RESEARCH ARTICLE

BENEVOLENCE AND CONFORMITY: MILLENNIALS WORKERS' BASIC VALUES

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ARTICLE DETAILS

Article History:

Received 01 July 2021

Accepted 02 August 2021

Available online 13 August 2021

ABSTRACT

Values are essential in peoples' lives, guiding individuals to think and take some actions. In the workplace, these values are closely related to people's competence within their duties. As the future workforce generation, it is essential to capture the value possessed by the millennial generation. Therefore, this study investigates what millennials value most in their life. The data was collected using The Short Schwartz's Value Survey to overview the intrinsic value that motivates people using a Likert scale (0-8). Ten values are measured: power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, and security. This study involved millennial workers (N=123) who graduated varies from high school to postgraduate. Benevolence (47.97%) and conformity (47.15%) were considered fundamental values. Nevertheless, there are no differences in values between sex and years of service. Values of achievement ($p=0.028$) and self-direction ($p=0.009$) were found different between monthly salaries. Moreover, values of power ($p=0.04$) and conformity ($p=0.03$) were found between educational backgrounds. These findings imply significant differences in several values according to millennials' income and educational background.

KEYWORDS

values, millennials, workers.

1. INTRODUCTION

Values are one crucial thing in peoples' life that guides individuals to think and take some actions (Lindeman and Verkasalo, 2005; Rokeach, 1973; Schwartz, 1992). According to a study, values are socially desirable concepts and represent some motivational goals (Schwartz 2012). Therefore, values have a central role within individuals to help them function both personally and socially. Values are multifaceted standards that guide conduct in many ways and lead people to take particular social issues (Rokeach, 1973). Hence, personal values act as a basis of social movement. During humans' life, the value might change as an essential process rather than human attitude changes (Rokeach, 1973). Other than that, he was consider that the value of the individual was the core of personality (Lindeman and Verkasalo, 2005).

This condition may influence some characteristics such as attitudes, skills, assessment, evaluation, and decision making. The latest theory of value put forward by consists of ten different motivational values derived theoretically from universal human needs, power, achievement, hedonism, stimulation, self-direction, universalism, virtue, tradition, conformity, and security (Schwartz 1992; Linderman and Verkasalo, 2005; Schwartz, 2012). In addition, the value theory, according to a study describes a value structure that refers to the relationship between values that can be contradictory or congruent (Schwartz, 1992). Value theory is recognized in many countries because deals are structured differently across diverse cultural groups.

As everyone has different life experiences, individuals believe that one value is more important than another despite the universal nature. In

addition, the value process in personal development is cumulative and influenced by cultural agents and socialization, which consciously or unconsciously orient the value priorities of young people (Wetzelschütter et al., 2020). As individuals' value priorities are part of their basic worldviews, especially in the workplace, it is crucial to discover personal value in more diverse groups. A study conducted by showed that each generational group has different values and characteristics that directly impact behavior and attitudes (Schullery 2013). Nowadays, millennials are the youngest generation in the workplace. This paper will be focusing on millennials. Also, this study is part of a larger research project which aimed to survey Indonesian employee's values across generations.

The dataset from Badan Pusat Statistik (Indonesian Statistical Center) said that in August 2018, around a 124,01million Indonesian residents work actively, with 78.9% ages from 19-39 years old. This condition shows that most Indonesian workers are millennials or the Y Generation. Millennials are the generation that is classified as being born between 1980 and 2005 and taking over essential roles in an organization (Twenge et al., 2012). Therefore, millennials are human assets that must be considered by the organization (Ilhami et al., 2020). Unlike their predecessors, such as Baby Boomers, who tend to be optimistic, and X Generation skeptical, millennials are more realistic (Lancaster and Stillman, 2002). According to individual characteristics among millennials were related differently to residences and social-economic status (Lyons, 2004). Moreover, millennials were opened to technology, politics, and the economy to be highly reactive to their surrounding environmental changes.

