ENGAGING THE MILLENNIALS AT OFFICE: TRACKING THE ANTECEDENTS OF HOLISTIC WORK ENGAGEMENT

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Abstract: Retaining millennials to work at the office for a longer period becomes a crucial issue. This study aims to examine work engagement holistically and attempts to find out the impactful antecedents of work engagement in multiple layer perspectives of organizational behaviour. The main concern of this research is to answer the following question, "does coping stress of the millennials, digital leadership of the direct supervisor, and learning culture in a business organization have positive impact significantly on work engagement?". The study was involved 317 millennials from three big business organisations in Indonesia. The study results conclude that work engagement of millennial in Indonesia can be defined holistically by considering physical, intellectual, emotional and spiritual dimensions. Engaging the millennials to work at the office can be improved by developing millennials' capability in coping stress, supervisor's capability in leading digitally, and enabling learning culture as corporate culture in the business organization.

Key words: work engagement, stress management, corporate culture, digital leadership

Introduction

The rapid growth of digital technology development has brought us into the Industrial Revolution 4.0 era. This era makes our life experiencing continuous and disruptive changes (M, McCann and Selsky, 2012). The digital technology advancement has also brought a new generation to the labor market, especially the millennial generation. This generation is fundamentally different from the previous generation -- the Baby Boomer or Gen X generation. This generation is also known as internet or native-digital generation (Kemen PPPA, 2018). Because of the digital technology advancement, millennials were born, play, learn, and work in an ocean of data bytes. Millennials as employees differ in work values, attitudes, expectations, preferences and concerns from previous generations (He, Morrison and Zhang, 2019).

For Indonesia, millennials play a strategic role. Because as the fourth most populous country in the world, Indonesia is faced with a special socio-economic

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phenomenon -- the demographic bonus. It is a rare moment that only happened once in the history of the nation. This phenomenon can be a momentum for Indonesia to accelerate growth to get out of the middle-class trap and become a developed country. In 2020, millennials are in the age range of 20 years to 40 years. This age is the productive age which will be the backbone of the Indonesian economy. Likewise, in terms of population composition, millennial generation reaches around 88 million people or 33.75% of the total population of Indonesia. This is greater than the proportion of other generations (Kemen PPPA, 2018).

While comparing to the previous generations, millennial workers experience more decrease in their quality of work life. Meanwhile, the millennial generation prefers a flexible work arrangement to settle their tasks and goals (Rahman, Mustaffa, Wahid and Yunus, 2019). Ability to cope with work-related stress is imperative for millennials. For most of the organizations today, it is not easy to engage millennial workforce (Martin, 2010) and many types of research have proposed some strategies to engage millennials using technology (Jha, Sareen and Potnuru, 2019). Millennials are willing to stay to work in the organization loyally when they love coming to work, they want work to be enjoyable and hence organizations should consider sustaining a supportive culture for them to learn and grow (Chillakuri and Mogili, 2018). Besides technology and organizational culture, the leadership of supervisor is also a key factor influencing millennials to engage with the organization (He, Morrison and Zhang, 2019). Considering these phenomena, it is essential to measure and examine the work engagement of the millennials and its impact on millennial ability to cope with work-related stress, digital technology-based leadership of the supervisors, and the influence of learning culture.

Literature Review
Holistic Work Engagement
Work engagement is one of the most popular management tools (Rigby and Biladeau, 2015). It was first introduced by William A. Kahn (Kahn, 1990). The book entitled *First! Break all the rules* (Buckingham and Coffman, 1999) made a term of work engagement, which becomes popular among scholars and practitioners of management. Concept of work engagement can be approached from various theories (Albrecht, 2010). Job demand and resources or JD-R model (Demerouti, Bakker, Nachreiner and Schaufelli, 2001) explain that work engagement is increasing when the employee has more and more job resources than job demands. The JD-R model was refined by adding personal resources as factors that impact on the motivational process and work engagement (Bakker and Demerouti, 2008).

Coping Stress
Coping stress refers to the strategy that people adapts and adopts to deal with the stressor. It is a coherent set of personal behavioral and physiological differences in response to a stressor, and it remains consistent across context and time. The style

of stress coping style is highly determined by psycho-socio-cultural factors (Tripathy, Tripathy, Gupta and Kar, 2019).

