

The Influence of the Work Environment, Motivation and Leadership on the Performance of Millennial Academic Employees During Pandemic Covid-19

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Abstract. This study aims to determine the effect of work environment and leadership on employee performance, work environment and leadership on employee motivation, motivation on millennial generation performance at XYZ Private College. The phenomenon of an increase in permanent academic employees (lecturers and academic staffs) at the age of the millennial generation at PTS XYZ. Then there are efforts to improve towards superior accreditation from B accreditation as a form of performance for millennial lecturers and staffs at PTS XYZ during the Covid-19 pandemic. The research conducted is a quantitative study with the respondents being permanent employees of the millennial generation (lecturers and academic staffs) who have worked for at least 2 years. Collecting data using a questionnaire measuring instrument using a Likert scale of 1 – 5. The data analysis method used the Structural Equation Model (SEM) with Smart-PLS software in processing the data for 150 respondent. The results showed that the work environment and leadership had a positive influence on employee motivation. Work environment, leadership and motivation of employees have a positive influence on employee performance. This research is related to employee performance so that it can be used as consideration for similar private universities in an effort to improve the performance of millennial generation employees and become a reference for further research.

Keywords: work environment; employee motivation; leadership; employee performance

1. Introduction

National Education Law no. 20 of 2003, concerning the National Education System in article 3, it is stated that National Education functions to develop capabilities and form the character and civilization of a dignified nation in the context of the intellectual life of the nation. MPR Decree No. IV of 1999, regarding the GBHN, explained in article 4 that one of the directions of the national development policy in the field of education in paragraph seven is to develop the quality of human resources as early as possible in a directed, integrated and comprehensive manner through various proactive and reactive efforts by all components of the nation so that the younger generation can develop optimally accompanied by the right to support and the environment. in accordance with their potential so that students become human beings who believe and fear God Almighty, have noble character, are healthy, knowledgeable and responsible (Ministry of National Education, 2003).

One of the institutions that support national education is Private Universities (PTS). BPS data (BPS.go.id, 2022) states that the number of campuses in Indonesia is still dominated by private universities. Of the 3,115 existing universities, 2,990 of them are private. Meanwhile, the other 125 are state universities. The distribution of PTS is more in Jabodetabek as much as 501. One of the private universities that was established in 1994, has more than 15,000 active students, 30,000 graduates and more than 500 permanent employees is PTS XYZ, which is located in Tangerang Banten. XYZ University currently ranks 42 nationally for cluster 3. However, PTS XYZ is still trying to achieve Superior accreditation as a form of institutional performance. University performance is supported by the performance of lecturers and academic staff.

There are five groups of generational groupings including in Private Universities, namely Matures (born under 1945), Baby Boomers (born between 1947-1964); Generation Xers (born 1965-1980); Generation Y/ millennials (born 1981-1995) and Post Millennials (1995-present) (Oblinger, 2010). The number of millennial generation lecturers and academic staff at PTS XYZ has increased from year to year to 48% of all permanent employees in 2022. It is important to manage the performance of millennial employees, especially during the Covid-19 pandemic.

As PTS, XYZ must be able to show excellence and survive during the Covid 19 pandemic and technological challenges. To be able to realize it, it is necessary to have competent employees who have high motivation, these conditions require the support of a conducive work environment and motivating leadership. PTS must continue to evaluate and provide additional capabilities to all its employees. If this cannot be fulfilled sooner or later the quality of education services at the private universities will decline and it is likely that students will decrease. Performance of lecturers and academic staff can create an image and positive effects in order to attract students into private higher education. Johari, Tan, & Zulkarnain (2018) stated that performance of an individual is controlled by three elements, specifically condition at work, inspiration, and the capacity to carry out the responsibility.

In this study, the variables of work environment, leadership, and motivation were determined which were considered appropriate because employees who work in a good work environment with harmonious leadership will foster high morale in carrying out their work tasks, so that these three variables become important factors in improving Millennial employee performance during the Covid-19 pandemic. The Pew Research Center has released a new definition of the millennial generation. Millennials in this definition have a slightly shorter time span. The new measure states that those born between 1981 and 1996 are millennials (News.Abs-CBN, 2018). Central Bureau of Statistics (2020) with population Millennials ranging in age from 20 to 42 years reach 69,699,972 people or equivalent to 25.80% of the total population Indonesia.

