 2013; Bennett et al, 2012; Luntungan et al., 2014, Sanner-stiehr & Vandermause, 2017). However, this study focus on the work environment surrounding Millennial in public sector workplaces, where the nature of government institutions colour the situation and where still limited scholars talk about it.

2.1 Generational Differences

Understanding about generations and the generational differences is a good start before talking about what Millennial prefer of the work environment. In brief, the theory of generation by Karl Mannheim (1952) said that sociologically a group of generations could be considered as a group consisting of individuals who had similarities in age range and experiences following important historical events in the same period of time and location. Referring to Mannheim's idea, Strauss and Howe (1991) observed American society and divided generations based on the span of birth and influential historical events. Some other researchers also did it and labelled generations with the same or the different name where each generation had a span about 20 years (Anantatmula and Shrivastav, 2012; Barclays, 2013). The birth year limit could be different across countries since each country might has different historical event, for example in North Africa Millennial was born year 1990-2000, in the USA 1984-2001, in Europe/ UK 1985-2000, and in Japan 1986-2001 (Codrington & Grant-Marshall in Van Der Walt et al., 2016). In Indonesia, since they were associated with ICT exposure, the birth-year of Millennial is considered later than Western countries due to the delay in ICT development and globalization.

Using the concept of the birth-year cohort theory and age-related life stage theory (Hillman, 2014; Sessa et al., 2007; Smola and Sutton, 2002), the differences among generation could be explained. The birth-year cohort theory explains that the unique work-values and beliefs of each generation are formed during the process of socialization that results a collective memory and shared perceptions, such as beliefs about how a workplace should function or what people expect from the workplace (Twenge and Campbell, 2008). While, the age-related life stage theory explains that people change along with their life cycles (Giancola, 2006) so that what the young worker expected from job was differ with the older one. However, some experts argued that talking about generations would create a "box / partition" that separated people and raised stereotyping. Kriegel (2017) who was disagree said that giving the same label to millions of people born in a period of 20 years is not fair.

Regardless of those that disagree, the issue on the generational differences continues emerged. Generational differences in the workplace are associated with different characters of each generation that reflect "*world-view, values, and attitudes commonly shared by descriptive of cohorts*" (Kupperschmidt, 2000). Baby Boomers are the fighters, hard workers, team player, committed and loyal to the organization, idealistic (Dries and Pepermans, 2008), optimistic and driven (Glass, 2013), dedicated their lives to work, and are a little behind in mastering ICT. Generation-X are independent, adaptable, effective and broad-minded; pragmatism and entrepreneurship (Dries and Pepermans, 2008); care about the work-life balance, pioneers of ICT development, and more familiar with technology (Sanner-stiehr and Vandermause, 2017). Millennial are more selfish, impatient, frequently changing their job, and quickly expecting promotion; inseparable from smartphone/tablet (Barclays, 2013), having a better ICT literacy (Imran, 2010), like online communication, are socialist and techno-savvy (Dries and Pepermans, 2008); believe in a collective effort and are optimistic about the future; like teamwork and show a strong desire to get things done with high enthusiasm (Gursoy et al., 2008); and also like fun workplaces and really care about work-life balance.

2.2 Millennial's work-values: demand for reshaping the work environment

Since generational differences give an impact on the work environment directly or indirectly, so that management needs to consider Millennial's work-values, attitudes and behaviours to reshape their strategic HR management and build a more suitable work environment (Luscombe et al, 2013; Zopiatis et al. 2012; Anantatmula & Bobbie, 2012; Lindquist, 2008; Kupperschmidt, 2000). The conducive work environment would boost performance, in turn.

Physical environments such as workspace layouts, availability of room for rest and recreation, and ICTs facility, are some of what the Millennial are concern about (Barrett, 2016; Joy & Barry, 2011). The non-physical environment such as job challenges, the balance of work and family life (work-life balance), opportunities for development, and flexibility are also

important for them. Many previous researches have confirmed the effect of those aspects on job satisfaction, employee engagement, and employee retention.

