

The Influence of Protean Career Attitude, Passion for Work, and Self-Management on Proactive Work Behavior in the Millennial Generation

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ABSTRACT

Fenomena perubahan drastis dalam lingkungan kerja akibat pandemi, jumlah karyawan generasi milenial tinggi, dan banyaknya karyawan memegang kendali atas karirnya melatar belakangi penelitian ini. Tujuan penelitian menganalisa pengaruh Protean Career Attitude, Passion For Work, dan Self-Management terhadap Proactive Work Behavior pada generasi milenial. Jumlah responden 92 orang. Pendekatan penelitian yang digunakan adalah pendekatan deskriptif. Populasi dalam penelitian ini adalah seluruh karyawan di PT Satria Parang Tritis yang berjumlah 120 karyawan. Sampel yang digunakan dalam penelitian ini adalah sebanyak 92 responden. Teknik penentuan sampel adalah purposive sampling. Metode analisis data adalah regresi linear berganda. Hasil penelitian secara parsial, Protean Career Attitude berpengaruh positif dan signifikan terhadap Proactive Work Behavior) dengan nilai t -hitung $2,485 > t$ -tabel $1,986$ dan nilai sig $0,015 < 0,05$, Passion For Work berpengaruh positif dan signifikan terhadap Proactive Work Behavior dengan nilai t -hitung $4,220 > t$ -tabel $1,986$ dan nilai sig $0,000 < 0,05$, dan Self-Management berpengaruh positif dan signifikan terhadap Proactive Work Behavior dengan nilai t -hitung $2,323 > t$ -tabel $1,986$ dan nilai sig $0,022 < 0,05$ pada generasi milenial di PT Satria Parang Tritis. Secara simultan, Protean Career Attitude, Passion For Work, dan self-management berpengaruh positif dan signifikan terhadap Proactive Work Behavior pada generasi milenial di PT Satria Parang Tritis.

ABSTRACT

This research's background is the phenomenon of drastic changes in the work environment due to the pandemic, the high number of millennial generation employees, and many employees in control of their careers. This study aims to analyze the effect of Protean Career Attitude, Passion for Work, and Self-Management on Proactive Work Behavior in the millennial generation. The number of respondents is 92 people. The research approach used is descriptive. The population in this study were all employees at PT Satria Parang Tritis, totaling 120 employees. The sample used in this study was 92 respondents. The sampling technique is purposive sampling. The method of data analysis is multiple linear regression. The results of the partial study, Protean Career Attitude has a positive and significant effect on Proactive Work Behavior) with a t -count value of $2.485 > t$ -table 1.986 and a sig value of $0.015 < 0.05$. Passion For work has a positive and significant effect on Proactive Work Behavior with a value of t -count $4.220 > t$ -table 1.986 and sig value $0.000 < 0.05$. Self-Management positively and significantly affects Proactive Work Behavior with t -count value $2.323 > t$ -table 1.986 and sig value $0.022 < 0.05$ in generation millennials at PT Satria Parang Tritis. Simultaneously, Protean Career Attitude, Passion For Work, and self-management positively and significantly affect Proactive Work Behavior in the millennial generation at PT Satria Parang Tritis.

1. INTRODUCTION

One thing that needs important attention regarding the development of human resource management is the generational differences from time to time in the work environment (Darman, 2017; Gea, 2014; Gunawan, 2019). Human resource management is the company's efforts to manage its human

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resources to achieve the company's goals that have been set. The main purpose of all work employees performs (Lokay, 2015; Maharani & Budianto, 2019). Human Resource Management is no longer focused on meeting the company's targets but on developing each talent owned by the company. This is shifting because talent is now acting as a 'machine' and an asset owned by the company (Evi Mufrihah Zain et al., 2022; Lengkong et al., 2019). The millennial generation in the world of work has different characteristics when compared to previous generations, where the millennial generation works not only to get a salary but also to achieve their goals. The millennial generation does not prioritize job satisfaction but rather their self-development at work (Fauziah, 2020; Gallup, 2016).

Since 2020, the COVID-19 pandemic has caused many changes to the company. The drastic change in the work environment causes many organizations to be under pressure to be able to adapt to changing or dynamic conditions, so to make work more dynamic, and organizations must be able to make workers behave proactively so that the organization becomes more critical (Sahir et al., 2020; Wartono & Mochtar, 2017). Proactive work behavior can bring about change in an organization, including as a means of improvement in work, as well as taking action in solving and expressing problems, where this behavior focuses on the future and prioritizes independence in work (Damayanti & Ratnaningsih, 2020; Saifullah et al., 2019; Windiarsih & Etikariena, 2017). Individuals who are more proactive in their work will be able to create and influence certain organizational situations to improve their careers (Dirwan, 2022; Ma'sum, 2019).

