Millennial Generation (Generation Y) in Surabaya Construction Projects: Perspective towards Generation Y Characteristics

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Abstract. Generation Y has important role in construction projects and will dominate the Indonesia demographic bonus period. Each generation has unique characteristics that impact ethics, work relations, attitudes toward change, and organization view. The purpose of this research is to analyze generation Y characteristics in Surabaya construction projects. Understanding its characteristics may maximize the potency and overcome the generation gap. The research begins with finding variables relate to generation Y characteristics. Data analysis is done by descriptive, inferential and factor analyses. According to generation Y, the highest characteristics that they agree is like to develop continuously. Generation Y in consultant and contractor companies has different perspectives toward their characteristics. Generation Y characteristics can be grouped into five groups, namely short-term thinking, creative, multitasking, detailed work instruction, and individualist. Mentoring and guidance is one of the methods that can be done to manage generation Y.

Keywords: generation Y, generation characteristics, construction project, demographic bonus.

1. Introduction

Generation Y has important role in construction project because it in touch with project and will dominate Indonesia demographic bonus period. Nowadays business is not just compete for more customer, but instead to obtain knowledge worker for sustain organization performance [1]. High level of employee turnover could decline organization productivity and profit. Many companies in America must bear the costs of $ 350 billion due to employees who are not committed to the company [2]. Characteristics of generations have an influence on the lives of these generations, ranging from how to use money, attitudes towards superiors and organizations, desires to work, and marriage [3]. Human resource management need to improve

its role in organization and develop strategies in managing workers that the project does not experience losses related to employee problems. Demographic bonus could turn into a disaster if it is not well prepared [4]. When it is associated with Indonesian demographic bonus, millennial generation appearance is another bonus for Indonesia's demographics [5]. Generation Y has characteristics that are useful for developing project performance, but the project manager does not have the ability to handle it because it is new and unique in the project. Knowledge about generation Y should help leader in organization in shaping policies relating to human resources. The lack of generation Y research in construction may lead to generation gaps not being managed properly and turn into conflict between generations in the workplace. This conflict may lead into loss of productivity which results in time and material losses. Knowing the characteristics of generation Y in the construction industry is important because the characteristics of the generation affect many aspects, including aspects related to work and organization. By knowing generation Y characteristics in the construction industry, it is expected to open up human resource management insights in managing generation Y. Human resource management will be ready to manage generation Y in Indonesia's demographic bonus period and estasblish bridge to generation gap, that the demographic bonus can be utilized to the full.

1.1. Generation Theory

Generation is a group of people born in a span of about twenty years, or during one phase of life (childhood, young adulthood, middle age, and old age), experiencing historical events and the same social trends especially in childhood and young adults, thus forming the same beliefs and behaviors [6]. Generation is defined as a group of people based on the identification of the same age group (birth year), including similarity in location, and significant life events that occur during critical life development stage that form a shared perspective toward the world [7].

1.2. Generation Characteristics

Each individual who comes from the same generation has the characteristics of a generation that impact on perspective, relations, ethics in work, habits, motivation, how to work together, communication, perspective on the organization and how to deal with change [8]. Each generation has unique characteristics and it has an impact on ethics and work relations, how that generation behaves towards change, and the generation's views on positions in the organization [9]. Not every individual from a particular generation has similarities, but the majority of these generations share the same traits, characteristics and values [10]. Each generation group has different characteristics, therefore to find out the generation charactersistics that formed from demographic trends, cultural phenomena, and things that occur during the birth of these generations are important things [1]. That certain generations groups experience can shape its group characteristics. Although each individual has their own characteristics its can generalized into generations characteristics. The generation characteristics have an impact on personal, social, and way of work in the organization.

1.3. Definition of Millenial Generation (Generation Y)

Millennial generation identified as generation that born in span of year 1978 to 1989 [11]. Generation Y, or now better known as the millennial generation, is a generation that born in 1982 to 2000 period [12]. Today there are four generations in the world of work namely generation matures born between 1920-1939, boomers born from 1940 to 1959, Xers from 1960 to 1979, and Gen Y or millennial born from 1980 to 2000 [13]. Some researchers do not use the exact same year in determining the beginning and end of millennial births period, but

it can be seen that most researchers used the early 1980s as the first year of the millennial generation period and ended in the mid to late 1990s to 2000.