Tolbize (2008) collected data from many previous works and revealed some differences as well as some similarities between generations. Wadee (2011) mentioned that the old generations used *life for work* slogan, while young generations used its contrary: *work for life*. Millennials work for the satisfaction. It is important for them to work and life balanced (Courtney, 2009). They seldom sacrificed themselves for the company (Masibigiri & Nienaber, 2011), even they counted more strictly about work hours or travelling for official trips (Hartmann & Carlson, 2007), do not want to going home late, and so much enjoy their after-work time (Gursoy et al. 2008). Rendell (2011) in his article "Why Millennials Matters", stated that 95% of respondents said that work-life balance was important, even in Japan which was considered the least problematic of work balance rights, 85% of respondents said work-life balance was important for them. The importance of work-life balance is also in line with the results of the study of Kelan et al. (2009) in Islam et al. (2011).

Millennials are also job seekers that want flexible benefits (Barclays 2013). A survey from Hyphen (2010) in Wadee (2011) found that 25% of Millennial chose a job based on the number of days off. If the old generations took a job because of its pension compensation (17%), yet just 4% of Millennial were attracted in it. Islam et al. (2011) found that flexibility was motivated Millennial in work. Hanrahan (2011) also found that flexibility in completing tasks and implementing change was an important factor that attracted Millennials to an organization. Flexibility was applied in wider terms included the style of communication; where and when they work (Hobart, 2014; Deloitte, 2014; Udechukwu & Mujtaba, 2007); and how they did their job (Corodeanu, 2015; Deloitte, 2014), as long as they have got clear instructions, concrete targets (Rendell, 2011) and fast feedback from supervisor (Corodeanu, 2015).

Because Millennial born and grow in the era of ICTs, their dependence on technology is very high. Connecting, talking, sharing, tagging, creating and distributing content through social networks are their behaviors (Islam et al. 2011). They need network and ICT devices to get the job done better. The work environment accommodated those need will be more attractive to them (Courtney, 2009) and allows them to become creative and innovate. Although this does not always mean positive. A research done by (Issa & Isaias, 2016) found that using ICT devices in the workplace was negatively correlated with the performance. Possibly it was because the devices made them easily distracted and unfocused.

Opportunities for development, making changes, and learning are some other important factors that make Millenials retain within the organization (Melnychuk 2013). Çelikdemir and Tukul (2015) illustrated that because they were nurtured and spoiled by parents who did not want to make mistakes from the previous generation, Millennial grew to be more confident, ambitious and achievement oriented. That is why they want a solid learning curve. The learning environment, therefore, is crucial to keep them stay (Courtney, 2009). (Rendell, 2011) stated that 35% Millennials were attracted to employers who offer excellent training and development programs, and they saw it as the top benefit they wanted from an employer. Moreover, as the multitasking, independent, fast learner and enthusiastic workers, Millenials also like the challenging tasks.

2.3 Motivation: a key to the performance achieving

Motivation theory is widely known as a hierarchy of needs by Abraham Maslow (1908-1970). The theory illustrated human needs in a five-tier model, often depicted as hierarchical levels within a pyramid. From the bottom of the hierarchy upwards, the needs are physiological need, safety or security needs, affiliation or acceptance needs, esteem or status needs, and self-actualization. This five-stage model can be divided into deficiency needs (the first four levels) and growth needs (the top level). When a deficit need has been 'more or less' satisfied it will go away, and our activities become habitually directed towards meeting the next set of needs that we have yet to satisfy. These then become salient needs. However, growth needs continue to be felt and may even become stronger once they have been engaged.

According to Mathis & Jackson (2004), the individual performance of employees is determined by, among others, their abilities, efforts that are devoted and organizational support they are received. The devoted effort is influenced by motivation, work-ethics, absenteeism and task-plan. Many previous studies proved the motivation effect on the employees' best performance. The more motivated employees were, the more they performed.

3. Research Methodology

We collected data from respondents by using a paper-based questionnaire. Respondents were Millennial that born in the year of 1982-2000 and have been working for not less than two years at The National Agency for Drug and Food Control (NADFC) in various departments and locations in Indonesia, chosen purposively. They were asked to give approval on several statements about work environment using Likert scale 1-5. Data from the completed questionnaire was processed and analyzed using SPSS Statistics software version 23 for the descriptive analysis, and the *structural equation model* (SEM) by using Lisrel version 8.72 for the quantitative analysis to see the relationship between the three latent variables: Work Environment as an exogenous variable, and Motivation and Performance as endogenous variables. The aspects of work

environments were based on preferences of Millennial found in literature reviews complying with their values, attitudes and behaviors. The nature of government organizations were also considered to define those aspects. The indicators for Motivation are based on Maslow's hierarchy of needs, and the indicators for Performance were referred to the Indonesia Government Regulation Number 46/2011 concerning Work Performance Evaluation of Civil Servants including aspects of quantity, quality, time and cost (Government of Indonesia, 2011).

