Millennial Mindset of Employees in the Authority of the Freeport Area of Bataan

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***Abstract** – Millennials are considered the next generation of organization leaders for they have been a witness to the emergence of technology. Together with this view are also the negative connotations about them that include lack of concentration with the tasks they do, low engagement in activities, and lack of interest in socialization in the workplace. This study presented how the millennial generation employed in the Authority of the Freeport Area of Bataan can be described in terms of their profile, mindset with work performance, mindset with work status, mindset with preferred organizational support to them. The quantitative design using survey questionnaire was used to investigate fifty-two (52) millennial employees of the Authority of the Freeport Area of Bataan using a purposive snowball sampling. Results show that millennials working in AFAB have positive outlook towards their work, peers, and plans, contrary to the stigma attached to their generation. They give recognition to the authority of their superiors through respecting and maintain good working relationship with their colleagues by being a friend to them. They show eagerness in becoming an asset for the organization, but the financial constraints they have may prompt them to leave jobs. Findings reveal that millennials have autonomous motivation at work. They believe that that they have good work habits and healthy professional relationship with superiors and colleagues, and that working in the Philippines is preferable given a competitive salary. These new perspective on millennials provide the labor market with another viewpoint in understanding the mindset of millennials in the workplace.*

***Keywords** – AFAB, employment, Generation Y, human resource, millennial, work habits*

INTRODUCTION

The change in the workplace is not so much about globalization or technology. The arrival of the millennials is what makes organizational values and culture differ in the coming years [1]. Millennial Generation is a grouping of individuals in society who experienced unique situation and behaviors after having reached maturity in a given time [2]. These individuals born early 1980s to the early 2000 are considered under this generation. What makes millennials different is their distinctive relationship with technologies [3].

Because of this, this generation is often defined based on their work performance. Millennials tend to lack concentration, engagement, and socialization, thereby proposing the concept of management learning at the speed of light [4]. Similarly, millennials linked to technology in terms of their academic, social, and personal lives do not think about adaptation but treats technology as a way of knowing and interacting with the world [5].

Aside from work performance, working millennials are also seen through how they establish professional relationships with their supervisors and colleagues. As working in a government agency entails a lot of face-to-face communication with co-workers and clients, it is important to know how they become satisfied with their workplace. Millennial employees seek flexibility in a way that they do work from one position to another, and even from one location to another [6]. With the constant expectation of changes in their situation at work, millennials who are employed in a government agency may have a constant set of duties and responsibilities defined by the position they hold and the department they belong to. They tend to seek for opportunities of learning beneficial to them in the future [6]. The sense of duty and drive of this generation of workforce can be realized through an adapting different performance evaluation scheme, more transparent workplace, more adaptable work situations [7].

The adjustments of employers need to take in managing millennials at work may also be attributed to some negative stereotypes attached to this generation of workforce. These characteristics are identified as being disloyal, needy, entitled, and casual [8]. Though this

poses negativity in the workplace, millennials are also found to have more positive qualities of being able to work with teams well, being motivated to contribute for the organization, preferring open and frequent communication with supervisors [9].

In a study of Greek millennials, results show that they show more value to intrinsic and social aspects of their work, rather than focus on extrinsic and prestige values [10]. The introspective nature of this generation of employees reinforces the orientation of millennials on the importance of intrinsic motivational factors and the need to have open communication lines with colleagues. Though this suggests resiliency among them, a study on millennial U.S. federal workers found that they are more likely to quit their job compared with colleagues who belong to older generations [11]. Given this case, there is a need to investigate the organizational support millennials prefer to receive from their companies.

Self-Determination Theory delineates autonomous from controlled motivation [12]. Autonomous comprises motivation from internal and extrinsic sources that are identified as of value to a person. Meanwhile, controlled pertains to external regulation – action based on desire for rewards or fear of punishment, and introjected regulation that is based on partially internalized values like shame avoidance and ego protection. Millennials that are driven by autonomous motivation feel self-directed and autonomous while those driven by controlled motivation may feel pressure to behave in a certain way causing them to experience little or no autonomy at all.

