

# Factors Affecting Indonesian Millennial Workers' Engagement with Companies

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Millennials, those born between the years 1982 and 2004, are the dominant generations of the workforce in Indonesia's industries in the coming years. This generation judged as a generation that is relatively difficult to maintain in an organisation even though employee engagement has recognised as having a significant role in driving the performance and productivity of an organisation. However, in some studies, it is known that millennials are heavily influenced by the work environment, in addition to the organisation's well-known brand name and organisational policies in the balancing of work life. This research wants to know whether the working environment, work-life balance, and employer branding affect employee engagement in the millennial generation in Indonesia. This research was conducted in Indonesia, with 285 respondents from the generation of millennials and had a bachelor's degree. The results show that the working environment, work-life balance, and employer branding have a positive and significant impact on employee engagement for millennials in Indonesia. The most significant influence of employee engagement of millennial workers comes from the work environment.

**Keywords:** *Work Environment, Employee Engagement, Indonesia Millennials.*

**JEL:** J24, L53, M12, M14

## Introduction

Problems faced by practitioners in the industry today is how to retain employees of millennials known to be relatively challenging to feel at home in the company because the high turnover will weaken the company's ability to compete in the industry, especially in this volatility, uncertainty, complexity, and ambiguity (VUCA) era.

In the VUCA era, companies, in addition to being more adaptive, are also continually innovating to win the competition in the industry; this condition requires human resources engaged in the company. Previous research suggests that millennials do not merely place compensation issues as the sole reason for surviving in a company. Therefore, this research is to know the factors outside the compensation that affects the decision of the workers from millennials to engage in the company, namely the working environment factor (Pitaloka, 2014; Ann 2009), work-life balance factor (Aveline, 2017; Iqbal, 2017) and employer branding (Foster, 2010; Kumar, 2017).

## **Literature Review**

### ***Employee Engagement***

Employee engagement is a workplace approach designed to ensure that employees are committed to the purpose and values of their organisation, motivated to contribute to the success of the organisation, and at the same time being able to improve their sense of well-being (Albrecht, 2010; Whittington, 2017). Employee engagement will be able to improve the company's performance with new ideas and innovations, as well as to increase pride, satisfaction, advocacy, and retention of employees who are always willing to give extra time, effort, and initiative to contribute to the success of the organisation (Cathy, 2009; Guaspari, 2015).

One of the things that can be a hint of employee engagement from employees is the say, stay and strive aspects when the three indicators improve on one's self, they will work with a sense of delight, no burden, and are actively involved in achieving organisational objectives (Paul, 2020; Barbara, 2014).

Engagement is important for employees and organisations because higher levels of engagement yield higher employee productivity, improved quality with fewer errors, higher profitability, and the higher likelihood of business success (Graban, 2016; Thomas, 2009). Engaged employees work with passion, offer learning opportunities, and foster a balance in people's lives (Klinger, 2011). Engagement is the main contributor to productivity that ends up being able to increase competitiveness (Turner, 2020; Martin, 2011; Von, 2017).

Employee involvement is cognitive, emotional, and behavioural, a critical factor for companies that still survive through the creation of innovative strategies to achieve the best. It relies heavily on how organisations can make employees be at home, bound, and involved in achieving the organisational vision and building interest of the organisation (Geoffrey, 2009; Georgiades, 2015; Imperatori, 2017).

### ***Work Environment***

Earlier research suggests that for millennials, it is important to create a workplace where employees can work well without disturbance of comfort. Organisations are required to retain the best employees by doing something capable of attracting them. One of the things that can be done is to form a pleasant working environment (Pitaloka, 2014; Ann, 2009). A comfortable workplace can increase productivity because employees can work well. Likewise, a working environment that is not conducive to reduce productivity can even cause workers not to feel at home and move to other companies that have a more conducive work atmosphere.

A comfortable and conducive work environment comes from not only its fulfilled working facility factor but also the convenience of communicating and cooperating with fellow members of the team (Kang, 2010). Convenient facilities include ample space for work, the aesthetic interior of adequate workspace ventilation and air circulation, unobtrusive noise levels, and visual disturbances. Space is sufficient, and it is essential that one can comfortably move freely while doing his work. Noise is also a factor to be taken care of, as the impact of severe noise can lead to social disabilities, reduce productivity and performance, hypersensitivity to loud noises, fatigue, and depression (Bowles, 2012; Khuong, 2014).

A study conducted by Chaudhry (2017) stated that the working environment showed a significant influence on organisational performance through employee involvement as a mediator that is related with Hanaysha and Marciano, who stated that work is a key factor affecting the employee's satisfaction and commitment to an organisation (Hanaysha, 2016; Marciano, 2010).