4. Result and Discussion

4.1 Respondents profile

From 250 respondents, there were 248 completed questionnaires that could be processed. Most of the respondents are women (74%), as staff position (90%), undergraduate education (84%), having 5-10 years of the average working period (51%); and working in the head office (60 %).

4.2 Descriptive analysis

Using the average score for each item of work environment, the illustration of the existing condition of the work environment from Millennial's perspective is as shown in Table 1 below. In this case the average score is divided into five levels: very bad (the average score = 1), bad (the average score = 2), uncertain (the average score = 3), good (the average score = 4), and very good (the average score = 5).

Table 1. Descriptive analysis of Work Environment

The statements about work environment at workplace	Avg. scores	Remark
Work-life Balance: I perceive the concept of work-life balance is already in place.	3.21	Uncertain
Flexibility: I perceive the concept of work with the flexibility is already in place in terms of when / where / how to carry out work as long as I can finish it well	3.42	Good
ICT facility : I perceive I have been facilitated by ICT devices that support me completing the tasks (computers, laptops, applications, networks / Internet are available)	3.82	Good
Work Challenges: I perceive the concept of work has encouraged my maximum capacity, challenged me to bring new ways and exercised creativity	3.92	Good
Opportunity for Development: I perceive I have been provided by opportunities for development to improve my capacity through education, training or other forms of self-development (courses / seminars / workshops / etc.)	3.81	Good
Policy: I perceive the rule in doing work are clear, fair and transparent	3.57	Good
Management Support : I perceive my supervisors always support me, give clear directions, share opinions, and discuss alternative solution when I have experienced difficulties at work	3.57	Good

As shown in Table 1. Respondents considered that all aspects were already good in the workplace, except Work-life Balance. Factors that have the highest score are Work Challenging, ICT Facility, and Opportunity for Development. These factors are in line with the dynamic external conditions where there are many problems organization facing in term of the digital era. For example, NADFC has to handle the cybercrime on the pharmaceutical trading that can suffer people from unstandardized medicines, counterfeit drugs, and illegal online marketing. Thus, this agency needs not only the capability to know how this kind of business run, but also how to solve the problem emerged by it. This situation is challenging, needs ICT facility, and needs development program to improve staff's competency.

At the bottom level of the scores is the Work-Life Balance. It is interesting fact finding since commonly people assume that working for the government bodies means that employees used to work just in work hours and no need to be at the office for overtime working frequently. Unfortunately, it often happens where employees still working until late afternoon or night. They even sometimes have to go to the office at weekend. It may be the emergency cases, or maybe a sign of inappropriate tasks handling. Whichever the reason is, most Millennial unlike it since they concern of the work-life balance very much.

On the other hand, it is also important to take into account that although the average score for all aspects are good in general, all aspects are still under the maximum level (under 5). It means there is an opportunity for the further improvement.

4.3 Work Environment, Motivation and Performance relationship

Using the Structural Equation Model (SEM) is one of the best approach to see the relationship between more than two constructs because SEM can measure the causal relationship between latent variables (the variable that cannot be directly measured) that act all together at the same time. In this case, SEM is used not to design a theoretical model, but to test and confirm a model (Mattjik & Sumertajaya, 2011). Table 2 shows the latent variables and their indicators.

Table 2. List of indicators for each latent variable

Work Environment (X) has indicators:		Motivation (Y ₁) has indicators:	
(WLB) =	Work-life Balance	(PSN) =	Physiological need
(FLX) =	Flexibility	(SSN) =	Safety or Security Needs
(FAC) =	ICT facility	(AAN) =	Affiliation or Acceptance Needs
(CHA) =	Work Challenges	(ESN) =	Esteem or Status Needs
(DEV) =	Opportunity for Development	(SA) =	Self-Actualization
(POL) =	Policy	Performance (Y₂) has indicators:	
(MGT) =	Managerial support	(QNT) =	Quantity
		(QLT) =	Quality
		(TIME) =	Time
		(COST) =	Cost

With the help of Lisrel software version 8.72, the initial model relationship between all variables as shown in Figure 1.