Coping stress is an attempt by someone to deal with both internal and external pressures to set the stress levels with the aim of reducing stress and changing negative stress to be positive, characterized by dimensions of problem focus and emotional focus (Lazarus and Folkman, 1984).

The empirical study proved that coping stress is positively or negatively related to work engagement. In Hong Kong, constructive coping stress of police officers was found to be negatively associated with work engagement and positively related to work stress (Li, Cheung and Sun, 2019). Coping and stress appraisals do not seem to be strong predictors of work engagement among Portuguese police officers (Rodrigues, Sinval, Queiros, Maroco and Kaiseler, 2019). Another empirical study found that stress and engagement are negatively related, whereas basic need satisfaction and engagement are positively correlated (Breaugh, 2020). Based on those previous studies, the present study needs to prove does coping stress impact on work engagement.

H1: Coping stress impacts positively and significantly on holistic work engagement.

Digital Leadership

Digital leadership is triggered by the technological disruption that affects not only daily life, but also the business life of an organization (Westerman, Bonnet and McAfee, 2014). Digital leadership is a crucial concept about what kinds of skills managers need for digital transformation (Zeike, Bradburry, Lindert and Pfaff, 2019). Digital leadership is the ability of company leaders to identify strategic digital technology and bring all employees to produce strategic digital capabilities of the company (Rudito and Sinaga, 2017). Digital leadership is a combination of culture and leadership competence in utilizing digital technology for creating value to the firms (Mihardjo, Sasmoko, Alamsjah and Elidjen, 2019). For this study, digital leadership is characterized by two dimensions such as digital attitude and leadership skills (Rudito and Sinaga, 2017).

Leadership is the most studied variable as the antecedent of work engagement (Bailey, Madden, Alfes and Fletcher, 2015). The empirical study proved that authentic leadership (Gigol, 2020), transformational leadership (Buil, Martinez and Matute, 2018) and leadership performance (Meng and Berger, 2019) have a significant positive impact on work engagement. Based on those empirical facts, this study investigates the impact of leadership on work engagement Suryani and Pirzada, 2018).

H2: Digital leadership impacts positively and significantly on holistic work engagement.

Leadership also impacts on the psychological states. There is a positive relationship between leadership and daily stress of employees (Diebig and Bormann, 2020). The sales leaders who use affiliative humor frequently reduced social loneliness

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and stress (Guenzi, Rangarajan, Chaker and Sajtos, 2019). Authentic leadership affected indirectly on job stress (Amstrong and Cassidy, 2019). Based on those empirical works, this study examines the impact of leadership on the ability to cope with stress.

H3: Digital leadership impacts positively and significantly on coping stress.

Learning Culture

Organizational culture and structure are influential factors of people behaviours in an organization. It is as a set of standards and value systems is unique for each organization and can be tracked in self-understanding and mutual interaction (Hiyks, Vetrakova, Balazova and Danihelova, 2015). Learning culture is as one variant of organizational culture. It is defined as a culture that focuses on promoting and facilitating learning for the whole organization for aiming organizational performance (Rebelo and Gomes, 2010).

Some empirical researches have proven that culture has a positive impact on work engagement. Ethical organizational culture was associated with work engagement (Huhtala, Tolvanen, Mauno and Feldt, 2015). Strong learning culture has experienced high level of work engagement (Husein, Razak and Omar, 2017). Organizational learning culture has mediated the impact on coaching ability and work engagement (Ladyshewsky and Taplin, 2018). Considering those empirical results, this study tests the impact of culture on work engagement.

H4: Learning culture impacts positively and significantly on holistic work engagement.

In Malaysia, religion and culture have impacted on the coping method of cancer patients while dealing with stress (Ahmadi and Rabbani, 2019). In Australia, culture affects how individuals appraise traumatic experience (Bernardi, Engelnrecht and Jobson, 2019). Multi-cultural societies should consider cultural differences while developing strategies for intervening games disorder (O'Farrell, Baynes, Pontes, Griffiths and Stavropoulos, 2020). Based on these empirical works, this study examines the impact of culture on the ability to cope with stress Husaini; Pirzada and Saiful, 2020).

H5: Learning culture impacts positively and significantly on coping stress.

