Psychological Capital and Non-Physical Work Environment on Millennial Generation Employees Work Engagement

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Article Info	ABSTRACT
	The millennial generation is the generation that will dominate the world of work. However, currently the millennial generation is known as a generation that likes to change jobs. It takes a good work engagement so that the millennial generation can survive in their work. This study aims to empirically examine whether there is an influence of psychological capital and non-physical work environment on work engagement in the millennial generation in Samarinda City. The subjects of this study were 355 millennial generation employees who were selected using purposive sampling technique. The measuring instrument used in this research is the work engagement scale, psychological capital scale, and non-physical work environment scale. Data analysis technique using multiple model regression test resulted in calculated F value = 177.435 > F table = 3.02, adjust R square = 0.502, and p = 0.000. These results indicate that there is an influence between psychological capital and non-physical work environment on work engagement in the millennial generation in Samarinda City.

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INTRODUCTION

Millennial generation or generation Y are terms used to describe for people who are born around 1981 until early 2000 (Kominfo, 2016). Based on research done by Mulyati, dkk (2019) they describe that milenial generation would dominate work environments up to 75 percents starting from year 2020.

Millennial generation have some charateristics, few of them are that they are a multicultural generation, confident, and considered as an expert in technology usage (Erickson, 2008). This causes them to be active in trying new things at work. If the company is deemed unable to provide the right platform for their creative ideas, they will tend to feel dissatisfied and lead to turnover intentions (Chandra, Hubeis, & Sukandar, 2017).

Based on a survey conducted by Deloitte Millennial Survey in 2018, one of the results is 43 percent of millennials plan to leave their workplaces within two years for various reasons (Deloitte, 2019). The phenomenon of resigning or changing jobs is closely related to the work attachments of the millennial generation. Based on opinion expressed by Rachmatan and Kubatini (2018) they say that a person's intention to leave his job is influenced by low work engagement.

To examine this phenomenon more closely, researchers conducted an initial survey towards millennial generation employees in Samarinda City and the result is that millennial generation employees in Samarinda City had low emotional attachment, which was only 34%, it can be concluded that millennial generation employees in Samarinda City have not showed any good work engagement because there is no emotional connection between an employee and his job and co-workers (Pasya, 2018).

Work engagement is a condition in which an employee shows passion, vigor and commitment towards his work, these results in an employee putting more effort into his job (Schaufeli & Bakker, quoted in Lewiuci & Mustamu, 2016). Work engagement is also significantly influenced by psychological capital owned by employees (Bakker & Demerouti quoted in Azizah & Ratnaningsih, 2018).

Psychological capital is an individual's positive psychological state related to individual's condition and how individual can grow and develop themselves (Sofyanty, 2019). In addition to psychological capital, external factors such as work environment also affect employee work engagement (Bakker & Demerouti quoted in Azizah & Ratnaningsih, 2018).

According to Sentoso (2019) work environment are conditions that exists in the workplace that affects employees in carrying out their work. Work environment that are related to attitudes, behavior of co-workers and leaders as well as the work climate is called the non-physical work environment.

Fajri (2019) described that millennial generation is more concerned about convenience of their non-physical work environment rather than a high salary job but with a bad work environment. This is also in accordance with the characteristics of the millennial generation who are more concerned with feeling comfortable at work and having good relations between employees (Kapoor & Salomon, 2011). So, it is necessary to have a good non-physical work environment so that employees can maintain their jobs and have a good work engagement with their job.

RESEARCH METHODS

Types of research

This research uses quantitative method. The approach used in this

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experiment is correlational which is used to determine the influence of the dependent variable that is work attachment, and the independent variables of psychological capital and non-physical work environment.

Population and samples

Population used in this study were 4,835 employees in Samarinda City. To determination the number of samples researchers decide to use the Crejcie and Morgan formula with an accuracy of 5% to estimate the proportion of the millennial generation employee population in Samarinda City.

The sample used in this study are 355 millennial generation employees in Samarinda City with criteria aged between 21-41 years old and have worked at least 2 years in the same place and the sample used are taken using purposive sampling technique.