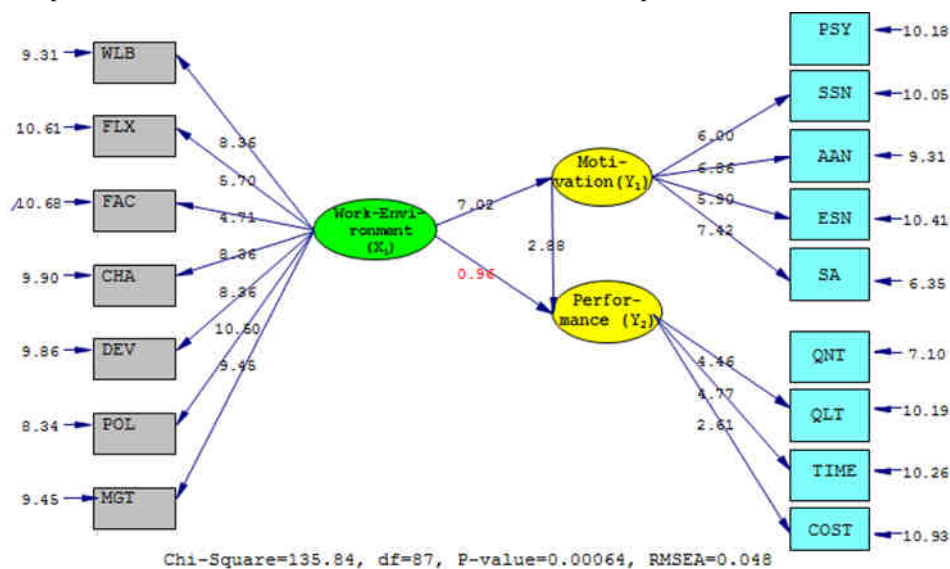
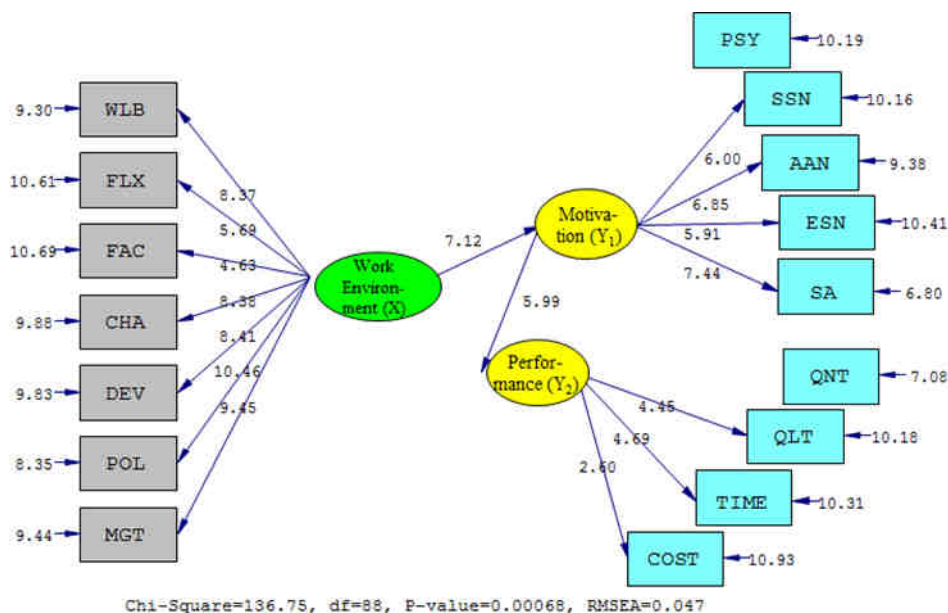


Figure 1. Path diagram of initial SEM model (t-value)

The initial model in Figure 1 shows two paths from Work Environment to Performance that are the direct effect and the indirect effect which is going through Motivation. However, this model is not suitable because there is a path that is not meet the significance limit value (t-value < 1.96, marked in red). Therefore, the model needs to be re-specified. The new model is shown in Figure 2.



The goodness of fit test results in Table 3 below.