2. Literature Review

2.1 Millennials Employees

A study conducted by Gallup (2016) shows that the millennial generation in work has much different characteristics compared to previous generations, which include: millennials work not only to receive a salary but also to pursue goals (something that has been aspired before); generation Millennials don't really pursue job satisfaction, but what millennials want is the possibility of developing themselves into the job (learning things new, new skills, new perspectives, getting to know more people, and taking opportunities to grow); millennials don't want bosses who like to command and control; the millennial generation does not want an annual review, the millennial generation wants on going conservation; Millennials don't think about fixing their weaknesses, millennials think more about developing their own strengths; For the millennial generation, work is not just work but work is part of their life. Millennials also tend to have characteristics such as being intelligent, creative, productive, achievement-oriented, seeking personal development, career paths, and looking for mentors or supervisors to encourage and facilitate professional development (Kicheva, 2017).

2.2 Performance

Employee performance is a person's capacity to effectively perform by utilizing assets accessible at work. Either the activity is hours of intensive practice before a concert or performing an obligation work as efficiently and effectively as possible, performance is what must be produced from these activities Maintaining performance of employee is a very important thing in the effort the company achieves its goals. Long-term success organization including PTS is its ability to measure how well its employees perform in their job. The performance of each employee is a significant factor related with organization results and achievement (Bruggen, 2015). Instead for lecturer' performance has certain characteristic such as strong need for work and have skills in planning syllabus, class management. For academic staff how their performance in give academic services for students and lecturers (Hamid, 2014).

Dessler (2017) states that: Employee performance is the actual achievement of the employee compared to the expected performance of the employee. Expected work performance is standard performance that is compiled as a reference so that employees can see the performance of employees according to their position compared to the standards made. According to Mathis and Jackson (2011) performance is basically what employees do or don't do. One that is used to measure performance is to look at the dimensions of employee performance. The dimensions and indicators of employee performance are: Quality the indicators are understanding tasks, targeting work, and aligning work with leadership goals; Quantity the indicators are the frequency of errors and failures, completing tasks and responsibilities, clear scope of work, and number of jobs; Timeliness the indicators work according to the standard time and the work can be completed faster than the specified time; Presence the indicators are absenteeism, responsibility, and monitoring.

2.3 Work Environment

The work environment is one factor that determines performance employee. While employee performance is one of the keys to the institution's success factor. Physical Work Environment The physical environment at work is very important to performance, satisfaction, relationships employee social and employee health. Physical work environment is all the physical state that exists in around the workplace that can affect employees

both directly or indirectly. The results of the study indicate the factors that influence physical work environment, namely lighting, air temperature, humidity, air circulation, and noise while non-work environment factors Physical is a factor that conditions working relationship between supervisor and subordinates and between fellow employees who can affect the work environment and employee performance (Jayaweera, 2015).