Nevertheless, millennials respect diversity, prefer to cooperate than taking orders, and have a pragmatic approach in problem-solving

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DOI:
[10.26480/svs.02.2021.65.69](http://doi.org/10.26480/svs.02.2021.65.69)

(Lancaster and Stillman, 2002). In workplace situations, millennials prioritize themselves, looking for feedback, constant appreciation, and compliments from their superordinate, adaptive to their job, and looking for a work-life balance living (Solnet and Hood, 2008; Howe and Strauss, 2002). Other than that, millennials were creative and highly ambitious (Lakshmi and Sumaryono, 2019). These characteristics are probably related to their values which affect their work situations. Despite that, millennials are often considered disloyal as the turnover rates within this age group were high. Several studies show that adaptability within difficult situations, commitment, career satisfaction, and transformational leadership perception may lead to turnover intention (Chan and Mai, 2015; Joo and Park, 2010).

Therefore, we should know the fundamental values which drive millennials employee behavior and way of thinking. There are limited numbers of previous research about values, even though this is the essence that drives human life. Earlier studies about importance are mostly related to Indonesian ideology (Pancasila) or religion whereas those values probably affect people's values (Hasanah, 2021; Rahma and Anggraeni Dewi, n.d.; Struch et al., 2002; Sundjoto and Harjanti, 2016). Other research also examined some specific values called work values (Lukeš et al., 2019; S. T. Lyons et al., 2009). Therefore, this study can broaden the comprehension of millennials workers' essential values. Moreover, the employer could understand these values to provide a better workplace for millennials.

2. THEORETICAL FRAMEWORK

Schwartz introduced value theory in 1992 based on ten values that distinguish their motivation or motivation (Schwartz, 2012). Humans are considered to have several values that guide their lives and consider some of those values important. According to Schwartz, The Theory of Basic Human Values is built on the Nature of Human Values from Rokeach, which measures organizational values adaptively (Schwartz, 1992; Rokeach, 1973). Schwartz defined the ten values as likely universal as they are rooted in one or more of three universal requirements of human existence (Schwartz, 1992). When experiencing several challenges within their life, people will try to cope using their needs as biological creatures, essential social interaction, and surviving as a group (Schwartz, 2012). In developing this theory, adopts values' conception consists of six main features that are concluded from many theorists (Schwartz, 1992). These main features of values are: values are beliefs, refers to desirable goals, transcend specific actions and situations, values serve as standards or criteria, values are ordered by importance, and relative importance of multiple values guides to action. Based on those six features, we can conclude that values representing goals were present in individuals' cognition and behavior.

Value Type	Definition	Exemplary values
Power	Social status and prestige, control or dominance over people & resources	Social power, authority, wealth
Achievement	Personal success through demonstrating competence according to social standards	Success, ability, ambition
Hedonism	Pleasure and personal gratification	Pleasure, fun, fulfillment
Stimulation	Excitement, novelty & challenge in life	Excitement, variety
Self-direction	Independent of thought and action, creating, exploring	Creativity, curiosity, freedom
Universalism	Understanding, appreciation, tolerance, & protection for all people and nature	Social justice, equality, awareness
Benevolence	Preservation and enhancement of the welfare of people with whom one has frequent personal contact	Kindness, support, honesty, forgiveness
Tradition	Respect, commitment towards and acceptance of the customs and ideas that culture or religion provide	Deference, devotion, tolerance
Conformity	Restraint of actions, inclinations and impulses likely to upset or harm others & violate social expectations or norms	Courtesy, obedience, honor
Security	Safety, harmony & stability of society, of relationships and of self	Social order, organization

Figure 1: Schwartz's Motivational Values (Source: Schwartz (1992)).

Later on, defines ten values based on its goal, considering its grounding in universal requirements, and refs to related value concepts (Schwartz, 1992). The first value is self-direction, representing goals of thought independence and choosing an action, creating, and exploring. The second is stimulation, which defines goals of excitement, the challenge in life, and novelty. The next value is hedonism. This derives from organismic needs and the pleasure associated with satisfaction. Hedonism defines the goal of pleasure or sensuous gratification. The fourth value is an achievement that defines personal success through competence that fits the social standards. This value relates to social interaction as the goal is to exceed society's expectations to obtain social approval. Power is another value that is rooted in social relationships.