Since organizations have millennials employees, it is necessary for them to recognize the manner how this generation think about their situation at work. Understanding how this generation do things in relation to their work can provide managers, supervisors, and colleagues with a new outlook towards the potentials of millennials in contributing to the goals of the organization. Thus, this study aims to investigate how the millennial generation employed in the Authority of the Freeport Area of Bataan (AFAB) can be described in terms of their profile, mindset with work performance, mindset with work status, mindset with preferred organizational support to them.

METHODS
Research Design
The quantitative research design is used in this study through a survey questionnaire. Through the data generated from the close-ended questions, generalizations can be made on the profile of millennials employed in AFAB, their mindsets on their work performance and status, as well as their insights on how the organization can further help them at work.

Participants
Since this study aims to investigate the different mindsets at work of millennials, the respondents included in this study are 52 millennial employees of AFAB between the ages 20-34 years old which are selected through purposive snowball sampling. The millennial respondents from each department referred their colleague who also belong to same age group.

Procedure
Researchers sent a letter to AFAB requesting for permission to conduct data gathering for the study. Once permit was granted, the self-administered questionnaires were sent to the respondents together with the Informed Consent Form for ethical considerations of the study. The survey questionnaire contains items soliciting information on the respondents' profile, mindset with work performance, mindset with work status, mindset with preferred organizational support to them. Filled-out questionnaires were then collected and responses the questions in each section were tabulated and subjected to descriptive statistical tools of frequency and percentage and weighted mean.

RESULTS AND DISCUSSION
A big majority of the respondents are female with 62 per cent while the remaining 38 per cent are male. Four out of ten of the them are between 25-29 years old, more than one third are between 20-24 years old, while one fourth of the respondents are between 30-34 years old. As the study focuses on young professionals, most of the respondents are found to be single with 84 per cent and only 16 per cent are married.

Table 1. Profile of Millennial Respondents (*n=52*)

	Profile	*f*	*%*
Gender	Male	20	38
	Female	32	62
Age	20-24	18	35
	25-29	21	40
	30-34	13	25
Civil Status	Single	44	84
	Married	6	12
	Separated	2	4
Educational Attainment	Baccalaureate Degree	39	75
	Master's Degree (units taken)	8	15
	Master's Degree	3	7

Table 1 (cont.) Profile of Millennial Respondents

	Profile	f	%
Job Position	Supervisor	1	2
	Staff	45	86
	Others	6	12
Religion	Roman Catholic	34	65
	Born Again	10	19
	Iglesia Ni Cristo	3	6
	Church of Christ	1	2
	Others	4	8
Tenure	Less than a year	20	38
	1-2 years	13	25
	3-4 years	13	25
	More than 5 years	6	12
Nature of	Regular	36	69
Employment	Contractual	16	31

From those married, about 4 per cent are already separated. Regarding education, a big majority of the respondents with 75 per cent are college graduate. Those who have taken master's degrees comprises 22 percent; from which, 7 per cent were able to graduate. Most of them (86%) are in the first level positions while only 2 per cent have supervisorial positions in their respective offices. The religious affiliation of a big majority is Roman Catholicism with 65 per cent.

Only 19 per cent and 6 per cent are Born Again Christians and Iglesia Ni Cristo. About four out of ten of them joined the organization for less than one year with 38 per cent. Meanwhile half are already connected with AFAB for 1-4 years while only 12 per cent are for 5 years and above. With regard to nature of employment a big majority with 69 per cent are hold plantilla items while the remaining 31 per cent are only bound by contracts. See Table 1.

The millennial workforce of the Authority of the Freeport Area of Bataan (AFAB) is dominantly female. Their age being between 25-29 years old and being single suggest a group of workforce that focuses more on career advancement than on starting a family. Though the greatest number are only college graduates, the intention to finish a Master's degree is evident among them. This goal of pursuing advanced studies can be a considered a strategy to equip oneself with a portfolio that can qualify them to designations higher than what they have, as well as to regular positions in the future. The Civil Service Sub-Professional and Professional Eligibility requirements of the government service contributes to some of them being contractual employees.