Previous studies explain that leadership and culture are interchangeably considered as the most influential factors. Inclusive leadership has a positive effect on learning culture (Tran and Choi, 2019). Power distance, as a culture element acts as a moderator for instructional leadership (Shengnan and Halingger, 2020). Organizational culture plays mediating and moderating role on leadership style and innovative work behavior (Khan, Ismail, Hussain and Alghazali, 2019). Organizational culture mediates the relationship between leadership style and organizational learning (Hosseini, Hajipour, Kaffashpoor and Darikandeh, 2019). Realizing these empirical facts, this study is interested in testing the impact of culture on leadership.

H6: Learning culture impacts positively and significantly on digital leadership.

Research Methodology

Material and Method
The study conducted during the period from December 15, 2019 to February 15, 2020. Data was collected by distributing the online questionnaire to the internal email system of the big business organization in Indonesia: (1) Bank Indonesia – the central bank of Indonesia; (2) PT Smart Tbk – the biggest palm oil plantation company; (3) PT Samudra Indonesia -- the prominent shipping and cargo company. The study has got the responses from 334 millennials, but only 317 responses are valid for being processed into data analysis. The respondents are 104 millennials from Bank Indonesia; 117 millennials from PT Smart Tbk and 96 millennials form PT Samudra Indonesia.

The respondents are men (57%) and women (43%). The age of respondents is below 30 (67%) and not more than 40 (88%). Most of them have a bachelor's degree as an educational background (78%), and some of them have a master's degree (6%). They have less than six years of work experience (68%), and almost half of them has up to two years of working experience (45%). Half of the respondents are the migrant (57%) who came from outside Jakarta. This study is quantitative research with a structural equation model as statistical data analysis. SmartPLS version 3 is used for conducting the analysis. The research model is second-order that all variables are reflected into dimensions, and all dimensions are measured by several indicator items.

Measurement Model
The measurement model of this study is shown in Figure 1. All variables are reflected in their dimensions and indicators. Validity and reliability analysis of the measurement model is shown in Table 1 that describes the outer loading factor of all items and Cronbach's alpha (CA) and average variance extracted (AVE) of all variables and dimensions. From Table 1, all items from four variables have outer loading factor more than 0.60. All items are valid to reflect the dimensions and variables. For validity test, this study used convergent validity which is indicated by AVE score more than 0,50. AVE score of holistic work engagement (0,53), coping stress (0,66), digital leadership (0,60) and learning culture (0,52) are more than 0,50. AVE scores of all dimensions are also more than 0,50. It indicates that all variables are convergent valid for being used as variables and dimensions in this study

For reliability test, this study used internal consistent reliability that is indicated by Cronbach's alpha score, which should be more than 0,700. Table 1 shows that Cronbach's alpha of holistic work engagement (0,91), coping stress (0,93), digital leadership (0,95) and learning culture (0,81) are more than 0,70. It means all variables are internal consistent reliable. Cronbach's alpha scores of all dimensions are also more than 0,70, except Cronbach's alpha score of physical engagement dimension (0,70). All dimensions are internal consistent reliable, except physical engagement. The score of composite reliability of all variables, and its dimensions are more than 0,70. It means that all variables and their dimensions are composite

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reliables. Based on validity and reliability test, all variables and all dimensions are valid and reliable for being used as variables and dimension for measurement model of this study.

Table 1: Validity and Reliability

Dimension	Item	OL	CA	AVE	Dimension	Item	OL	CA	AVE
HOLISTIC WORK ENGAGEMENT			**0,91**	**0,53**	**DIGITAL LEADERSHIP**			**0,95**	**0,60**
Physical Engagement	PD01	0.87	0,70	0,76	Digital Attitude	DA01	0.85	0,94	0,70
	PD03	0.87				DA02	0.86		
Intellectual Engagement	ID01	0.93	0,84	0,86		DA03	0.88		
	ID02	0.93				DA04	0.78		
Emotional Engagement	ED01	0.87	0,74	0,66		DA05	0.81		
	ED02	0.79				DA06	0.86		
	ED03	0.77				DA07	0.83		
Spiritual Engagement	SD01	0.86	0,82	0,65		DA08	0.81		
	SD02	0.83			Leadership Skill	LS01	0.86	0,95	0,75
	SD03	0.83				LS02	0.86		
	SD04	0.72				LS03	0.85		
LEARNING CULTURE			**0,93**	**0,66**		LS04	0.86		
External Adaptation	EX01	0.82	0,88	0,73		LS06	0.88		
	EX02	0.89				LS07	0.87		
	EX03	0.86				LS08	0.89		
	EX04	0.86			**COPING STRESS**			**0,81**	**0,52**
Internal Integration	IA01	0.86	0,89	0,76	Problem Factor	PF04	0.75	0,732	0,65
	IA02	0.86				PF05	0.84		
	IA03	0.90				PF06	0.84		
	IA04	0.85			Emotional Factor	EF08	0.82	0,77	0,69
OL = Outer Loading,						EF09	0.85		
CA= Cronbach's Alpha						EF10	0.81		