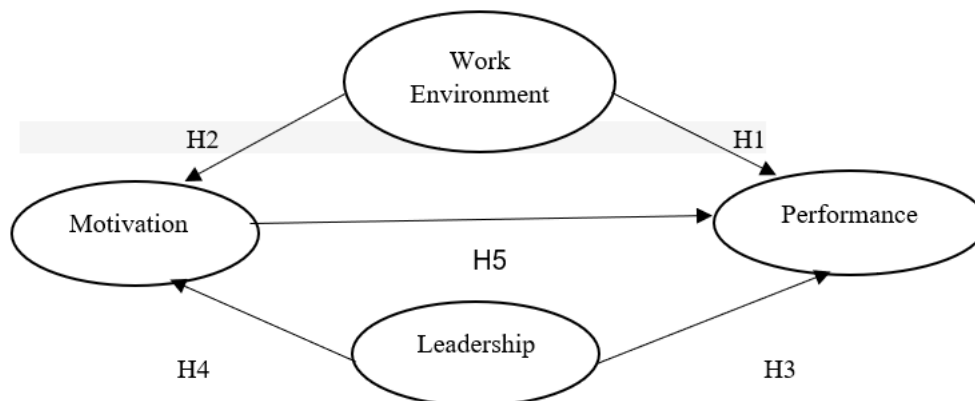
2.4 Leadership

Schermerhorn Jr and Bachrach (2015) mention leadership as "The process of inspiring others to work hard to accomplish important tasks". Bass and Avolio proposed 4 dimensions of transformational leadership known as the "4I" concept in 1994. Bass suggested transformational leaders to gain the trust, respect and admiration of their followers. Dimensions and indicators of transformational leadership used as a reference in this study: Idealized influence: the leader can show trust in his employees, provide examples of difficult problems, present the most important values in the organization, and emphasize the importance of goals and explain the consequences that will occur from each decision made. This leader will serve as a good role model for his followers; Inspirational motivation: the leader is able to articulate the vision and mission in the organization in an interesting way by speaking optimistically and enthusiastically, this is able to arouse the enthusiasm of his followers; Intellectual stimulation: the leader can stimulate the creation of new ideas and new ways of working, without deviating from the culture that has been created in the organization; Individualized consideration: the leader relates personally to his followers, taking into account their needs, considering the abilities and aspirations of each individual, and being able to listen, train and provide advice on the problems they face with full attention.

2.6 Motivation

Motivation According to Mathis and Jackson translated by Sadell (2015) states that motivation is a desire in the person that causes the person to act. Motivation also define as desire in a person that causes that person to take action). The dimension of motivation according to McClelland (2011) consists of 3 types of motivation, namely the need for achievement, the need for power, and the need for affiliation. The indicators of work motivation are as follows: 1. The Need for Achievement (nAch) dimension consists of three indicators, namely liking challenges at work, responsibilities, and rewards and work performance. 2. The Need for Power (nPo) dimension consists of two indicators, namely looking for a position in the group and looking for opportunities to expand power. 3. The Need for Affiliation (nAff) dimension consists of two indicators, namely having a good relationship with the organization and having good cooperation.

Figure 1
Framework Model



3. Research Method

The object of this research is the performance of employees with the subject of permanent millennials academic employees PTS XYZ in Tangerang. The study uses an individual unit of analysis (individual) to produce a picture that represents the actual condition of the employee's performance. This research uses quantitative research with descriptive research design. The source of data in this study is primary data from the results of collecting answers to the respondents' questionnaires that have been determined. The indicator measurement scale uses a Likert scale type with five answer points, namely: 1. "Strongly disagree", 2. "Disagree", 3. "Neutral", 4. "Agree", 5. "Strongly agree". The data analysis method uses SEM with PLS approach and statistical calculations using Smart PLS 3.0 software. There were 150 respondents who filled out

the questionnaire by convenience sampling, namely permanent employees (lecturers or academic staff) of the millennial generation aged 21-40 years and had worked at PTS XYZ for at least 2 years with the consideration of being able to answer the questionnaire as expected.

4. Results and Discussion

Respondent profile

The number of respondents who answered the questionnaire collected was 150 with the number of male respondents as many as 88 and female respondents as many as 62. The age range of respondents in this study started from the age range of 21 - 30 as many as 72, age range 31 - 40 as many as 78. Work period 2-5 years as many as 85 people. Work time above 5 years as many as 65 respondents. Then, for the education level S1 as many as 75 people, S2 as many as 68 people and S3 as many as 7 respondents.

Preliminary Study Test

The preliminary research test was conducted by distributing questionnaires to 40 permanent employees PTS XYZ. The pretest was conducted to determine that the respondents understand the questions that must be answered and to determine the validity of the variables used in the study, namely the variables of Work Environment, Motivation, Leadership and Employee Performance. Preliminary Study Validity and Reliability Test The validity test on the PLS-SEM method can be done with two events, namely convergent validity and discriminant validity. Convergent validity is the value of the latent loading factor with its indicators, if the loading factor value 0.7 then the indicators used are valid (Hair et al. al., 2019) and if the Average Variance Extracted (AVE) value 0.5 then the indicator in the latent variable is valid. While discriminant validity is an indicator measurement based on the value of the coefficient of cross loading factor with the latent variable the method used is Fornell-Larcker, if the value of the square root of the Average Variance Extracted (AVE) for each construct is greater than the correlation value between constructs and other constructs in model, then the model is said to have a good discriminant validity value (Fornell and Larker, 1981 in Hair et al., 2019). While the reliability test can be done in two ways, namely with Cronbach's alpha with a value > 0.70 and composite reliability with a value > 0.70 .