Though they presently hold the frontline positions, the nature of work may not be a disadvantage to the majority since [13] found that millennials like to be in-

charge and are comfortable working alone or in teams with the goal of establishing closer relationships with colleagues. Since they are relatively new in the institution, the opportunity to further improve oneself is also promising to these young professionals. Moreover, the 65% Roman Catholic millennials in AFAB is slightly below the figures in the total population of the country in which 81 per cent are Roman Catholic [14]. The non-concentration of affiliation of millenials to the dominant religion reflects their nature of being autonomous in joining groups and in practicing faith.

Table 2. Work Habits of Millennials

Activity	WM	VI
Enjoys going to work	4.73	SA
Performs well task assigned	4.69	SA
Values own time and others'	4.37	SA
Offers solution to problems	4.37	SA
Looks for a new task after another	4.37	SA
Arrives on time at work	4.36	SA
Completes tasks on time	4.27	SA
Being friendly despite problems	4.15	A
Prefers organized workplace	3.94	A
Hates running late for work	3.90	A

Note: SA-Strongly Agree; A - Agree

Millennials expressed enjoyment in going to work everyday with a weighted mean of 4.73. With a weighted mean of 3.94, they asserted that they prefer an organized workplace. They also strongly agree that they value their own time, as well as their colleagues, offer solutions to problems, and look for a new task to do after finishing one.

Their preference of going to work on time shows how they value their time, as well as of others. With the fast-paced nature of lifestyle of the millenials, they appear to treat time as opportunities to be productive at work. Clearly, the environment they have in the office matters to them. When their superior assigns them a task, they believe that they can do it well and tend to look for other work to do after another. The proactive work habit they have demonstrates their sense of initiative. The spare time created for other possible jobs can be contributed to their goal of finishing a certain task on time. Such behavior at work conincides with the findings that this generation is characterized by sense of duty and drive [7].

Even they have a bad day, they do not allow this to be a hindrance to socialize at work by maintaining a friendly disposition to their colleagues. Once they notice that their colleagues have a problem or seem to need an an assistance, they offer help through finding solutions. In

contrary to previous findings that this generation is negatively viewed as needy and casual [8], millennials prioritize relationships at work and shows sensitivity to the needs of others.

Table 3. Professional Relationship with Supervisors and Colleagues

Activity	WM	VI
Shows respect for colleagues	4.73	SA
Establishes good relationship with superior	4.71	SA
Maintaining open communication with superior	4.65	SA
Remains approachable to colleagues	4.54	SA
Maintains open communication with colleagues	4.46	SA
Informs superiors on status of tasks	4.46	SA
Helps superiors and colleagues with office work	4.46	SA
	4.44	SA
Solicits feedback from superior	4.29	SA
Seeks help and advice from superior	3.27	A
Does not experience conflicts with colleagues		

Note: SA-Strongly Agree; A - Agree

Professional Relationships with Supervisors and Colleagues

Millennials strongly agree that they show respect for others, established good relationship and open communication with their superiors, with a weighted mean of 4.73, 4.71, and 4.65, respectively. In relation to this, millennials are very positive that they developed the habit of informing superiors about the status of their tasks, with a weighted mean of 4.46. Similarly, they strongly approve that they are also open with their colleagues remains approachable to them, and even help them with office works with a weighted mean of 4.46, 4.54, and 4.46. Though responses only have a weighted mean of 3.27, in general, millennials do not experience conflicts with colleagues. See Table 3.

How millennials give value to their superiors and colleagues presents their sense of respect for others. Since millennials are more engaged in maintaining open communication and good relationship with their superiors than colleagues, the priority millennials give to the people in authority at work and the willingness to take orders being subordinates are manifested. Millennials realize the need to update their superiors on the status of the work and do not feel bad when given feedback and advices. Evidently, this generation gives much importance to the improvement of quality of work they do rather than focusing on the emotional aspects when job-related corrections are being made. Being approachable and having a sound relationship with

colleagues are their ways to show value while also being productive at work through being a team player. This positive manner of treating co-workers indicate an intrinsic source of motivation for the millennials – healthy professional relationship.