Table 2 shows the path coefficient from the variable to its dimensions. Path coefficient of coping stress, digital leadership, holistic work engagement, and learning culture to its dimensions have *t-Statistics* (from 37,350 until 141,417) more than 1,96. It means that all variables are significantly reflected in its dimensions.

Table 2: Outer Path Coefficient

Variable	Dimensions	Path Coefficient	t-Statistics	p-Values	Result
Coping Stress	Emotional Factor	0,887	55,592	0,000	Significant
	Problem Factor	0,871	49,058	0,000	Significant
Digital Leadership	Digital Attitude	0,907	67,450	0,000	Significant
	Leadership Skill	0,910	79,412	0,000	Significant

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Holistic Work Engagement	Emotional Engagement	0,878	55,627	0,000	Significant
	Intellectual Engagement	0,814	37,350	0,000	Significant
	Physical Engagement	0,828	42,082	0,000	Significant
	Spiritual Engagement	0,910	84,649	0,000	Significant
Learning Culture	External Adaptation	0,937	100,413	0,000	Significant
	Internal Integration	0,945	121,417	0,000	Significant

Results

Millennials are willing to engage with the company when they are happy to work, in a supportive culture for them to learn and grow (Chillakuri and Mogili, 2018). After bootstrapping the research model with 1000, the result was displayed in Figure 1. The research model consists of two parts: measurement model and structural model. Measurement model describes each variable with its dimensions and items. Structural model shows the relationship among variables. Statistical analysis for measurement model is shown in Table 2. Structural model can be used to conduct hypothesis testing and the result is presented in Table 3. Hypothesis 1 has a path coefficient of 0.179 with *t-Statistics* 3,741. Hypothesis 2 has a path coefficient of 0,369 with *t-Statistics* 6,204. Hypothesis 3 has a path coefficient of 0,160 with *t-Statistics* 2,202. Hypothesis 4 has a path coefficient of 0,290 with *t-Statistics* 4,148. Hypothesis 5 has a path coefficient of 0,441 with *t-Statistics* 5,635. Hypothesis 6 has 0,683 with *t-Statistics* 17,763. All hypothesises are accepted, because *t-Statistics* scores are more than 1,96 and all their *p-Values* are 0,000 less than 0,05. Structural model can be used to conduct hypothesis testing, and the result is presented in Table 3.

Table 3: Hypothesis Testing

	Hypothesis	Path Coefficient	*t-Statistics*	*p-Values*	**Result**
H1:	Coping Stress ➔ Holistic Work Engagement	0,179	3,741	0,000	Accepted
H2:	Digital Leadership ➔ Holistic Work Engagement	0,369	6,024	0,000	Accepted
H3:	Digital Leadership ➔ Coping Stress	0,160	2,002	0,037	Accepted
H4:	Learning Culture ➔ Holistic Work Engagement	0,290	4,148	0,000	Accepted
H5:	Learning Culture ➔ Coping Stress	0,441	5,635	0,000	Accepted
H6:	Learning Culture ➔ Digital Leadership	0,683	17,763	0,000	Accepted

Discussion

Generally, work engagement is reflected into three dimensions: (1) meaningfulness, safety and availability (Kahn, 1990) (2) energy, involvement and efficacy (Maslach, Schaufeli and Leiter, 2001) (3) vigour, dedication and absorption (Schaufeli, Salanova, Gonzalez-Roma and Bakker, 2002). A holistic framework in human resources development is imperative for dealing with the highly competitive and rapidly changing business environment (Ahmed, Mohd,