1.4. Generation Y Characteristics

There are similarities and debates in several studies conducted on generation Y characteristics. All characteristics based on previous research are summarized into 28 characteristics, namely egoistical, short-term thinking, virtual relation, rivalry, easily to bored, tech savvy, flexible, uncommitted, ambitious, broad knowledge, creative, individualist, lack of respect, lack of soft skill, lack of emotional quontient (EQ), digital communication, like to be mentored, high self-esteem, desire to develop, constant feedback, detail-oriented, open minded, independent, multitasking, variation in job, fun job, meaningful job, and work-life balance [1], [7], [9], [12], [14], [15], [16], [17], [18], [19], [20], [21], [22], [23], [24], [25]. The overall research compilation results on the generation Y characteristics both in general and in the context of construction are presented in framework (see Fig. 1) to see the whole picture of the literature studies that have been carried out.

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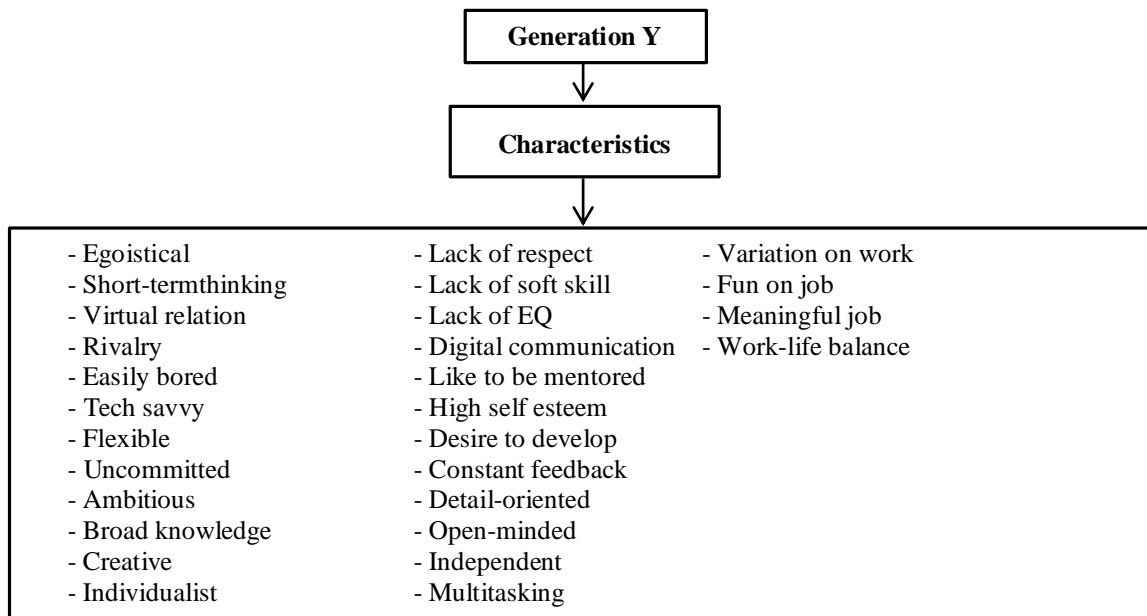|		
- Egoistical	- Lack of respect	- Variation on work
- Short-termthinking	- Lack of soft skill	- Fun on job
- Virtual relation	- Lack of EQ	- Meaningful job
- Rivalry	- Digital communication	- Work-life balance
- Easily bored	- Like to be mentored	
- Tech savvy	- High self esteem	
- Flexible	- Desire to develop	
- Uncommitted	- Constant feedback	
- Ambitious	- Detail-oriented	
- Broad knowledge	- Open-minded	
- Creative	- Independent	
- Individualist	- Multitasking	

Figure 1. Generation Y Characteristic Framework Based on Previous Study

2. Research Methods

The study conducted by analyzing the questionnaire that distributed to the respondents. The questionnaire consists of two parts, the first part contains respondent data which includes (1) Name / initials of the respondent, (2) Name of company, (3) Type of company, (4) Position of respondent, (5) Background education, and (6) Year of birth (1980-2000). The second part contains observations of millennial generation characteristic variables obtained from literature studies, respondents were asked to give a check mark (√) to the alternative answers according to the scale that has been listed for each characteristic that exists. Data measurement techniques were carried out using a Likert scale range. Scores on the choice of answers for the questionnaire submitted are as follows: 1 = Strongly Disagree 2 = Disagree 3 = Doubt 4 = Agree 5 = Strongly Agree.