Table 4. Potential Career Plans of Millennials

Activity	WM	VI
To build own business venture	4.25	SA
To stay in the Philippines with a permanent job	4.15	A
To look for another job	3.60	A
To grab a new job opportunity, if any	3.21	A
To go overseas to look for a new job	2.56	A

Note: SA-Strongly Agree; A – Agree

Establishing their own businesses is the topmost career plans of millennials in Table 4, with a weighted mean of 4.25. They prefer to stay and work in the country provided a permanent job is available to them with 4.15. Those who consider to look for another job, grab a job offer, or even go abroad to look for work only got a weighted mean of 3.60, 3.21, and 2.56, respectively.

Though millennials enjoy their current work status, findings suggest that most of them would prefer an additional source of income through a business venture. The importance of financial stability to millennials is evident with this mindset of aiming for a passive income outside their field of work. Possibly due to financial constraints experienced as new professionals, there are millennials who consider looking for another job and accept a better job opportunity offered to them. What would make them stay in the organization are competitive salary and permanent status in their organization. These extrinsic sources -- money and financial stability, reflects the autonomous motivation of millennials.

Table 5. Mindset with Work Status

What they want	WM	VI
Aims to have a higher monthly salary	4.69	SA
Wants to gain career development or promotion	4.44	SA
Prefers to stay with present job	4.23	SA
Feels satisfied with the current rank or position	4.04	A
Is contented with current salary	3.48	A

Data show in Table 5 that millennials strongly agree that they aim for a higher pay at work with a weighted mean of 4.69. They want to grow in the company and expressed preference to stay in their present jobs with a weighted mean of 4.44 and 4.23, respectively. Only a

weighted mean of 4.04 and 3.48 are satisfied with current position and with current salary.

Millennials shared how they think of their status in the organization. Majority of them want to stay in their job in AFAB, and even satisfied with the current position and rank. This suggests a work condition in the Authority of the Freeport Area of Bataan that suits the preferences of millennials. In contrary to the perceived nature of millennials that include lack of concentration, engagement, and socialization [4], this generation appears to be focused on enriching their abilities and capabilities as young professionals. What makes them to think of looking for other sources of income or for another job can be attributed to their aim of getting a higher pay at work. The extrinsic source of motivation – financial stability– is intertwined with an intrinsic source, that is, professional development. Clearly, they value both their career growth and financial stability.

Table 6. Preferred Financial Support from Organization

Financial Support	WM	VI
Salary increase	4.16	I
Educational grant	4.03	I
Rice subsidy	3.17	MI
Cash incentives	2.75	SI
Housing loan	2.72	SI
Transportation allowance	2.42	SI
Meal allowance	2.27	SI
Grocery allowance	2.00	SI
Discounts in local establishments	1.92	SI
Other subsidies	1.31	SI

Note: *I-Important; SI-Slightly Important; MI-Moderately Important; NI-Not Important*

In terms financial support as seen in Table 6, millennials consider salary increase and educational grant as important with a weighted mean of 4.16 and 4.03. Rice subsidy from the organization is moderately important for the millennials with a weighted mean of 3.17. Meanwhile, cash incentives, housing loan, and transportation allowance are only slightly important to them with 2.75, 2.72, and 2.42, respectively.

Consistently, the need for a salary increase is pointed out as the primary financial support preferred to be given by the organization. Millennials' goal of enriching professional development and career growth can be traced from the importance they give to educational grant as an important option for financial support. Clearly, millennials give a balanced concern for improving their credentials and earnings. The other identified incentives and financial assistance – house, transportation, meals, and grocery, are also considered somewhat important but

appears to be not their priority to be sought from the organization.

Table 7 presents the preferred Psychological Support from the Organization. Millennials identified teambuilding and stress management seminars as important psychological support the organization may provide them, with a weighted mean of 3.62 and 3.60. Meanwhile, having games and rewards appeared to be moderately important with 3.33. and 3.11 weighted mean. Job rotation, fun and relaxation activities, and sportsfests are only considered slightly important with a weighted mean of 2.75, 2.56, and 2.29, respectively. It is also important to note that activities that are competitive in nature are identified as not important to them.