A comfortable work environment will increase the durability of an employee to keep doing their job well. An organisation should design work by creating a favourable workplace climate to meet the basic psychological needs of the autonomy, linkage, cooperation, motivation, and performance of the workers. If the employee is motivated at a higher level, then there will be trust between the two. The work that based on the belief in each other will last longer; this means that employees will stay longer in their organisation. A good work environment handling program can be done to influence employee perception of factors such as an opportunity to increase company growth, greater work autonomy, increased task variation, and better job (Sasanti et al., 2016; Shuck et al., 2018).

The physical work environment plays the role of facilitator in supporting creative behaviour. With creative behaviour, it encourages employee engagement that is more convenient for communication and collaboration between employees and management (Fisher, 2009). Overall, the results, therefore, suggest that it is more about a commitment to creating a

family-friendly work environment within organisations than structural barriers such as sector characteristics or a lack of resources in smaller organisations (Marc, 2020).

### ***Work-Life Balance***

Work-life balance is a condition in which individuals are able to regulate and divide between job responsibilities, family life, personal life, and other responsibilities, so there is no conflict between personal and family life and the work in which he is responsible. Many researchers do survey how much work-life balance is needed so that the balance of personal and family life can be achieved without disturbing the work and vice versa (Aveline, 2017; Iqbal, 2017).

The dimension in work-life balance is a significant factor and needs to be further analysed whether this is a key that determines how much impact the work-life balance has on the job. In a study conducted by Fisher et al. (2009), there are four dimensions of work-life balance including Work Interference With Personal Life (WIPL), Personal Life Interference With Work (PLIW), Personal Life Enhancement Of Work (PLEW) and Work Enhancement Of Personal Life (WEPL).

Work-life balance has an enormous impact on various aspects, including improving work motivation, improving productivity, improving job satisfaction, and increasing employee engagement (Aveline & Kumar, 2017).

The work-life balance program policies have been adopted in organisations that enable employees to balance their work-life and feel more involved in the work. All industry sectors need more support from the organisation for employees to achieve a better balance between their work and individual life (Kelly, 2011; Low, 2019; Livia, 2013). It is interesting seen in the study, where work-life balance, employee engagement, and minimises conflicts between employees can help employees to raise targets from the company (Helen, 2009; Margaret, 2017; Sharon, 2015; Barbara, 2014).

Strategies for work-life balance help create supportive, healthy work environments; strengthen employee commitment and loyalty; and result in more productive workplaces and improved customer satisfaction (Sharon, 2009; Lieke, 2010; Sharon, 2015; Roxane, 2016). This is particularly relevant to the results of the study of the millennial employees by Zarim, (2015) and Tomazevic (2014) that shows millennial generation demands more family-work balance at every stage of their professional career, as well as research on work-life balance conducted by Marc (2020), Brown (2015), Federman (2009), and Thornton (2019).

### ***Employer Branding***

In 1996, Ambler and Barrow introduced the term "employer branding" into the Human Resources Management dictionary (Biswas, 2014). Employer branding implements marketing techniques in the process of recruiting and retaining employees. Ambler and Barrow see the opportunity to attract employees to organisations using company branding techniques. They state that employer branding will help build a greater level of motivation and employee and will inevitably impact the organisation (Foster, 2010; Kumar, 2017). Organisations that can engage their employees by maximising their contribution will gain a reputation as a good place to work (Alnıaçıka, 2014; Van Hoye, 2012).

Employer branding is needed for companies to stay attractive in the eyes of consumers, business partners, and employees with focuses on the functional, economic, and psychological benefits (Lievens, 2015; Sivertzen, 2013; Cascio, 2014). If a company has a bad reputation, it will be challenging to compete and difficult to acquire talented people who want to join the organisation. The importance of branding is also indispensable for employers, including big images, internal and external perspectives, and what companies should think of when recruiting future generations, including millennials and the next generations (Lin, 2018). Employees who are interested in working in companies that have a good image will be involved in the process of operationalisation of the company (Ito, 2013; Jain, 2013; Kashyap, 2017).

Employer branding refers to the process by which branding concepts and marketing, communications, and HR techniques are applied to create an employer brand. Thus, employer branding became associated with the external labour market application of marketing and communications tools (e.g., recruitment advertising, publicity, events) to attract potential employees. However, this external branding of the organisation in labour markets always rested on having existing employees 'live the brand' because of their potential influence on customers and potential employees (Drury, 2016; Heilmann, 2013; Kryger, 2011).