Table 1
Validity and Reliability Preliminary Test

Variable	Indicator	Loading (>0.7)	AVE (>0.5)	CR (>0.7)	Cronbach's Alpha (>0.7)
Performance	P1	0.765	0.662	0.860	0.851
	P2	0.731			
	P3	0.782			
	P4	0.764			
	P5	0.742			
Leadership	L1	0.806	0.780	0.849	0.837
	L2	0.852			
	L3	0.828			
	L4	0.778			
	L5	0.730			
	L6	0.742			
	L7	0.816			
Work Environment	WE1	0.823	0.751	0.863	0.875
	WE2	0.790			
	WE3	0.795			
	WE4	0.780			
	WE5	0.864			
Motivation	MT1	0.763	0.678	0.832	0.819

	MT2	0.725			
	MT3	0.787			
	MT4	0.748			
	MT5	0.831			
	MT6	0.770			
	MT7	0.792			
	MT8	0.776			
	MT9	0.768			
	MT10	0.780			

Table 2

Discriminant validity fornell-lacker criterion Preliminary Test

Variable	Leadership	Performance	Work Environment	Motivation
Leadership	0.864			
Performance	0.643	0.822		
Work Environment	0.672	0.681	0.817	
Motivation	0.675	0.689	0.719	0.820

Based on the results of the preliminary study data processing in Table 1, it shows that all the loading factor values on the indicators have a value above 0.7 and the average variance extracted (AVE) value has a value above 0.5. Likewise, discriminant validity through the Fornell-Larker criterion assessment shown in table 2 shows the results that meet the requirements. Thus it can be said that all indicators in the study are valid. While the reliability test results obtained Cronbach's alpha and composite reliability values for indicators on each variable, all above 0.7. Thus it can be said that all indicators in the study are reliable. Each variable has consistency in generating values for the model.

Actual Test

Table 3

Validity and Reliability Actual Test

Variable	Indicator	Loading (>0.7)	AVE (>0.5)	CR (>0.7)	Cronbach's Alpha (>0.7)
Performance	WP1	0.810	0.682	0.870	0.851
	WP2	0.786			
	WP3	0.863			
	WP4	0.869			
	WP5	0.775			
Leadership	L1	0.792	0.680	0.829	0.817
	L2	0.865			
	L3	0.845			
	L4	0.812			
	L5	0.834			
	L6	0.786			
	L7	0.821			
Work Environment	WE1	0.749	0.701	0.843	0.845
	WE2	0.736			
	WE3	0.812			
	WE4	0.812			

	WE5	0.776			
Motivation	MT1	0.762	0.678	0.840	0.843
	MT2	0.707			
	MT3	0.786			
	MT4	0.752			
	MT5	0.752			
	MT6	0.712			
	MT7	0.757			
	MT8	0.800			
	MT9	0.722			
	MT10	0.744			

Table 4
Discriminant validity fornell-lacker criterion Actual

Variable	Leadership	Work Performance	Work Environment	Motivation
Leadership	0.805			
Performance	0.683	0.826		
Work Environment	0.720	0.736	0.848	
Motivation	0.704	0.682	0.764	0.850

Based on the actual data processing results in Table 3, it shows that all loading factor values on the indicator have a value above 0.7 and the average variance extracted (AVE) value has a value above 0.5. Similarly, discriminant validity through the Fornell-lacker criterion assessment shown in Table 4 shows the results that meet the requirements. Thus it can be said that all indicators in the study are valid. While the results of the reliability test obtained Cronbach's alpha and composite reliability values for indicators on each variable, all above 0.7. Thus it can be said that all indicators in the study are reliable. Each variable has consistency in generating values for the model.