Several factors can influence proactive work behavior: protean career attitude, passion for work, and self-management (Syamsudin et al., 2022; Tsai, 2022). The aspect of a protean career attitude is one of the factors that can influence proactive work behavior, where individuals who have a protean career attitude tend to take action to be able to influence their environment and will focus more on pursuing opportunities in terms of self-improvement that is flexible in choosing their life path (Ingarianti et al., 2020; Rizka, 2013). The presence of passion in work will encourage someone to have work performance and be able to encourage positive work behavior such as proactive work behavior (Anderson, 2014; Hamid & Ismail, 2021; Purhantara, 2010; Setyawati & Nugrohoseno, 2019). In the context of a career, self-management is a logical extension of finding the best way to complete each task so that proactive individuals will behave in a special domain in their careers (Purwanto & Asbari, 2020; Zamroni, 2016).

PT Satria Parang Tritis is one of the companies with a high number of millennial generation employees compared to previous generations. Based on the results of initial observations made by the author by conducting interviews with the human resources division at PT Satria Parang Tritis, most employees, especially young employees, are not active in planning their careers. It can be seen from the tendency of employees who only follow instructions when there are problems in the office and are passive in expressing opinions during or outside the forum. In addition, employees also tend to be in full control of their careers. It can be seen from the frequent occurrence of many employees leaving their jobs or deciding to leave them for various reasons. It means that proactive work behavior, passion for work, and self-management of employees are still relatively low, and the protean career attitude of employees leads to negative things in the organization because they tend to leave work.

Protean career attitude and passion for work have a direct effect on proactive work behavior, Protean career attitude does not directly affect passion for work, and passion for work as a mediator is not able to mediate the effect between protean career attitude and proactive work behavior (S. L. Magdalena, 2018; Rezka & Hamzah, 2021). Protean career attitude and passion for work directly affect proactive work behavior, and passion for work attitude as a mediator can mediate the influence between protean career attitude and proactive work behavior (Holtschlag et al., 2020; Rezka & Hamzah, 2021). These results are also a consideration for researchers using these variables. This research aims to find out and analyze the effect of protean career attitude, passion for work, and self-management on proactive work behavior in the millennial generation.

2. METHODS

The research approach used is descriptive. Descriptive research aims to explain existing phenomena using numbers to rely on individual or group characteristics (Damanik & Hastuti, 2019). The type of research used is correlational research, namely research conducted to find the relationship or influence of one or more independent variables with one or more dependent variables. The nature of the research used is quantitative, namely the development using mathematical models and theories associated with the phenomena that occur (La'ia & Harefa, 2021). The location used in this research is PT Satria Parang Tritis.

The population in this study were all employees at PT Satria Parang Tritis, totaling 120 employees. The sampling technique in this study used a purposive sampling technique, namely the respondent

determination technique based on certain criteria (Lenaini, 2021). The criteria in this study are respondents who have worked more than one year and respondents aged 20-50 years. The sample used in this study was 92 respondents. Data is a collection of information needed for decision-making. The data used in this study are data obtained through observation, questionnaires, and literature study. Sources of data used are primary data and secondary data. The method of data analysis is multiple linear regression analysis. The use of multiple linear analysis is used to explain the direction of the relationship between two or more independent variables on the dependent variable (Sugiyono, 2018). In this case, the variables used in this study consisted of three independent variables and one dependent variable. The Conceptual Framework is presented in Figure 1.

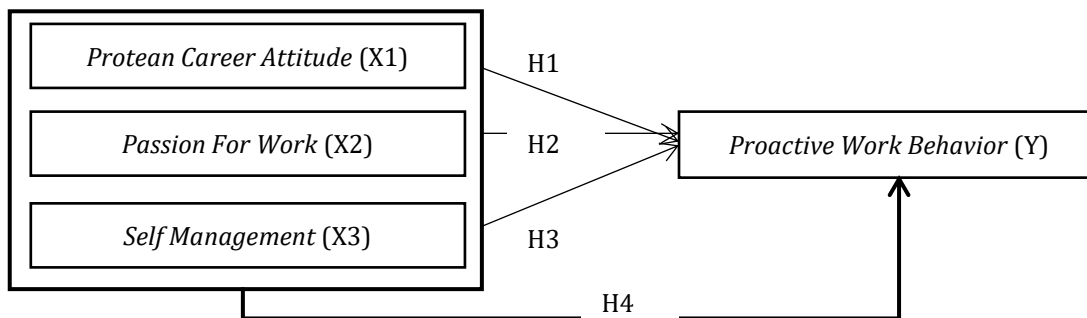


Figure 1. Conceptual Framework

3. RESULTS AND DISCUSSIONS

Results

Respondents in this study were dominated by men, as many as 53 people (57.6%), while the rest were female respondents, as many as 39 people (42.4%). Most jobs available at PT Satria Parang Tritis will later be distributed to construction companies. Hence, the mobility of male workers is much higher than that of women. Respondents in this study were dominated by respondents aged 41-50 years, as many as 32 people (34.8%), respondents aged 20-30 years, as many as 15 people (16.3), respondents aged 31-40 years, as many as 23 people (25 %), and the rest are respondents aged > 50 years as many as 22 people (23.9%). It is because PT Satria Parang Tritis is mostly directed to work in the implementation of construction (buildings), so the company requires young workers who are energetic but already have sufficient experience to produce satisfactory work.