Table 3. Goodness of Fit Measurement

Measures	Cut Off Value	Result	Goodness of Fit
Absolute Measure			
Root Mean Square Error of Approximation (RMSEA)	Close Fit : $RMSEA \leq 0.05$; Good Fit : $0.05 < RMSEA < 0.08$; Marginal Fit : $0.08 < RMSEA < 0.10$; Poor Fit : $RMSEA > 0.10$	0.047	Close Fit
Goodness of Fit Index (GFI)	Good Fit : $GFI \geq 0.90$; Marginal Fit : $0.80 \leq GFI < 0.90$; Poor Fit : $GFI < 0.80$	0.94	Good Fit
Incremental Fit Measures			
Adjusted Goodness of Fit Index (AGFI)	Good Fit : $AGFI \geq 0.90$; Marginal Fit : $0.80 \leq AGFI < 0.90$; Poor Fit : $GFI < 0.80$	0.90	Good Fit
Normed Fit Index (NFI)	Good Fit : $NFI \geq 0.90$; Marginal Fit : $0.80 \leq NFI < 0.90$; Poor Fit : $NFI < 0.80$	0.93	Good Fit
Tucker-Lewis Index or Non-Normed Fit Index (NNFI)	Good Fit : $NNFI \geq 0.90$; Marginal Fit : $0.80 \leq NNFI < 0.90$; Poor Fit : $NNFI < 0.80$	0.96	Good Fit
Comparative Fit Index (CFI)	Good Fit : $CFI \geq 0.90$; Marginal Fit : $0.80 \leq CFI < 0.90$; Poor Fit : $CFI < 0.80$	0.97	Good Fit
Incremental Fit Index (IFI)	Good Fit : $IFI \geq 0.90$; Marginal Fit : $0.80 \leq IFI < 0.90$; Poor Fit : $IFI < 0.80$	0.97	Good Fit
Relative Fit Index (RFI)	Good Fit : $RFI \geq 0.90$; Marginal Fit : $0.80 \leq RFI < 0.90$; Poor Fit : $RFI < 0.80$	0.91	Good Fit
Parsimonious fit measures	The suggested value of the normalized chi-square (the value of chi-square divided by the value of the degree of freedom (df)) is between 1.0 - 3.0	$136.92/88 = 1.55$	Good Fit

Because the model has passed through the all test, it can be good in describing the empirical data. The

relationships could be interpreted to show the closeness or strength of relationships in both the measurement model and the structural model.

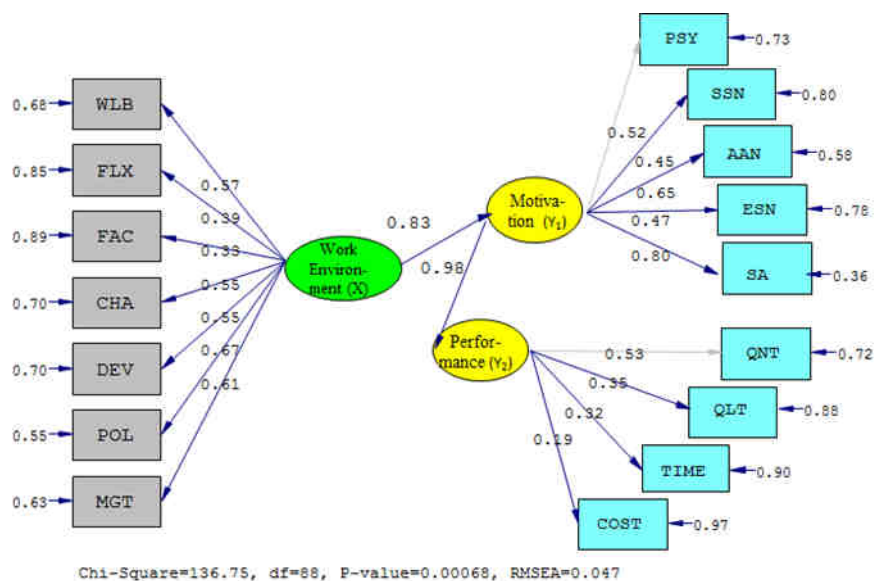


Figure 3. Path diagram of SEM model (standardized solution)

Figure 3 above shows that the most influencer for work environment is Policy (loading factor = 0.67) and Managerial Support (loading factor = 6.1). These two indicators are relevant to the government organization that has a culture of bureaucracy and highly regulated.