2.1. Generation Y Characteristics

Generation Y characteristics operationalized into 28 observation variables (see Table 1) based on previous studies to facilitate respondents in understanding the given questionnaire.

Table 1. Generation Y Characteristics Observation Variable

Generation Y Characteristics	CODE
Concerning personal interests (egoistical)	CHAR_1
Short-term thinking in decision making	CHAR_2
Active in a virtual world such as social media	CHAR_3
Rivalry in work place	CHAR_4
Easily bored in workplace	CHAR_5
Skilled at using technology	CHAR_6
Flexible at work	CHAR_7
Uncommitted in organization	CHAR_8
High ambition in work	CHAR_9
Have board knowledge	CHAR_10
Creative in work	CHAR_11
Prefer to work alone rather than in group (individualist)	CHAR_12
disrespect to authority and previous generation	CHAR_13
Lack of soft skill at work	CHAR_14
Lack of emotional quontient (EQ) at work	CHAR_15
Communicate with digital message	CHAR_16
Like to be mentored with older generation	CHAR_17
Have high self esteem	CHAR_18
Desire to develop	CHAR_19
Want constant response at work	CHAR_20
Preferred detailed work instruction	CHAR_21
Open minded towards culture	CHAR_22
Independent at work	CHAR_23
Multitasking at work	CHAR_24
Prefer work with variation	CHAR_25
Like to do fun job	CHAR_26
Chose meaningful job	CHAR_27
Desire balance in work and life	CHAR_28

2.2. Quesionnaire

. Questionnaires filled out by respondents were analyzed by descriptive, inferential, and factor analysis. The questionnaire will be analyzed in general, based on the group of respondents, and based on variables. Descriptively, the questionnaire will be analyzed by means and frequency analysis. Mean and frequency analysis to be carried out are:

- Descriptive analysis entirety respondent to view whole sample under study.
- Descriptive analysis based on type of respondent company to view the sample based on contractor and consulting company.
- Descriptive analysis based on respondent position in company to view the sample based on management hierarchy (top, middle , and first line).
- Descriptive analysis based on respondent educational background to view the sample based on the educational background of civil engineering and architecture
- Analysis based on respondent's birth year to view the sample based on the birth year 1980-2000 which is divided into four groups every five years (1980-1984, 1985-1989, 1990-1994, and 1995-2000) based on one education phase (four years) plus a one year estimating work waiting period.

Inferential analysis used was t-test and ANOVA. T-test was used to analyze perspective difference within type of company and educational background group and ANOVA analysis used within position and year of birth group. Based on the variables, the research will be analyzed using factor analysis to classify the variable into smaller group. Research conducted with Microsoft Excel software and IBM SPSS statistics 25. Quesionaire analysis method presented in Fig. 2.
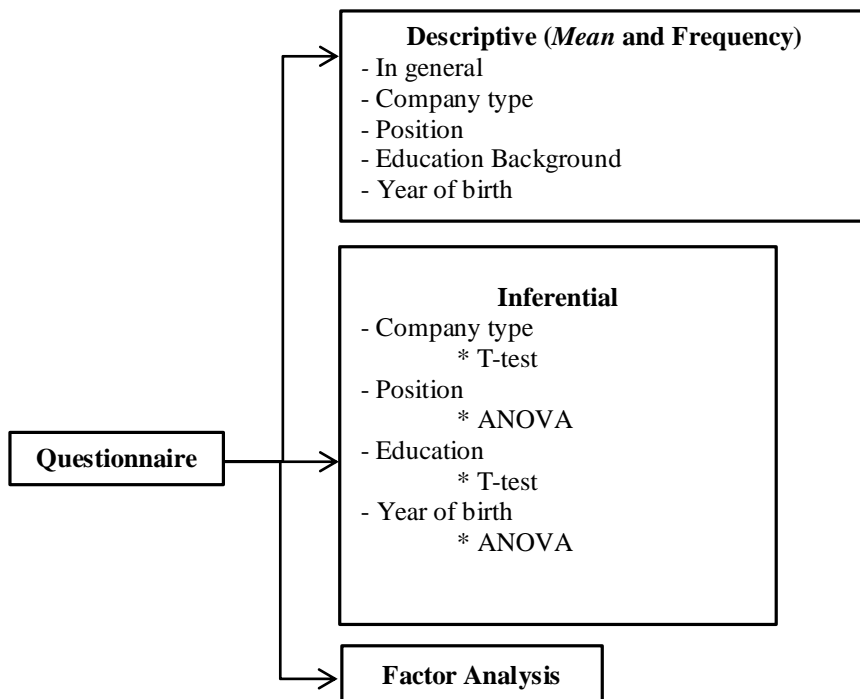
Figure 2. Analysis Framework