Respondents in this study were dominated by respondents who had worked for 1-2 years as many as 64 people (69.6%), respondents who had worked for 3-4 years were 13 people (14.1%), and the rest were respondents who had worked for more than four years as many as 15 people (16.3%). It is because most of the PT Satria Parang Tritis have felt comfortable working in the company, so employees tend to have high loyalty to the company. Respondents in this study were dominated by respondents who had the last education at the high school level, as many as 56 people (60.9%), respondents who had the last education at the elementary level, as many as one person (1.1%), respondents who had the last education at the junior high school level as many as one person (1.1%), respondents who had the last education at the diploma level were 12 people (13%), and the rest were respondents who had the last education at the undergraduate level as many as 22 people (23.9%). It is because most of the employees in the job positions provided by PT Satria Parang Tritis do not demand education but rather emphasize their skills because this company is a human resources supplier. Meanwhile, employees with education levels at the diploma and undergraduate levels are in staff positions, so they require certain educational qualifications.

Descriptive statistical analysis is used to explain the minimum value, maximum value, average value, and standard deviation of the data used in this study. The results of the data analysis show that the protein career attitude variable has the lowest value of 22 and the highest value of 30. The mean value is 27.74, with a standard deviation of 2.320. The passion for work variable has the lowest value of 23 and the highest value of 40. The mean value is 36.07, with a standard deviation of 4.161. The research model used is multiple linear regression analysis. The following will present the results of multiple linear regression testing researchers have conducted. The results of multiple linear regression are presented in Table 1.

Table 1. Multiple Linear Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.139	2.051		10.555	0.580
	Protean Career Attitude	0.317	0.127	0.251	2.485	0.015
	Passion For Work	0.295	0.070	0.421	4.220	0.000
	Self-Management	0.189	0.081	0.237	2.323	0.022

The constant value is 1.139. It shows that if the protean career attitude, passion for work, and self-management variables do not change, then the proactive work behavior variable is 1.139. The protean career attitude variable is 0.317. It shows that if there is an increase in the protean career attitude variable by 1%, then proactive work behavior will also increase by the multiplier variable, namely 0.317, assuming other independent variables are considered constant. The passion for work variable is 0.295. It shows that if there is an increase in the passion for work variable by 1%, then proactive work behavior will also increase by 0.295 with the assumption that other independent variables are considered constant. The self-management variable is 0.189. It indicates that if there is an increase in the self-management variable by 1%, the proactive work behavior will also increase by 0.189 with the assumption that other independent variables are held constant.

The normality test used in this study is the Kolmogorov-Smirnov test. The results of data analysis show that the asymp. sig value is 0.201 > 0.05. This means that the data in this study are normally distributed, so the data in this study deserves to be continued in the next test. The results of the multicollinearity test show that the tolerance value of all variables is > 0.10, and the VIF value of all variables is < 10. It means that the data of the three independent variables in this study avoid multicollinearity. So, the data in this study should be continued in the next test.

The results of the heteroscedasticity test show that the significance value for all variables is > 0.05. It means that the data from the three independent variables in this study avoid heteroscedasticity. So, the data in this study should be continued in the next test. The coefficient of determination test results shows that the value of the coefficient of determination expressed by the r-square value in this study is 0.705 or 70.5%. It means that proactive work behavior can be explained by variations in the protean career attitude, passion for work, and self-management variables by 70.5%. In comparison, the remaining 29.5% is explained by variations in variables not examined in this study. The results of the partial test (t-test) are presented in Table 2.

Table 2. Partial Test (T-Test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.139	2.051		10.555	0.580
	Protean Career Attitude	0.317	0.127	0.251	2.485	0.015
	Passion For Work	0.295	0.070	0.421	4.220	0.000
	Self-Management	0.189	0.081	0.237	2.323	0.022

Table 2 shows that the protean career attitude variable has a positive coefficient value of 0.317, a t-count value of 2.485 > t-table 1.986, and a significant value of 0.015 < 0.05. It means that the protean career attitude positively and significantly affects proactive work behavior in the millennial generation at PT Satria Parang Tritis. The passion for work variable has a positive coefficient value of 0.295, a t-count value of 4.220 > t-table 1.986, and a significant value of 0.000 < 0.05. It means that passion for work positively and significantly affects proactive work behavior in the millennial generation at PT Satria Parang Tritis. The self-management variable has a positive coefficient value of 0.189, a t-count value of 2.323 > t-table 1.986, and a significant value of 0.022 < 0.05. It means self-management positively and significantly affects proactive work behavior in the millennial generation at PT Satria Parang Tritis. The results of simultaneous testing (f-test) are presented in Table 3.