### **Methodology of Research**

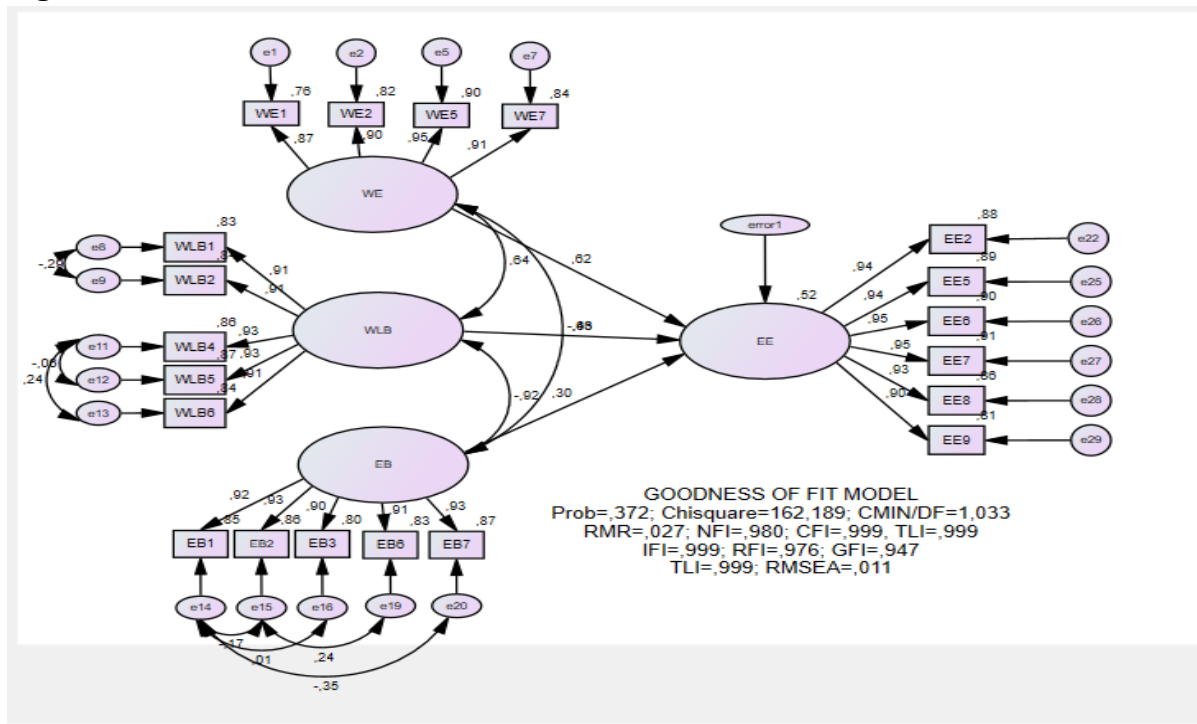
The primary aim of this research is to investigate the direct effects of work-life balance (WLB), employer branding (EB), and work environment (WE) against employee engagement (EE), as shown in Table 1 (see Appendix). The information in this study is cross-sectional, where the retrieval of all respondents is simultaneously concurrent at the same time. The primary data obtained from questionnaires distributed to millennial employees from various industries in Indonesia were born between 1982 and 2004 as many as 285 people and overall had a bachelor's degree. From each of the specified variables are then outlined into the various question items, as shown in Table 2 (see Appendix). This data is then formulated

with Structural Equation Modelling (SEM), a multivariate analysis technique that allows researchers to test the relationship between the latent variables and the manifest variables. They are included in SEM is factor analysis, path analysis, and regression (regression). From the study of the path obtained, then the statistical inference is made to conclude the results. In this case, factors that significantly affect the attitude of the millennial employees among the industry in Indonesia to engage with the company where they are currently working.

## Result and Discussion

Calculation results using structural equation modelling, as Figure 1 shows that work environment (WE), work-life balance (WLB), or employer branding (EB) have a positive and significant influence on employee engagement (EE) of millennial workers in Indonesia.

**Figure 1.** Goodness of Fit Model



Source: Setyo Riyanto, 2020 (data processed).

## Conclusion

From the overall factors studied, it appears that the work environment is the most influential factor in the attitude of engaging the millennial workers in Indonesia, particularly from the relationship between employees and superiors, which most influence the establishment of the Indonesian millennial worker employee engagement.



The second most influential factor in the employee engagement of the millennial worker is work-life balance, especially from allowing them to regulate personal needs that are not contrary to their job dealings.

The third factor affecting employee engagement of the Indonesian millennial worker is employer branding, particularly from the element of their pride that the company they are working on produces innovative products.

Thus, for companies that involve a great deal of labour among the millennial workers, it is advisable to provide coaching and mentoring skills to the supervisors, giving the policy to keep the flexible space for workers, so that they can still do the personal interests that not interfere with or sacrifice the interests of the company; and provide opportunities for workers to produce innovative products or services.