Data Collection Method

The data collection method in this research are using Likert type scale. The research instrument used consisted of three scales, including a work engagement scale that consist of 24 items with a reliability score of 0.806, psychological capital scale consisted of 25 items with a reliability score of 0.838 and the non-physical work environment scale that consist of 26 items with a reliability score of 0.898. Those three scales are categorized as very reliable (Azwar, 2010).

Data Analysis Technique

This research uses double linear regression analysis to determine the extent of influence of psychological capital and non-physical work environment towards millennial generation employees work engagement.

In this research, assumptions were also tested which included normality test, linearity test, multicollinearity test, heteroscedasticity test, and autocorrelation test. All the data analysis technique are calculated using SPSS version 21.0 program for windows.

RESEARCH RESULT

Characteristics of Research Respondents

The sample used in this research are 355 millennial generation employees in Samarinda City. In general, the characteristics of the respondents are presented in table 1 below:

Table 1. Characteristics of Respondents Based on Age, Gender and Working Period

Aspects	Frequency (N: 355)	Percentage
Age		
21-25	134	37.7%
26-30	143	40.3%
31-35	58	16.3%
36-41	20	5.6%
Gender		
Male	171	48.2%
Female	184	51.8%
Working Period		
2-5 years	315	88.7%
6-9 years	33	9.3%
≥ 10 years	7	2%

Based on table 1, this research is dominated by millennial generation employees in the age range of 26-30 years as many as 143 people with a percentage of 40.3%, based on gender the majority is female as many as 184 people or 51.8%, and millennial generation employees with 2-5 years worth of work experience in the current company as many as 315 people or 88.7%.

Descriptive Test Results

Descriptive test in this study aims to describe the distribution condition of data on millennial generation employees in Samarinda City. The principle used in the descriptive test is if the empirical mean > hypothetical mean, it means that the status of the variable is categorized as high. However, if the empirical mean < hypothetical mean, then the variable status is categorized as low. Below are the results of the descriptive test in this study:

Table 2. Descriptive Test Results

Variables	Empirical Mean	Empirical SD	Hipotetical Mean	Hipotetical SD	Status
Work engagement	66.36	8.400	60	12	High
Psychological Capital	70.49	8.162	62.5	12.5	High
Non-physical work environment	73.16	9.710	65	13	High

Table 3. Scores Categorization of Work Engagement Scale

Tendency Interval	Score	Category	F	(%)
X ≥ M + 1.5 SD	≥ 78	Very High	28	7.9
M+0.5 SD <X <M+1.5 SD	66 – 77	High	173	48.7
M-0.5 SD <X <M+0.5 SD	54 – 65	Average	129	36.3
M-1.5 SD <X <M-0.5 SD	42 – 53	Low	25	7
X≤M – 1.5 SD	≤ 41	Very Low	0	0

Table 4. Scores Categorization of Psychological Capital Scale

Tendency Interval	Score	Category	F	(%)
X ≥ M + 1.5 SD	≥ 81.25	Very High	34	9.6
M+0.5 SD <X <M+1.5 SD	68.75 – 80.25	High	190	53.5
M-0.5 SD <X <M+0.5 SD	56.25 – 67.75	Average	127	35.8
M-1.5 SD <X <M-0.5 SD	43.75 – 55.25	Low	4	1.1
X≤M – 1.5 SD	≤ 42.75	Very Low	0	0

Table 5. Scores Categorization of Non-Physical Work Environment Scale

Tendency Interval	Score	Category	F	(%)
X ≥ M + 1.5 SD	≥ 84.5	Very High	49	13.8
M+0.5 SD <X <M+1.5 SD	71.5 – 83.5	High	158	44.5
M-0.5 SD <X <M+0.5 SD	58.5 – 70.5	Average	131	36.9
M-1.5 SD <X <M-0.5 SD	45.5 – 57.5	Low	17	4.8
X≤M – 1.5 SD	≤ 44.5	Very Low	0	0

Referring to the descriptive test principles, those three variables, namely work engagement, psychological capital, and non-physical work environment it is at high status category. Based on the results it can be interpreted that the respondents have a high depiction of work engagement, because it is influenced by the high

psychological capital owned by the respondent and is supported by a good non-physical work environment.