Social status and prestige, dominance over people and resources, or the urge to control are some goals defined by this value—both power and achievement values pivoting in social esteem. Security specifies safety, harmony, and stable society, relationship, or even self. This value is based on individual primary needs, which develop into those whom one identifies. Conformity defines the goal of restraint of actions, inclinations, and impulses that are likely to harm other people and violate the norms or social expectations. In contrast, the value tradition defines respect, commitment, and acceptance of culture or religion. Both of these values, conformity, and practice are close in particular, whereas they share the goal of subordinating the self to socially imposed expectations. The last two values are benevolence and universalism. Benevolence defines the goal of preservation and enhancement of their in-group welfare. Understanding, tolerance, appreciation, and protection for the interest of all people and nature are the goals defines by universalism values.

Other than these ten values, this theory also added the structures of dynamic relations among them. Some researcher believes that value has a design based on the fact that pursuing actions of any value has consequences that might conflict with some other values but are congruent with another (Schwartz, 1992). There are also many kinds of values that incorporate certain circumstances, such as work value. For example, there are four work value types: extrinsic, intrinsic, social or altruistic, and prestige (Jin and Rounds, 2012; Lukeš et al., 2019; Lyons et al., 2009). Work values are often defined as generalized beliefs about several desirabilities of aspects at work (Lyons et al., 2009). In this study, we tend to focus on personal or fundamental values rather than work values. We do not try to find a reason for working sector choice among millennials and their career decision-making. In addition, the original Schwartz's Value Survey (SVS) includes 57 value items that represent ten motivationally distinct values. In 2005, adapt the SVS into a short value scale consisting only of 10 items representing the values (Lindeman and Verkasalo, 2005).

3. METHODOLOGY

To measure the values for millennials workers, this research used a quantitative study to answer the research question, which aimed to know all ten personal values based on Schwartz's (1992) value theory. A total of 123 individuals (women, 41% and men, 40%) whose ages ranged from 20 to 30 years ($M=25.87$, $SD=2.48$ years) participated in this survey. The participants came from many employment sectors, such as civil servants, private employees, BUMN employees, Indonesian National Police/Army, and others (writers, freelancers, creative-preneur). Their educational background varies of four levels: high school graduates, diploma, bachelor, and master's degrees.

Using the Short Schwartz's Value Survey (SSVS), this survey consists of only ten items that measure value. The Short Version of Schwartz's scale was translated into Indonesian with the reliability test result was 0.813, which means this scale measure the fundamental value. Participants were asked to rate whether these values are essential as their principles in life. The scale has 8 points, in which 0 means that the value is opposed to their life principles, one indicates that it is not essential, 4 points refer to critical, and eight indicates that specific value has the highest importance in their life. This survey was created using an online platform and distributed through social media, and millennials workers were encouraged to participate.

All participants' responses are analyzed with descriptive statistics and mean comparison using SPSS version 23. Based on the Kolmogorov-Smirnov normality test, the data was not normally distributed, so that the use of non-parametric statistical is needed. As the scale consists only of 10 items representing each value aspect, the analysis process was conducted separately for each value. The mean comparison for the sex group was analyzed using the Mann-Whitney U test and Kruskal-Wallis Test used for other groups: age, years of service, types of the sector, salary range, and level of education

4. RESULTS

4.1 The highest rank of most important values

This study shows that almost half of the participants consider benevolence (47.97%) and conformity (47.15%) as their highest essential values. Other than that, achievement, stimulation, self-direction, universalism, tradition, and security are also considered highly important for millennials. Almost one-third of participants believe that power value is essential. Hedonism is also regarded as necessary for 24 participants (19.51%) but at the same time is the most opposite value to theirs compared to other values within this scale.