3. Results and Discussions

There were totally 77 resopondent questionnaires that can be analyze (See Table 2). 59 respondents (76.62%) from contractor companies and 18 (23.38%) from consulting firm. 12 (15.58%) are top management, 21 (27.27%) are middle management, and 44 (57.14%) are first line management. Based on educational background,57 (74.03%) had a civil engineering education background and 20 (25.97%) had an architectural background. Based on the year of birth, 11 (14.29%) were born between 1980 and 1984, 15 (19.48%) were born between 1985 and 1989, 35 (45.45%) were born between 1990 and 1994, and 16 (20.78%) were born between 1995 and 2000.

Table 2. Respondent Based on Group

No	Respondent Group	Quantity	Percentage
1	**Company Type**		
	Contractor	59	76,62%
	Consultant	18	23,38%
2	**Position**		
	Top Management	12	15,58%
	Middle Management	21	27,27%
	First Line Management	44	57,14%
3	**Education Background**		
	Civil Engineering	57	74,03%
	Architecture	20	25,97%
4	**Year of Birth**		
	1980-1984	11	14,29%
	1985-1989	15	19,48%
	1990-1994	35	45,45%
	1994-2000	16	20,78%

3.1. Descriptive Analysis in General

From Table 3 can be seen the overall generation Y agree that its characteristics is CHAR_19 (desire to develop) with the largest mean value of 4.4 and dissagree with CHAR_2 (Short-term think in decision making) with the smallest mean value of 2.0.

Table 3. Mean and Frequency Whole Respondent

CHAR	Frequency (%)					Mean	Dev.	Mean Graph
	1	2	3	4	5			
CHAR_1	13,0	33,8	27,3	22,1	3,9	2,7	1,1	2,7
CHAR_2	39,0	35,1	15,6	10,4	0,0	2,0	1,0	2,0
CHAR_3	2,6	14,3	22,1	37,7	23,4	3,6	1,1	3,6
CHAR_4	10,4	31,2	14,3	37,7	6,5	3,0	1,2	3,0
CHAR_5	11,7	40,3	18,2	22,1	7,8	2,7	1,2	2,7
CHAR_6	0,0	1,3	7,8	50,6	40,3	4,3	0,7	4,3
CHAR_7	1,3	9,1	9,1	42,9	37,7	4,1	1,0	4,1
CHAR_8	16,9	42,9	16,9	14,3	9,1	2,6	1,2	2,6
CHAR_9	3,9	10,4	23,4	41,6	20,8	3,6	1,0	3,6
CHAR_10	0,0	7,8	23,4	50,6	18,2	3,8	0,8	3,8
CHAR_11	0,0	3,9	13,0	55,8	27,3	4,1	0,7	4,1
CHAR_12	10,4	39,0	22,1	23,4	5,2	2,7	1,1	2,7
CHAR_13	7,8	33,8	22,1	31,2	5,2	2,9	1,1	2,9
CHAR_14	22,1	53,2	14,3	7,8	2,6	2,2	0,9	2,2
CHAR_15	22,1	49,4	16,9	11,7	0,0	2,2	0,9	2,2
CHAR_16	13,0	41,6	18,2	18,2	9,1	2,7	1,2	2,7
CHAR_17	6,5	20,8	18,2	44,2	10,4	3,3	1,1	3,3
CHAR_18	0,0	5,2	18,2	57,1	19,5	3,9	0,8	3,9
CHAR_19	0,0	1,3	1,3	50,6	46,8	4,4	0,6	4,4
CHAR_20	0,0	0,0	2,6	64,9	32,5	4,3	0,5	4,3
CHAR_21	1,3	3,9	11,7	51,9	31,2	4,1	0,8	4,1
CHAR_22	0,0	1,3	11,7	51,9	35,1	4,2	0,7	4,2
CHAR_23	1,3	7,8	26,0	48,1	16,9	3,7	0,9	3,7
CHAR_24	1,3	3,9	28,6	50,6	15,6	3,8	0,8	3,8
CHAR_25	0,0	9,1	14,3	51,9	24,7	3,9	0,9	3,9
CHAR_26	1,3	7,8	13,0	46,8	31,2	4,0	0,9	4,0
CHAR_27	1,3	7,8	20,8	44,2	26,0	3,9	0,9	3,9
CHAR_28	1,3	9,1	15,6	37,7	36,4	4,0	1,0	4,0
Total						Mean	3,5	