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APPENDIX

Table 1:

**Estimates (Group number 1 - Default model)**

**Scalar Estimates (Group number 1 - Default model)**

**Maximum Likelihood Estimates**

**Regression Weights: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
EE	<---	WE	,684	,072	9,545	***	
EE	<---	WLB	,454	,137	3,311	***	
EE	<---	EB	,288	,129	2,228	,026	
WLB6	<---	WLB	1,000				
WLB5	<---	WLB	1,078	,039	27,707	***	
WLB4	<---	WLB	1,017	,033	31,259	***	
WLB2	<---	WLB	1,018	,039	26,032	***	
WLB1	<---	WLB	1,032	,040	25,708	***	
EB3	<---	EB	,977	,038	25,870	***	
EB2	<---	EB	,968	,034	28,422	***	
EB1	<---	EB	,963	,040	24,300	***	
EE2	<---	EE	1,000				
EE5	<---	EE	1,029	,032	32,466	***	
EE6	<---	EE	1,034	,031	33,531	***	
EE7	<---	EE	1,068	,031	34,185	***	
EE8	<---	EE	1,013	,033	30,526	***	
EE9	<---	EE	,988	,036	27,343	***	
WE2	<---	WE	1,031	,046	22,328	***	
WE1	<---	WE	1,000				
WE7	<---	WE	1,048	,046	22,964	***	
WE5	<---	WE	1,069	,043	24,886	***	
EB7	<---	EB	1,000				
EB6	<---	EB	,937	,035	26,996	***	

**Standardized Regression Weights: (Group number 1 - Default model)**

			Estimate
EE	<---	WE	,619
EE	<---	WLB	,431
EE	<---	EB	,295
WLB6	<---	WLB	,914
WLB5	<---	WLB	,930
WLB4	<---	WLB	,926
WLB2	<---	WLB	,914
WLB1	<---	WLB	,910
EB3	<---	EB	,896
EB2	<---	EB	,925
EB1	<---	EB	,921
EE2	<---	EE	,939
EE5	<---	EE	,942
EE6	<---	EE	,949
EE7	<---	EE	,953
EE8	<---	EE	,928
EE9	<---	EE	,900
WE2	<---	WE	,904
WE1	<---	WE	,874
WE7	<---	WE	,915
WE5	<---	WE	,948
EB7	<---	EB	,932
EB6	<---	EB	,909

**Table 2:** Questions For Each indicator

WE1 (Work Environment 1)	The lighting in my office is quite adequate
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WE2 (Work Environment 2)	The noise level in my office is tolerable and does not interfere with my work concentration
WE3 (Work Environment 3)	I have a comfortable, clean and cool workspace
WE4 (Work Environment 4)	The colour of the room makes me comfortable to work
WE5 (Work Environment 5)	Relationship between employees and superiors are well established
WE6 (Work Environment 6)	Relationships for all employees are well established and harmonious
WE7 (Work Environment 7)	There is a guarantee of environmental safety provided by the company
WLB1 (Work-Life Balance1)	My working hour is not to exceed the work hours specified by the company
WLB2 (Work-Life Balance2)	I often postpone my personal affairs because I have to finish my office work
WLB3 (Work-Life Balance3)	My personal business sometimes interferes with the concentration of my work at the office
WLB4 (Work-Life Balance4)	Sometimes, I settle my personal affairs in the middle of my work at the office
WLB5 (Work-Life Balance5)	I manage my work as best I can, as I manage my personal affairs
WLB6 (Work-Life Balance6)	The knowledge that I gained at the office was useful for my personal life
EB1 (Employer Branding1)	There are opportunities to enhance careers in this company
EB2 (Employer Branding2)	My company has a good reputation
EB3 (Employer Branding3)	My company produces innovative products or services
EB4 (Employer Branding4)	My company have a good quality product
EB5 (Employer Branding5)	In my company, employees get a basic salary and compensation above the average
EB6 (Employer Branding6)	My company involved in social activities
EB7 (Employer Branding7)	My company has a good and pleasant work environment
EE1 (Employee Engagement1)	I do my work passionately
EE2 (Employee Engagement2)	I feel strong (unencumbered) in doing my work
EE3 (Employee Engagement3)	I will continue to work in this company for a long time
EE4 (Employee Engagement4)	I always tenacious (diligent) in doing my work
EE5 (Employee Engagement5)	I do work with full meaning and clear purpose
EE6 (Employee Engagement6)	My current job inspires me
EE7 (Employee Engagement7)	I am proud of my current job



EE8 (Employee Engagement8)	My current job is an interesting challenge for me
EE9 (Employee Engagement9)	Time goes by so fast when I'm working
EE10 (Employee Engagement10)	I am enthusiastic when doing my work
EE11 (Employee Engagement11)	I feel happy when I can work intensely
EE12 (Employee Engagement12)	I feel sorry if I had to give up my current job