Table 1: Frequency of Values Score

Value	Mean	Score 0		Score 1		Score 4		Score 8	
		f	%	f	%	f	%	f	%
Power	5.30	2	1.63%	1	0.81%	33	26.83%	12	9.76%
Achievement	6.19	0	0.00%	1	0.81%	12	9.76%	27	21.95%
Hedonism	4.02	6	4.88%	14	11.38%	24	19.51%	6	4.88%
Stimulation	5.85	1	0.81%	3	2.44%	14	11.38%	21	17.07%
Self-direction	6.65	0	0.00%	1	0.81%	10	8.13%	46	37.40%
Universalism	6.54	0	0.00%	1	0.81%	10	8.13%	46	37.40%
Benevolence	6.99	0	0.00%	1	0.81%	5	4.07%	59	47.97%
Tradition	6.71	0	0.00%	1	0.81%	7	5.69%	46	37.40%
Conformity	6.76	1	0.81%	0	0.00%	10	8.13%	58	47.15%
Security	6.75	1	0.81%	1	0.81%	6	4.88%	46	37.40%

The value benevolence represents kindness, support, and honesty. This finding is different from which found the benevolence area more inclined in older generations of employees such as Gen X (Twenge et al., 2012; Weber, 2017). On the other hand, previous research conducted by, that millennials value friendship and love than previous generations (Gibson et al., 2009). In addition, millennials also foster a sense of optimism and high morale therefore, essential value benevolence is probably considered necessary for this generation (Ilhami et al., 2020). Moreover, also said that millennials have highly persuaded peers, emphasizing obedience and honor (Jenkins 2019). Therefore, millennials are loyal friends and make conformity an essential value within their life.

4.2 Mean comparison between sex group

This study uses the Mann-Whitney U test to assess whether significant differences between sex groups occur for each value. The result shows that millennials workers' values they consider essential were not different in men and women. This finding resembles the outcome in previous research conducted by that there are no consistent differences between men and women in how they construe the meaning of values across cultures (Struch et al., 2002).

Table 2: Descriptive statistics of SSVS Score

Value	Men (n=50)			Women (n=71)		U	p
	Mean	Mdn	SD	Mdn	SD		
Power	5.33	5	5.29	5	1.61	1695.5	0.50
Achievement	6.23	6	6.14	6	1.48	1700.5	0.51
Hedonism	4.00	4	4.02	4	2.16	1648.5	0.36
Stimulation	5.89	6	5.83	6	1.68	1651	0.36
Self-direction	6.72	7	6.63	7	1.44	1748.5	0.68
Universalism	6.59	7	6.54	7	1.56	1679.5	0.44
Benevolence	7.06	7	6.97	7	1.29	1788	0.84
Tradition	6.76	7	6.71	7	1.36	1714	0.55
Conformity	6.84	7	6.74	7	1.59	1510.5	0.09
Security	6.84	7	6.75	7	1.44	1718.5	0.57

Although value meanings vary across cultures, they have quite similar meanings for women and men (Prince-Gibson and Schwartz, 1998; Struch et al., 2002). Also, the cultural, political, economic, and ecological environment in which millennials grew up impacts their values, interests, attitudes, and behaviors (Howe and Strauss, 2002). This also may be one impact of Indonesian characteristics in less gender equality. According sex differences in value priorities were relatively small (Schwartz and Rubel-Lifschitz, 2009; Connolly et al., 2020).

4.3 Mean comparison between years of service, types of the sector, salary range, and level of education

Furthermore, this study tried to find if there are any differences between several demographics criteria. A Kruskal-Wallis H test was performed to explore each ten value in Short Schwartz's Value Survey (SSVS). There is no statistically significant difference between all ten values scores and years of service and types of job sector.

Table 3: Mean Comparison of Values Between Monthly Income

Value	<3mil (n=25)		3-5mil (n=66)		5-10mil (n=25)		>10mil (n=7)		$\chi^2(2)$	p-value
	Mean	Mdn	Mean	Mdn	Mean	Mdn	Mean	Mdn		
Power	5.39	5	5.34	5	5.35	5	5.17	5	0.89	0.83
Achievement	6.24	6	6.20	6	6.18	6	6.17	6	9.08	0.03
Hedonism	4.06	4	3.99	4	3.92	4	4.08	4.5	4.83	0.19
Stimulation	5.88	6	5.88	6	5.82	6	5.92	6	3.56	0.31
Self-direction	6.71	7	6.70	7	6.70	7	7.03	7	11.50	0.01
Universalism	6.55	7	6.61	7	6.60	7	6.75	7	4.72	0.19
Benevolence	7.02	7	7.04	7	7.04	7	7.25	7.5	3.35	0.34
Tradition	6.70	7	6.77	7	6.75	7	6.86	7	1.04	0.80
Conformity	6.77	7	6.84	7	6.79	7	7.14	8	2.36	0.50
Security	6.79	7	6.86	7	6.76	7	7.03	7	0.54	0.91