Table 7. Preferred Psychological Support from Organization

Psychological Support	WM	VI
Teambuilding	3.62	I
Stress management seminar	3.60	I
Game sessions	3.33	MI
Motivational rewards	3.11	MI
Job rotation	2.75	SI
Massage therapy	2.56	SI
Plays	2.45	SI
Inter-department sportsfest	2.29	SI
Organization outing	2.05	SI
Cultural competitions	1.50	NI

Note: *I-Important; SI-Slightly Important; MI-Moderately Important; NI-Not Important*

The characteristic of millennials of being able to work with teams well [9] is reflected in considering teambuilding as an important psychological support the AFAB can give employees. The intention of millennials to further enhance their skills in working with teams in AFAB suggests their drive to significantly contribute to the progress of the organization through initiating the spirit of teamwork or sustaining the teamwork they currently have. Meanwhile, giving similar importance to stress management describes how millennials value their mental health at work. They may be aware that they are experiencing it and that something must be done to improve their situation at work. As suggested in the data, activities related to job rotation, fun and relaxation that would be provided by the organization are not much given importance by the millennials. Having such mindset shows that millennials can create their own ways on how to enjoy life at work. Finding happiness within them explains an intrinsic source of motivation for these employees.

Preferred Professional Development Support from Organization

Trainings and workshops appeared as the most important professional development support AFAB may provide millennial employees with a weighted mean of 3.77 and 3.46. Promotion from current position is also important to them with a weighted mean of 3.24. Other learning sessions like seminars and networking were also identified as slightly important. See Table 8.

Table 8. Preferred Professional Development Support from Organization

Professional Management Support	WM	VI
Workshop	3.77	I
Training	3.46	I
Promotion	3.24	I
Continuous education	3.00	SI
Seminars	2.77	SI
Managed opportunities	2.76	SI
Networking	2.33	SI
Collaborative learning	2.24	SI
Planning & administrative training	2.15	SI
Flexible job	2.13	SI

Note: *I-Important; SI-Slightly Important*

Millennials' emerging priority for professional development is confirmed by how they give importance to trainings and workshops. The perception on the need for continuous professional education demonstrates how millennials aim to improve oneself, not only on the skills they need in their present jobs but also to the anticipated career growth and promotion in the organization. Such focus given to these educational endeavors can also be attributed to their goal of improving one's credentials and in reaching their goals with their autonomous motivation [10]. Millennials also do not discount the benefits of networking and collaborative learning in the workplace since they give value being a good team player in the organization.

Organizations that understand the way their employees think in the workplace are equipped with necessary bases for policy formulation. The potentials of a certain workforce can be maximized when an organization know the mindset of people towards work itself. Healthier professional relationships can be developed between and among millennial employees, superiors, and colleagues can be achieved as the organization finds ways to improve the work situation in general.

CONCLUSION AND RECOMMENDATION

The millennial labor landscape of the Authority of the Freeport of Bataan is composed of single female employees who are college graduates and occupy first level regular positions in the organization for not more than five (5) years. They are dominantly Roman Catholics and Born-Again Christians.

With the value they give to time and productivity at work, millennials demonstrate how responsible and goal-oriented they are as employees. The initiative they exhibit in the completion of a task and in looking for another task to do brings out the qualities of proactive employees among them. Unlike in the previous studies that suggest the passive nature of millennials, results show how they give importance to socialization through ensuring open communication with superiors and colleagues whether it is personal or work-related. Aside from the aim of growing professionally, millennials have a mindset for financial stability with their aim of for higher salary from the organization and other sources of income. For them, provision of teambuilding activities and other seminars can provide them psychological support at work while trainings, workshops, and promotions can help in their professional growth in the organization.

Results on how millennials think about themselves, their colleagues and supervisors, and their performance at work provides the internal sources of autonomous motivation. The perceived important support they can receive from AFAB illustrates the aspect of external sources of motivation. Self-Determination Theory clearly describes the independence exhibited by millennials at work which drives them to do their best at work.

Contrary to the previous claims that they do not value socialization and that they are potential problems to organizations, this study uncovers the mindset of this generation as they work in their organizations. Since having a sense of responsibility, career orientation, and caring nature make millennials distinct in the workforce, organizations may revisit the parameters in evaluating employees in order to maximize their potentials being the most important asset of the company.

Since this study focused on the perception of the millennials towards themselves, another study soliciting the viewpoint of their superiors can be done to assess the congruency of results in the identified objectives between the manner millennials view their mindset and the manner their superiors observe them at work.

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