Assumption Test Results: Normality Test

Normality tests are used to see a frequency deviation, and this test also used to observe data sample from a normally distributed population. If the p value > 0.05, it can be determined that the data is normally distributed (Santoso, 2012).

Based on the normality test principle, it can be concluded that the dependent variable that is work attachment, as well as the independent variables including psychological capital and non-physical work environment have normally distributed data. The results of the normality test for this research can be seen in table 7 below:

Table 7. Normality Test Results

Variables	Kolmogorov-Smirnov	P	Description
Work engagement	66.36	8.400	60
Psychological Capital	70.49	8.162	62.5
Non-physical work environment	73.16	9.710	65

Assumption Test Results: Linearity Test

Linearity tests are used to determine whether the relationship between the independent variable and the dependent variable is linear or is in a straight line with the principle of F hitung < F table and p value > 0.05 (Santoso, 2012).

Table 8. Linearity Test Results

Variables	F Hitung	F tabel	P	Description
Work engagement – Psychological Capital	1.360	3.02	0.091	Linear
Work engagement – Non-physical work environment	0.778	3.02	0.818	Linear

Based on the results of the linearity test in table 8 above, it can be concluded that the psychological capital variable has a linear relationship to work engagement, and the non-physical work environment also has a linear relationship to work engagement based on the linearity test principle.

Assumption Test Results: Multicollinearity Test

Multicollinearity tests are used to determine whether there is a significant correlation between independent variables. If there is a significant correlation between independent variables, then it is not feasible to use both variables together to determine contributions of the independent variables towards dependent variable.

Table 9. Multicollinearity Test Results

Variables	Tolerance	VIF	Descriptions
Work engagement – Psychological Capital	0. 691	1.447	No multicollinearity
Work engagement – Non-physical work environment	0.691	1. 447	No multicollinearity

The principle in the multicollinearity test using regression test is if the VIF value (variance inflation factor) < 10 and the coefficient value < 1, it is then determined that there is no multicollinearity problem in the regression model (Gunawan, 2013).

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Assumption Test Results: Heteroscedasticity Test

Heteroscedasticity tests are used to determine the existence of deviations from the assumptions test. Then linear regression model is said to be proper if it is in accordance with the valid requirement, namely there is no heteroscedasticity with p value > 0.05 and t hitung < t table.

Table 10. Heteroscedasticity Test Results

Variables	t hitung	t table	P
Work engagement – Psychological Capital	0.198	1.967	0.843
Work engagement – Non-physical work environment	-1.931	1.967	0.054

Based on the heteroscedasticity test in table 10 above, then it can be concluded that psychological capital variable does not occur heteroscedasticity towards work engagement variable, and non-physical work environment variable also does not occur heteroscedasticity towards work engagement variable. Therefore, variables in this research fullfils the requirements for a linear regression test.

Assumption Test Results: Autocorrelation Test

Autocorrelation tests were conducted to determine the presence or absence of autocorrelation symptoms between independent variables originating from time series data. Autocorrelation test used in this research are tested using the Durbin-Watson test.

Table 11. Autocorrelation Test Results

Durbin-Watson	dL	dU	4-dL	4-dU	Descriptions
1.910	1.819	1.830	2.181	2.17	There is no autocorrelation

Results from data processing show the value of Durbin-Watson test which is 1.910 and the value is between dU and (4-dU), namely dU < d < 4-dU. So, it can be concluded that in the linear regression model there is no autocorrelation or there is no autocorrelation between the confounding errors.