Based on other highest mean value, generation Y agrees that one of the characteristics is desire to develop, this generation feels lack of knowledge and abilities even though they are seen as high educated and have broad knowledge, they still have desire to develop it. The low mean indicates respondent disagree that its generation thinks short in making decisions, respondents consider that generation Y takes a decision by considering its impact in the future. Another characteristics agreed by respondents are being skilled at using technology and wanting a constant response at work. Respondents agreed that generation Y actively applies technology in work, quickly adapts with new technology, and wants a constant response from superiors or co-workers for each completed job. Another character that is not approved by all respondents is lack of EQ and lack of soft skills at work. Respondents disagree that the its generation was less sensitive in understanding coworkers and their own fellings and often gave wrong responses, and respondents disagree that the generation Y lacked soft skills such as leadership, critical thinking, and negotiating.

3.2. Descriptive Analysis in Group

When compared between the contractor and consultant, difference perspective found in CHAR_28 (desire balance in work and personal time) dan CHAR_19 (desire to develop). The difference shows that the generation Y in the consultant company is more concerned with the balance of work time and personal compared to the generationY in the contractor company and respondent on contractor company more concerned with self development.

Between groups of positions (top, middle, and first line), respondent have the highest average value on same variable at CHAR_19 (desire to develop), and the lowest average value on the same variable at CHAR_2 (short-term thinking in decisions making).

The architecture group has the same highest mean value with civil engineering, which is agreeing on the character desire to develop and the lowest average value is the same in short-term thinking in making decisions.

Four of the three group in birth year posses a high mean value for the character desire to develop, this shows that the majority of birth groups agree that the generation Y feels that they lack of knowledge and abilities and desire to develop it. Each group comparison can be seen in Table 4.

Table 4. Respondent Group Comparison

No	Respondent Group	Highest Mean		Lowest Mean	
		CHAR	Score	CHAR	Score
1	**Company Type**				
	Contractor	CHAR_19	4,4	CHAR_2	2,0
	Consultant	CHAR_28	4,6	CHAR_2	2,0
2	**Position**				
	Top Management	CHAR_19	4,7	CHAR_2	1,8
	Middle Management	CHAR_19	4,5	CHAR_2	1,8
	First Line Management	CHAR_19	4,3	CHAR_2	2,1
		CHAR_6	4,3		
3	**Education Background**				
	Civil Engineering	CHAR_19	4,4	CHAR_2	2,0
	Architecture	CHAR_19	4,6	CHAR_2	1,8
		CHAR_20	4,6		
4	**Year of Birth**				
	1980-1984	CHAR_19	4,3	CHAR_2	1,8
		CHAR_20	4,3		
	1985-1989	CHAR_20	4,3	CHAR_2	2,0
	1990-1994	CHAR_19	4,5	CHAR_2	2,1,
	1994-2000	CHAR_19	4,6	CHAR_2	1,9
				CHAR_14	1,9

3.3. Descriptive Analysis in Group

Based on the results of the Levene's test of equality of variance analysis (see Table 5), the Sig (2-tailed) value $< \alpha$ (0.1), then Ho is rejected, there are differences characteristics perscpective between generation Y in the contractor and the consulting company.

Table 5. Levene's Test of Equality of Variance Type of Company

		F	Sig.	t.	df	Sig (2-tailed)
Mean	Equal variance assumed	0,159	0,62	-1,913	75	0,06
	Equal variance not assumed			-2,028	31,03	0,051

Based on the results of the *Kruskal-Wallis* analysis (see Table 6), the Asymp value is Sig> α (0,1), then Ho is accepted, there is no difference in characteristics perspective between generation Y with top, middle, first line management positions.

Table 6. *Kruskal-Wallis* Analysis Respondent Possition

	Mean
Kruskal-Wallis H	0,773
df	2
Asymp. Sig.	0,679

Based on the results of the Levene's test of equality of variance analysis (see Table 7), the Sig (2-tailed) value> 0.1, then Ho is accepted, there is no difference characteristics perspective between the generation of graduates of civil and architectural engineering.