Arshad and Sohail, 2016). The organization does not concern only on physical, intellectual, and emotional aspects but also it develops the spiritual aspect (SQ) of human resources. In line with the holistic movement, work engagement may also be reflected in holistic framework. The previous concepts just viewed work engagement in the fragmented framework. Kahn (1990) viewed work engagement only into two dimensions such as emotional dimension (for safety and availability) and spiritual dimension (for meaningfulness). Maslach, Schaufeli, and Leiter (2001) defined work engagement only into two dimensions like physical dimension (for energy) and emotional dimension (for involvement and efficacy). Schaufeli et al. (2002) reflected work engagement into three dimensions such as physical dimension (for vigour), the emotional dimension (for dedication) and the intellectual dimension (for absorption). This study defines work engagement holistically into four dimensions as physical, intellectual, emotional, and spiritual engagement.
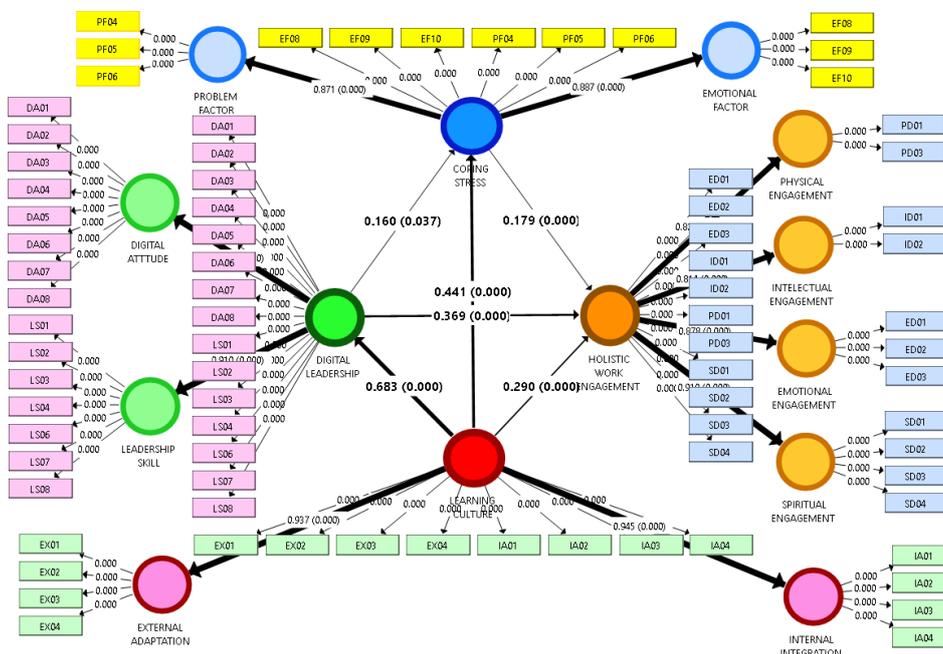

Figure 1: Research Model

For engaging the millennials to work longer at organization, it is recommended to view work engagement in a holistic perspective that is reflected in intellectual, physical, emotional and spiritual engagement. Based on path coefficient scores, spiritual engagement is the most highly reflected. It means that for improving work engagement of Indonesia millennials, the organization needs to prioritize spiritual-related programs first, then emotional, physical or intellectual programs. The

organization should demonstrate the concern of top management on spirituality in the workplace. The organization is recommended to communicate the corporate values intensively into employee-involved events and providing support for millennials to align their values with organizational values. The emotional engagement is the second highly reflected dimension. Besides making millennials engaged spiritually with the organization, it should prioritize to make them emotionally engaged too. It is recommended that the company events or programs need to create emotional bonding. Making working place happy and fun; it is imperative for engaging millennials. Besides making millennials engaged spiritually and emotionally, the organization can also consider physical and intellectual engagement. For recruiting and retaining millennials at the office, the organization is recommended to consider the ability of millennials in coping stress—the higher millennials' ability in coping stress, the higher the predicted work engagement. The coping stress of millennials should explain the ability to deal with emotional and problem factors simultaneously. Millennials should be able to cope with the work-related stress as problem factors (overload jobs, changing organizational regulation and time pressure) and to handle the interpersonal-related stress as emotional factors (interpersonal conflict, changing supervisor and office politics).

Related to group antecedent, this study recommends the organization to help supervisors in developing digital leadership capability. The higher digital leadership of supervisor leads to the higher predicted work engagement. Digital leadership does not focus only on leadership skill development but also strengthen the digital attitude of supervisors. Supervisors should develop the ability in influencing others, goal setting and caring for subordinates as the main element of leadership skill development. Beside developing leadership skill, the organization is recommended to develop digital attitude of supervisors. They should be encouraged to learn and utilize digital technology for accomplishing their work. The organization should make supervisors comfortable to learn about digital technology from the millennials as the younger generation in organization.