Hypothesis Test Results

The results of the full model regression analysis can be seen in the following table below:

Table 12. Full Model Regression Analysis Test Results

Variables	F Hitung	F Table	R^2	P
Psychological Capital (X1) Non-physical work environment (X2) Work engagement (Y)	177.435	3.02	0.502	0.000

Based on table 11 above, it shows that F hitung > F table, that means psychological capital, non-physical work environment, and work attachments have a significant effect with an F value of 177,435, and p = 0.000 (p <0.05). There is a contribution with an amount of 50.2% from the variation in work engagement of millennial generation employees explained by psychological capital and non-physical work environment. Also, there is a contribution of 49.8% from variables not examined in this research. Furthermore, the results from stepwise

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model regression analysis in this research can be seen in the table below:

Table 13. Test Results of Stepwise Model Regression Analysis

Variables	Beta	t hitung	T table	P
Psychological Capital (X1) – Work Engagement (Y)	0.580	13.734	1.967	0.000
Non-Physical Work Environment (X2) – Work Engagement (Y)	0.222	5.260	1.967	0.000

Based on table 13 above, we can see that the results from stepwise model regression analysis test show that there is a significant effect between psychological capital and work engagement, namely, beta = 0.580, t hitung = 13,743 > t table = 1,967, and p = 0.000 < 0.050. This means that the higher the psychological capital owned by the employee, the higher the employee's work engagement also.

The results from regression analysis of other stepwise models also show that there is a significant effect between non-physical work environment and work engagement, namely, beta = 0.222, t hitung = 5.260, t table = 1.967, and p = 0.000 < 0.050. This means that the better the non-physical work environment at the employee's workplace, it also makes employee's work engagement higher.

DISCUSSIONS

This study aims to determine the effect of psychological capital and non-physical work environment towards millennial generation employees' work engagement. Based on the results from full regression analysis model, it was determined that the major hypothesis of this research was accepted, meaning that there is an influence of psychological capital and non-physical work environment towards millennial generation employees work engagement with a contribution from millennial generation employee work engagement as many as 50.2% and the variations are explained by psychological capital and non-physical work environment.

These findings are in accordance with the factors that influence work engagement according to Bakker and Demerouti (quoted in Azizah and Ratnaningsih, 2018) specifically psychological capital which is included in internal factors and non-physical work environment as an external factor.

This means that work engagement is formed because there are support from psychological capital owned by millennial generation employees accompanied by the influence of a good non-physical work environment from where their workplace.

Based on the results of the descriptive test, the distribution of data on employee engagement variable from millennial generation in Samarinda City which proves that the respondents in this study have high work engagement. Thus, it can be said that the work engagement of millennial generation employees in Samarinda City is ideal.

High work engagement is also based on a person's developmental tasks. This study took sample from millennial generation respondents, aged 21-41 years, and categorized in the early adult developmental stage. According to Putri (2012) a person aged 21-24 will be at the stage of choosing a specific job and planned on the choice of work they will be involved in.

While at the age of 25-44 years a person is at the stage of choosing a career stability. This stabilization stage is divided into two stages, first at the age of 25-30 years, they are in the trial with commitment sub-stage, meaning that individuals find it difficult to feel comfortable with their work

so they will continue to maintain it. Secondly, at the age of 31-44 years, they are at the sub-stage of advancement, it means that a person will consolidate his work, at this stage security and comfort become very important, then they will make advancements in their work such as promotions and ranks (Putri, 2012).

Meanwhile, this research is dominated by employees aged 26-30 years old, it is already explained that someone at this age is already at the stage of stability, so they will try their hardest to maintain their job if that person feels comfortable with the job. Employee work engagement is also inseparable from the fulfillment of employee needs provided by the company, so that employees feel safe and will provide maximum performance as feedback (Afdaliza, 2015).

Although this research is also dominated by female respondents with a percentage of 51.8 percent. However, in research conducted by Kurniawan and Mulyani (2021) it was found that there was no significant difference between work engagement of millennial generation in the male group and the female group, that means millennial generation's work engagement was not entirely based on gender. Furthermore, based on their working period, this research is dominated by employees with 2-5 years of service. According to Timpe (quoted in Khofiana, 2018) an employee who has worked for a long time will experience a loss of interest, be less participative and tend to be more aloof in their work, this will also affect their work engagement.