Table 7. Levene's Test of Equality of Variance Education Background

		F	Sig.	t.	df	Sig (2-tailed)
Mean	Equal variance assumed	0,195	0,660	0,333	75	0,740
	Equal variance not assumed			0,313	30,006	0,757

Based on the results of the ANOVA test (see Table 8), the Sig. > α (0.1), then Ho is accepted, there is no difference in characteristic perspective between the generation Y with the years born from 1980-1984, 1985-1989, 1990-1994, and 1995-2000.

Table 8. ANOVA Test Basen on Birth Year Group

	Sum of Squares	*df*	*Mean Square*	*F*	*Sig.*
Between Group	0,186	3	0,062	0,612	0,609
Within Group	7,412	75	0,102		
Total	7,598	76			

3.4. Factor Analysis

From the process carried out, variables CHAR_1, CHAR_3, CHAR_4, CHAR_5, CHAR_8, CHAR_9, CHAR_13, and CHAR_17 are eliminated and 20 variables are analyzed. Factor analysis calculation results are, group 1 consisting of five members, group 2 consisting of five members, group 3 consisting of six members, group 4 consisting of two members, and group 5 consisting of two members (see Table 9). The groups name based on variable with highest factor loading score as surrogate for its group.

Table 9. Factor Analysis Result

	Component				
	1	2	3	4	5
CHAR_2	0,713	-0,104	-0,118	-0,220	-0,040
CHAR_6	0,229	0,718	0,234	0,150	-0,023
CHAR_7	0,021	0,195	0,651	0,071	0,182
CHAR_10	-0,284	0,536	0,282	-0,142	0,427
CHAR_11	-0,251	0,767	0,052	0,032	0,290
CHAR_12	0,456	-0,129	0,030	0,107	0,619
CHAR_14	0,538	-0,413	-0,113	0,038	0,189
CHAR_15	0,698	-0,168	-0,102	0,023	0,041
CHAR_16	0,624	0,229	0,172	0,088	-0,142
CHAR_18	-0,130	0,659	0,181	0,064	-0,053
CHAR_19	-0,081	0,511	0,228	0,472	0,131
CHAR_20	-0,361	0,235	0,251	0,445	0,353
CHAR_21	0,027	0,007	0,026	0,748	0,102
CHAR_22	-0,610	0,091	0,130	0,523	0,023
CHAR_23	-0,167	0,242	0,242	0,234	0,583
CHAR_24	-0,372	0,020	0,665	-0,243	-0,022
CHAR_25	-0,219	0,082	0,622	0,354	0,243
CHAR_26	0,125	0,296	0,592	0,414	-0,195
CHAR_27	-0,234	0,391	0,604	0,170	-0,224
CHAR_28	0,105	0,142	0,619	0,053	0,195

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]
a. Rotation converged in 13 iterations.

Five groups formed are named, short-term thinking, creative, multitasking, work instruction, and individualist based on its loading factor score.

- Short-term Thinking: Short-term thinking in making decisions, lack of soft skills at work, lack emotional quontient (EQ) at work, communicate with digital messages, and open-minded towards culture.
- Creative: Skilled at using technology, have board knowledge, creative in work, high self-esteem, and desire to develop.
- Multitasking: Flexible in work, multitasking in work, preffer work with variation, like to do fun job, chose a meaningful job, and desire balance in work and personal time.
- Work Instruction: Wants constant response at work and preferred detailed work instructions.
- Individualist: Prefer to work alone rather than in group (individualist) and independent in work.

4. Conclusions

Based on research we can conclude that generation Y characteristics based on its perspective generally is "desire to develop". Generation Y seen that their knowledge and skill are not sufficient even though generation Y known as highly educated generation compared with previous generation. Different prespective found in generation y on contractor and consultant firm. If seen in possition, education background, and year of birth, its posses same perspective towards generation Y characteristics. Characteristics of generation Y in Surabaya construction industry can be reduced into five groups, namely:

- Short-term Thingking consists of short-term thinking in making decisions, lack of soft skills at work, lack of emotional quontien (EQ), communicating with digital messages, and having an open-minded mind towards culture.
- Creative consists of skilled at technology, have board knowledge, creative in work, high self-esteem, and desire to develop.
- Multitasking consists of flexibility at work, multitasking at work, prefer work with variation, like to do fun job, chose a meaningful job, and desire balance in work and personal time.
- Work Instruction consists of wants constant response at work and preferred detailed work instructions.
- Individualist consists of prefer to work alone rather than in group (individualist) and independent in work.

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