Related to organizational antecedent, this study recommends the organization to strengthen the role of organizational culture in endorsing the organizational learning. The higher learning organization leads to the higher predicted work engagement. Learning culture is defined as external adaptation and internal integration of the organization. External adaptation is organizational efforts to adapt business environment changes. It is involved in wide range of interaction between the organization and its stakeholders (customers, suppliers, regulator, *competitors*, creditors and media). Internal integration is organizational efforts to synergize inter-related business processes to produce product or service efficiently and effectively. External adaptation and internal integration can be utilized as learning experience to generate business knowledge as strategic assets of organizational growth. Learning culture makes organizational efforts as learning

experiences for millennials to learn and develop their capability by solving the business problems. This condition makes millennials to engage with their works in the organization.

Conclusion

Millennial generation is the biggest generation in Indonesian workforce, and the work engagement of this generation plays a strategic role in taking advantages of demographical bonus phenomenon. The work engagement of Indonesian millennials can be viewed holistically into four dimensions such as spiritual, emotional, physical and intellectual. For strengthening the holistic work engagement of Indonesian millennials, the organization is recommended to make an effective intervention in coping stress as individual antecedent, digital leadership of the supervisor as group antecedent, and learning culture as organizational antecedent. This study also has a limitation, it is limited only with three big companies in Indonesia. In future work, the study may be expanded to more companies in various sectors. So, the study may run multiple group analysis on this research model. Digital leadership and learning culture are measured from perception of millennials. It is recommended that in future study, digital leadership and learning culture may be measured on the perception of the supervisor and millennials.

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ZAANGAŻOWANIE MILLENNIALÓW W URZĘDZIE: ŚLEDZENIE ANTECEDENTÓW HOLISTYCZNEGO ZAANGAŻOWANIA PRACY

Streszczenie: Kluczowym zagadnieniem staje się utrzymanie milenialsów do pracy w biurze przez dłuższy czas. Niniejsze badanie ma na celu całościowe zbadanie zaangażowania w pracę i próbę znalezienia wpływowych poprzedników zaangażowania w pracę w wielopłaszczyznowych perspektywach zachowań organizacyjnych. Głównym celem tych badań jest odpowiedź na następujące pytanie: „czy radzenie sobie ze stresem "tysiącleci", cyfrowe przywództwo bezpośredniego przełożonego i kultura uczenia się w organizacji biznesowej mają znaczący pozytywny wpływ na zaangażowanie w pracę?". W badaniu uczestniczyło 317 pracowników z trzech dużych organizacji biznesowych w Indonezji. Wyniki badań wskazują, że zaangażowanie milenialsów w Indonezji można zdefiniować całościowo, uwzględniając wymiary fizyczne, intelektualne, emocjonalne i duchowe. Zaangażowanie pokolenia milenialsów w pracę w biurze można poprawić, rozwijając umiejętności pokolenia milenialsów w radzeniu sobie ze stresem, zdolność przełożonego do kierowania oraz umożliwianie uczenia się kultury jako kultury korporacyjnej w organizacji biznesowej.

Słowa kluczowe: zaangażowanie w pracę, zarządzanie stresem, kultura korporacyjna, przywództwo cyfrowe

在辦公室參與千禧一代：追踪整體工作參與的前因

摘要：讓千禧一代在辦公室工作更長的時間變得至關重要。這項研究旨在從整體角度檢查工作投入，並試圖從組織行為的多個角度找出影響工作投入的前因。這項研究的主要關注點是回答以下問題："千禧一代的壓力，直接主管的數字領導力以及企業組織中的學習文化是否會對工作投入產生積極影響？"這項研究涉及來自印度尼西亞三個大型商業組織的317位千禧一代。研究結果得出結論，可以通過考慮身體，智力，情感和精神層面來全面定義印度尼西亞千禧一代的工作參與度。通過發展千禧一代應對壓力的能力，主管在數字化領導方面的能力以及使學習文化成為企業組織中的企業文化，可以提高千禧一代在辦公室工作的參與度。

關鍵詞：工作投入，壓力管理，企業文化，數字領導