Another test was performed to explore the ten values concerning their monthly income (ranging from under 3 million, 3-5 million, 5-10 million, and over 10 million Rupiahs). There are statistically significant difference monthly salary and two values are achievement ($\chi^2_{(2, N=123)}=9.08, p=0.03$) and self-direction ($\chi^2_{(2, N=123)}=11.50, p=0.01$). Millennials with lower monthly incomes tend to value achievement and self-direction within their life. This shows that millennials with lower income saw achievement as something important and related to their monthly income. Also, Martin

(2005) concluded that millennials at work need freedom and high flexibility to complete a task. This finding aligned with value self-direction that represents the independence of thought, creativity, and freedom. This study also showed that between the level of education, several values also perceived difference. The significant difference between level of education and two values are power ($\chi^2_{(2, N=123)}=8.08, p=0.04$) and conformity ($\chi^2_{(2, N=123)}=9.03, p=0.03$).

Table 4: Mean Comparison of Values Between Level of Education

Value	Highschool (n=25)		Diploma (n=5)		Bachelor (n=78)		Master (n=15)		$\chi^2(2)$	p-value
	Mean	Mdn	Mean	Mdn	Mean	Mdn	Mean	Mdn		
Power	5.29	5	5.39	5	5.29	5	5.37	5	8.08	0.04
Achievement	6.20	6	6.22	6	6.16	6	6.21	6	3.00	0.39
Hedonism	4.02	4	3.92	4	3.92	4	4.16	4	1.75	0.63
Stimulation	5.85	6	5.81	6	5.81	6	5.75	6	2.18	0.54
Self-direction	6.67	7	6.71	7	6.69	7	6.68	7	1.75	0.63
Universalism	6.56	7	6.68	7	6.59	7	6.57	7	1.03	0.78
Benevolence	7.02	7	7.13	7	7.04	7	7.16	8	3.86	0.28
Tradition	6.71	7	6.68	7	6.76	7	6.78	7	6.00	0.11
Conformity	6.80	7	6.71	7	6.81	7	6.81	7	9.03	0.03
Security	6.80	7	6.79	7	6.82	7	6.84	7	4.37	0.22

This result shows that value power, which represents social status and prestige, is different between salary ranges. People with lower salaries tend to perceived power as necessary. In 2015, Altinbasak-Farina & Guleryuz-Turkel found that the level of preference for power needs and success needs is fundamental for Generation Y. Human needs are designed to be met with motivations that drive people to take action and make choices. Schwartz's actual values are built on the theory of human reason. Therefore, people with lower levels of education seek power to increase their social status and prestige. The groups of diploma graduates value power and conformity more than other levels of education. Based on Dewi et al. (2019) research, it can be concluded that in higher education students, the tendency of conformity is low. However, this study also found that harmony was discovered as necessary for millennials along with benevolence.

5. CONCLUSION

Practitioners can use this study in human resources to know about millennials' fundamental values as it shapes their working style and behavior. Furthermore, in the workplace context, the fundamental importance of achievement and self-direction are considered with millennials who earn a small salary. Millennials with lower education levels see power and conformity as essential values. The findings of this study are expected to provide implications for both millennial workers and employers also researchers to identify the primary value of millennials in the working context. Employers are encouraged to create a suitable workspace that enhances benevolence and conformity, such as collaboration work and environment. Millennials could improve their preferences to work and choose the most appropriate employment sector which aligns with the primary value. This study is limited to a short range of millennials' ages. Further research should consider a wide range of ages and more participants to conclude more valid results.

ACKNOWLEDGMENTS

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

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