Multicollinearity Test

In assessing the feasibility of the model using the Partial Least Square (PLS) method, it begins by looking at the Variant Inflation Factor (VIF) value for each dependent latent variable. To find out whether the formative indicators have multicollinearity by knowing the VIF value. The VIF value between 5-10 can be said that the indicator occurs multicollinearity (Ghozali & Latan, 2015). Table 5 shows that there is no independent variable that has a VIF value > 5, so it can be concluded that the model is free from collinearity problems.

Table 5
Multicollinearity Test

Predictor	Performance	Motivation
Construct	VIF	VIF
Leadership	2.362	2.213
Work Environment	2.315	2.287
Motivation	3.106	

Coefficient of Determination

Results in the R-square value can be used to assess the magnitude of the influence or contribution of certain independent latent variables to the dependent latent variable whether it has a substantive effect (Ghozali & Latan, 2015). The magnitude of R-square is never negative and is at most equal to one (0 R2 1), the value of R-square is closer to 1, the higher the contribution of the independent variable to the dependent variable (Ghozali & Latan, 2015).

Table 6
Coefficient of Determination

Dependent Variable	R Square
Motivation	0.687
Performance	0.650

Based on the data presented in Table 7 above, it can be seen that the R-Square value for the Motivation variable is 0.687, the acquisition of this value explains that the work environment and leadership affect motivation by 68.7%. While the R-square value for employee performance is 0.650, this indicates that the magnitude of the influence of work environment, leadership and motivation on employee performance is 65%, the rest 35% is the influence of other variables that are not in the model.

Hypothesis Testing Results

Hypothesis testing between constructs, namely exogenous constructs (independent variable) against endogenous constructs (dependent variable) was carried out using the bootstrap resampling method developed by Geisser (Ghozali & Latan, 2015). The test statistic used is statistical t-test or t-test, the application of the resampling method allows the validity of freely distributed data, does not require the assumption of a normal distribution, and does not require a large sample. Because this study uses a saturated sample or all of the population is used as a sample / census, the hypothesis testing is done by looking at the direction of influence between the two variables. The value of testing the hypothesis of this study can be shown in Table 7.

Table 7
Hypothesis testing

Hypotheses	Path Coefficient	T Statistics	P Values	Decision
H1 : Work Environment → Performance	0.254	4.688	0.000	Supported
H2 : Work Environment → Motivation	0.336	3.548	0.001	Supported
H3 : Leadership → Performance	0.322	3.308	0.002	Supported
H4 : Leadership → Motivation	0.269	3.837	0.000	Supported
H5 : Motivation → Performance	0.290	3.702	0.004	Supported

Discussion

Relationship between Work Environment and Performance

From Table 7 above, it is known that the t count for the Work Environment variable is 4.688 at a significance level of 0.000 with a regression coefficient of +0.254. Because the significance value is $0.000 < 0.05$, it can be concluded that the work environment variable has a positive and significant effect on on millennials academic employee performance at XYZ. Thus hypothesis H1 is supported. This proves that the work environment has a positive effect on performance of millennials permanent academic employees at PTS XYZ. The creation of a good and conducive work environment can affect the increase in employee performance. The results of this study are in line with the research of Johri et al. (2015), indicate that the work environment has a significant and positive effect on employee performance. Siddiqi et al. (2018), study indicate that there is a significant influence between the work environment and employee performance. Elisiana et al., (2016), the study was conducted results of the study indicate that the work environment has a positive effect on employee performance.

Relationship between Work Environment and Motivation

From Table 7 above, it is known that the t count for the Work Environment variable is 3.048 at a significance level of 0.001 with a regression coefficient of +0.336. Because the significance value is $0.001 < 0.05$, it can be concluded that the work environment variable has a positive and significant effect on motivation. Thus hypothesis H2 is supported. This proves that the work environment has a positive effect on millennials academic employee motivation at PTS XYZ. A supportive and adequate work environment will certainly make employees enthusiastic in carrying out activities well so as to achieve optimal results (Sedarmayanti, 2012). These results are in line with research conducted by Ingsiyah et al. (2019), on employees of PT. Pusri Palembang. The results of the study indicate that the physical work environment and non-physical

work environment have a positive impact on employee work motivation, Warouw et al. (2017) with research on employees of PT. BPR Prisma Dana Manado, the research results show that the work environment has a positive effect on employee motivation, and also Manikottama et al. (2019) which shows that the work environment has a positive and significant effect on employee motivation.