According to the results of the stepwise model regression analysis in this research, it indicates that there is a significant influence between psychological capital on work engagement. This shows that the positive psychological condition of an employee plays a role for millennial generation employees in creating their work engagement.

Putra (2018) explained that millennial generation employees can set high targets and are able to do difficult tasks, they also can motivate themselves to give their maximum effort, accept challenges happily and openly and have the persistence to achieve the goals or targets that they have set.

Furthermore, the last aspect that underlies the psychological capital of employees is resilience, employees who have a high level of resilience will be able to work in any form of environment and are able to do work in their own way, thus the employee will tend to be bound in doing their job (Youssef quoted in Ananto, 2021).

In accordance with what was expressed by Rakhim (2020) that employees who can understand their own situation and are able to identify themselves with their work will consider their performance important so, it is considered one way to create a good work engagement. Saks added (quoted in Agusta and Sahrah, 2020) a good psychological condition would level a work engagement that make employees able to survive and bring out their potential, increase job satisfaction, organizational commitment, and decrease the intention to quit.

Afdaliza (2015) also said that employee work engagement can also be created because of employee's confidence in his ability to continue to carry out their work until it is finished even when doing a difficult job. Millennial generation is also known as a generation that is creative and open to new experiences and likes complicated situations so that they can resolve their work demands as a form of adjustment to new ideas and situations (Archianti, 2017).

The results of another stepwise reggression model show that there is a significant influence between non-physical work environment towards work

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engagement. This shows that the conditions of the work environment related to the people at work play a role in molding work engagement for millennial generation employees.

The results of this research are in line with the those of Restuhadi and Sembiring (2017) which shows that there is a significant positive influence between non-physical work environment on employee work engagement, so that a good non-physical work environment will support employees in doing work knowing full well they have security and comfort. Rakhim (2020) also explained that having a comfortable work environment accompanied by a sense of belonging would make work atmosphere more productive and harmonious which makes employees more enthusiastic doing their work.

This is in accordance with what was expressed by Kapoor and Salomon (2011) that one of the characteristics of millennial generation at work is that millennial generation is more concerned with feeling comfortable at work and having good relations between employees. Added by another results from research conducted by Fajri (2019) it shows that millennial generation is more concerned with the comfort of a good non-physical work environment, rather than a higher salary job with a bad work environment.

The existence of comfort expected by millennial generation employees from their non-physical work environment cannot be separated from the level of adjustments that millennial generation employees have. It was also explained in research conducted by Sukoco, Fu'adah and Muttaqin (2021) that millennial generation employees are willing to help their co-workers, can place themselves even in different cross-cultural environments, and having a good ability to work together with other people.

This research is inseparable from many shortcomings and limitations from the researcher. One of the limitations in this research are the uneven distribution of respondents who fill the research scale so that it is dominated by certain groups or types of respondents.

CONCLUSIONS AND SUGGESTIONS

From this research it can be concluded that there is significant influence between psychological capital and non-physical work environment on millennial generation employees work engagement in Samarinda City, there is a significant influence between psychological capital on millennial generation employees work engagement in Samarinda City, and there is a significant effect between non-physical work environment and millennial generation employees work engagement in Samarinda City.

There are few suggestions for millennial generation employees from researchers in hope to help further advance themselves, first is to know their own strengths and weaknesses so they can determine work priorities based on their abilities. One way it that can be done is by making list of work and work targets every day, then try to evaluate yourself based on what you achieve in that day and what things need to be fixed and improved.

Suggestions for companies/agencies are to align job characteristics with the personality of millennial generation employees during work placement. It is also recommended that the company provide work orientation to new employees so that the employees can understand better about organizational culture of the company so that they can have the same vision and mission as well as goals with the company. Work orientation can also help companies to know and help actualize expectations of millennial employees, such as providing trainings to improve employee competencies and providing learning

opportunities for employees with scholarship programs.

Suggestions for further researchs are to expand the research location and conduct research using other variables that are not examined in this research to help strengthen the phenomenon of work engagement in the millennial generation.

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