Table 3 shows that the f-count value is 69.974 > f-table 3.10 and has a significant value of 0.000 < 0.05. It means that the protean career attitude, passion for work, and self-management simultaneously positively and significantly affect proactive work behavior in the millennial generation at PT Satria Parang Tritis.

Table 3. Simultaneous Test (F-Test)

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	547.422	3	182.474	69.974	0.000
	Residual	229.480	88	2.608		
	Total	776.902	91			

Discussion

The Effect of Protean Career Attitude on Proactive Work Behavior. Based on the results of hypothesis testing, protean career attitude has a positive and significant effect on proactive work behavior in the millennial generation at PT Satria Parang Tritis. It is in line with previous research that concluded that a protean career attitude positively and significantly affects proactive work behavior (Hamid & Ismail, 2021; S. L. Magdalena, 2018). And in line with previous research, which concluded that a protean career attitude directly affects proactive work behavior (S. L. Magdalena, 2018; M Azzam Hilmy Ramadhan, 2018). Regarding the proportion of respondents' answers related to the protean career attitude variable, the most dominant answer strongly agrees with the acquisition of a score of 4 on statement items 1 to 6. So it can be concluded that the career orientation of employees at PT Satria Parang Tritis describes career satisfaction with subjective success criteria such as success. Psychologically is in a good category. The higher a person's protean career attitude, the more proactive work behavior will be (Gulyani & Bhatnagar, 2017; M Azzam Hilmy Ramadhan, 2018).

Passion for work positively affects proactive work behavior in the millennial generation at PT Satria Parang Tritis. It is in line with previous research, which concluded that passion for work has a positive and significant effect on proactive work behavior (Ho et al., 2021; Rizkiani & Sawitri, 2015). It is in line with previous research, which concluded that passion for work directly affects proactive work behavior (Gulyani & Bhatnagar, 2017; Tolentino et al., 2022). The proportion of respondents' answers related to the passion for work variable that most dominantly answered strongly agree with the acquisition of a score of 4 is on statement items 1 to 8. It can be concluded that employees at PT Satria Parang Tritis voluntarily do their work optimally. So the higher a person's passion for work, the more proactive their work behavior will be.

Self-management positively and significantly affects PWB proactive work behavior in the millennial generation at PT Satria Parang Tritis. It is in line with previous research, which concluded that self-management positively and significantly influences proactive work behavior (Syamsudin et al., 2022; Zahra, 2019). In line with previous research, self-management positively and significantly affects proactive work behavior (Damayanti & Ratnaningsih, 2020; M. A. H. Ramadhan, 2018). The proportion of respondents' answers regarding the self-management variable that most dominantly answered strongly agree with the acquisition of a score of 4 is on statement items 1 to 8. So it can be concluded that employees at PT Satria Parang Tritis always complete their work independently without depending on the company. The higher a person's self-management, the more proactive their work behavior will be.

PCA protean career attitude, passion for work, and self-management positively and significantly affect proactive work behavior in the millennial generation at PT Satria Parang Tritis. It is in line with research that concludes that simultaneously protean career attitude, passion for work, and self-management have a significant and positive effect on proactive work behavior (I. Magdalena et al., 2020; M Azzam Hilmy Ramadhan, 2018). It is in line with other studies which conclude that a protean career attitude, passion for work, and self-management simultaneously have a positive and significant impact on proactive work behavior (M. A. H. Ramadhan, 2018; M Azzam Hilmy Ramadhan, 2018).

The proportion of respondents' answers related to the proactive work behavior variable, the most dominant answering strongly agree with the acquisition of a score of 4, is on statement items 1 to 6. So it can be concluded that employees at PT Satria Parang Tritis always try to act alone and focus on the future to advance the company where he works. So that the higher one's protean career attitude, passion for work, and self-management, the more proactive work behavior will be.

4. CONCLUSION

First, the protean career attitude positively and significantly affects proactive work behavior. Both passion for work positively and significantly affect proactive work behavior. The three Self Management positively and significantly affect proactive work behavior. Fourth, Protean career attitude, passion for work, and self-management simultaneously positively and significantly affect proactive work behavior in the millennial generation at PT Satria Parang Tritis. For PT Satria Parang Tritis, it is recommended to provide a platform for millennial employees to develop innovative creations for the company and not limit

the space for these workers to move. For self-management, it is recommended to provide forums such as seminars to motivate millennial workers.

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