It also seems that ICTs facility was the factor that less influence (loading factor = 0.33). Although ICTs facility has a higher score in the descriptive analysis (see Table 1), its effect on the performance is lower. It is a little weird if we think that ICTs play an important role in supporting organization in this era, facing the increasingly complex strategic challenges such as online trading of pharmaceuticals we described above. How it can be? Some issues would be the answers, but it needs a deeper and wider analysis, of course. Some assumption are: it might be a sign of insufficient utilization of ICT facilities, or it is because of a lack of capability to use ICTs for organizational purposes, or because the ICT facility makes Millennial employees distracted and unfocused as it was found by Issa & Isaias (2016), or it might be as Rendell (2011) said that the Millennial-friendly environment may not mean fully digital, but also must be comfortable and creative. Rendell (2011) impressed that Millennial may work hard, but they don't want to sit in bland rooms all day long “*they need an attractive, comfortable and stimulating atmosphere that creatively integrates work and life*”. It gives us an insight that without Work-life Balance, employees still cannot perform although the facility is adequately enough.

For the construct of Motivation, the most influencer factor is Self-Actualization (loading factor = 0.8), followed by Affiliation or Acceptance Need (loading factor = 0.65). While the less influencer factor is Safety or Security Needs (loading factor = 0.45), followed by Esteem or Status Needs (loading factor = 0.47). Meanwhile, for the construct of Performance, the most influencer factor is Quantity (loading factor = 0.53). Comparing to the aspect of Quality (loading factor = 0.35), Quantity has bigger influence. The least influencer to the Performance is Cost (loading factor = 0.19). This is in line with a common assumption that government organizations less concern with the financial aspects since they are non-profit bodies, where the fund is given and nearly nothing to do with the employee performance, at least in the direct manner.

Table 4. Decomposition of the influence between variables

Influence between variables	Coefficient values		Total	t-value at $\alpha = 0.05$	R ²
	Direct	Indirect/Y ₁			
X --> Y ₁	0.83	-	0.83	7.12	69%
X --> Y ₂	-	0.81	0.81	7.20	
Y ₁ --> Y ₂	0.98	-	0.98	6.99	95%

Table 4 informs that Work Environment and Motivation all together give a positive effect on Performance. Based on the value of gamma (γ) and beta (β), it is seen that Motivation (Y₁) is influenced by Work Environment (X) of 0.83, while Performance (Y₂) is directly influenced by the Motivation (Y₁) of 0.98 and indirectly influenced by the Work Environment

(X) of 0.81. Model estimates that 69% of the data diversity in Motivation can be explained by Work Environment and that 95% of data diversity in Performance can be explained by Motivation, while the rest is explained by other variables not yet contained in the model. With another word we can say that Motivation dominantly affects the performance.

5. Conclusion

The aspects that has the higher influence for the Work Environment based on Millennial's perspective are "Policy" and "Management support". It is in line with the nature of government organizations where the work environment is very nuanced by the bureaucratic and highly regulated system. Although the availability of ICTs becomes a top scorer in the descriptive analysis, it has less influence on the Work Environment. This imply that even though the Millennials are very fond of work that involves technology and cannot be separated from it (Barclays, 2013; Dries & Pepermans, 2008), the availability of ICT facilities in Work Environment may not automatically guarantee the contribution to performance because of another aspects such as lack of Work-life Balance.

This study proves that the Work Environment has not a direct effect on Performance, but indirectly does through Motivation. So, Motivation is a mediating variable. For the managerial implication, therefore, if management wants to improve performance by enhancing the work environment, it must pay attention to other aspects that influence the employee motivation. Based on this empirical evidence the main factor determining the Motivation is Self-Actualization (SA). The SA is the top level of human need that means a one's full potential including creative activities.

This study has advantages because of touching directly on management practices. But it has academic limitations since there are only three constructs involved. For more comprehensive research, it is recommended to add another constructs that are also relevant such as Loyalty and Job Satisfaction. These last two factors are thought to affect performance positively. For the future research, it is also suggested to examine the relationship between the availability of ICT facilities, ICT literacy and organizational capability facing digital challenges, since ICT for developing countries can be an enabler for many aspects of today's business.

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