Relationship between Leadership and Performance

From the table 7 above, it is known that the t-count for the Leadership variable is 2.308 at a significance level of 0.011 with a regression coefficient of +0.228. Because the significance value is $0.011 < 0.05$, it can be concluded that the leadership variable has a positive and significant effect on millennials academic employee performance at XYZ. Thus, hypothesis H4 is supported. This shows that the effectiveness of leadership greatly affects employee performance. The results of this study support the results of previous research conducted by Rasmuji (2017), the study was conducted on 77 PD employees. BPR BKK Batang, Makambe et al., (2020), research on 200 bank employees in Botswana South Africa, and Sembiring et al., (2021), research was conducted on 57 employees of Bank XYZ Regional Credit Card Medan. The results showed that leadership had a positive and significant effect on employee performance.

Relationship between Leadership and Motivation

From the table 7 above, it is known that the t-count for the Leadership variable is 4.737 at a significance level of 0.004 with a regression coefficient of +0.469. Because the significance value is $0.000 < 0.05$, it can be concluded that the leadership variable has a positive and significant effect on millennials academic employee motivation. Thus hypothesis H3 is supported. These results prove that leadership has a positive and significant effect on motivation. The application of effective leadership by opening good communication lines between leaders and subordinates and being able to provide solutions when employees experience difficulties at work is a strong indicator in growing employee motivation. The results of this study are in line with the results of research conducted by Renat (2013), Mahendra and Brahmasari (2014) which state that leadership has a positive and significant effect on motivation. Research conducted by Noviyanti, Enny et al., (2019), researched 112 employees in Padang Pariaman district. The results of the study indicate that leadership is one of the factors that influence motivation where employee motivation in carrying out work cannot be separated from the ability of a leader to encourage, encourage, and inspire employees. Other studies that support this hypothesis were also produced in research conducted by Renat (2013), Mahendra and Brahmasari (2014).

Relationship between Motivation and Performance

From the table 7 above, it is known that the t-count for the motivation variable is 2.702 at a significance level of 0.004 with a regression coefficient of +0.290. Because the significance value is $0.004 < 0.05$, it can be concluded that the motivation variable has a positive and significant effect on employee performance. Thus hypothesis H5 is supported. These results prove that motivation has a positive and significant effect on employee performance. Employee motivation will be stronger with the support of a good and adequate and healthy work environment, as well as the implementation of effective leadership will encourage employees to be enthusiastic and enthusiastic in doing their work to show their best performance. This confirms the results of previous studies that have been conducted regarding the impact of motivation on performance. Dewi et al., (2018), a survey was conducted on 48 nurses in Yogyakarta, the results showed that motivation was positively and significantly related to performance. Prabowo et al. (2018), said that motivation has a positive impact on the performance felt by employees who work at the Santika Graha Hotel, Malang. Motivation has a positive and significant influence on the performance of private employees working in Jordan (Al-Hawary et al., 2017). Motivation has a positive and significant impact on performance of employees working at State Universities in Thailand (Pongpearchan, 2016). Motivation has a positive and significant impact on the performance of nurses working in hospitals in Ghana (Aduo-Adjei et al., 2016). Manikottama et al. (2019) stated that motivation has a positive and significant relationship to employee performance in a study conducted on all contract employees at PT Satu Visi Edukasi.

5. Conclusions and Recommendations

Conclusion

Work environment variables have a positive and significant effect on employee performance variables, work environment variables have a positive and significant effect on employee motivation, leadership variables have a positive and significant effect on employee performance, leadership variables affect employee motivation variables, and employee motivation variables have a positive and significant effect on employee performance. The better and more conducive and adequate working environment conditions as well as the application of

effective leadership will encourage the enthusiasm and enthusiasm of employees in carrying out work tasks by providing their best performance due to millennial academic employees of XYZ.

Suggestion

Further research can consider other variables that have the potential to influence employee performance and also its application in different industrial fields so that it is expected to enrich and expand the scope of research so that more representative results are obtained.

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