

Synergy of Entrepreneurial Traits and Corporate Culture on Performance of Female Millennial Professionals

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ABSTRACT

The increasing participation of millennial women in the workforce has reshaped organizational dynamics and performance outcomes, particularly in emerging economies such as Indonesia. This study examines the synergistic role of entrepreneurial traits—motivation, innovation, and creativity—and work environment factors—comfort and working conditions—on the performance of female millennial professionals. Using a qualitative research design, in-depth interviews were conducted with five millennial women employed in various sectors in Batam, Indonesia. Data were analyzed through thematic interpretation to explore how these factors interact in shaping work performance. The findings indicate that entrepreneurial traits significantly enhance individual performance by fostering problem-solving capabilities, creativity, and competitive advantage. Motivation emerged as a key internal driver, while innovation and creativity supported adaptability in dynamic work contexts. Additionally, a conducive work environment functioned as an external catalyst that amplified performance by reducing work-related stress and encouraging focus and engagement. The study highlights that optimal performance among female millennial professionals is achieved through the alignment of internal entrepreneurial characteristics and supportive organizational environments. These findings contribute to the literature on gender, entrepreneurship, and human resource management by offering contextual insights into millennial women's performance in developing economies.

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INTRODUCTION

Currently, millennials are the dominant group in the global workforce, with a proportion reaching approximately 21.81% of the total population by 2024. The Pew Research Center has established analytical boundaries for this generation at those born between 1981 and 1996, to ensure consistency in studies of social and economic trends. Entering 2025, the millennial age group will be in the productive range of 29 to 44 years, making them a key pillar in the dynamics of modern professionals. The

millennial generation currently makes a significant contribution to a company's performance and development. According to a survey conducted Parris (2018) There are several reasons why millennials work, namely, they are very enthusiastic about developing their own career performance, want to show their professional attitude in the workplace, and several other factors. Entering the 20th century, the millennial generation, especially women, began to position themselves in various roles, not just as housewives but also as career women. Women also demonstrated their ability to take on men's roles, especially in the workplace. In the past, women often considered themselves inferior and dependent on men. Now, society must accept the fact that women are capable of working and holding jobs just like men. Some of the factors that motivate women to work include economic factors; the fulfillment of a decent standard of living and the increasing demand for female workers. (Cahyaningdyah; 2009) The entry of women into the workforce has brought about significant changes in the lives of individuals, families, and communities.

In today's era of women's emancipation, many millennial women are choosing to work outside the home rather than stay at home. A study shows that Indonesian women have one of the highest percentages of senior corporate positions in the world. According to a survey conducted by Grant Thornton, Indonesian women occupy 36% of senior positions in companies. (Thornton; 2016). According to Smith (2011) Every woman possesses a variety of factors that contribute to her success. A woman's performance at work contributes significantly to a job because women have a career orientation that favors exhibiting behaviors that reflect the more significant connotations associated with work in an organization. For women, especially the current generation, namely the millennial generation, working is a challenge to be more innovative and creative in finding and holding important roles in a company. (Hodges et al.; 2015). According to Komalasari; Y ; Supartha; WG ; Rahyuda; AG ; Dewi (2017); the success of a career woman, especially the millennial generation, is if they have a success orientation such as innovation and motivation or a good work environment can trigger their career to develop more rapidly, but there are several expert opinions that say that working women are easily stressed so they lose motivation and cannot concentrate which results in being uninnovative and exhausted when managing time between work and household and several other factors such as an uncomfortable work environment; excessive workload that hinders the performance of career women (Gardazi; SF ; Mobeen; N ; Gardazi 2016). The research problem is to investigate whether working women can deliver better performance, especially the current millennial generation. Women who choose to work outside; have a socio-entrepreneurial spirit that makes them want to continue to innovate; creative and able to manage time between work and household. The purpose of the study is to determine the extent of the role given by entrepreneurial behavioral factors including motivation; creativity and innovation and work environment factors including comfort and working conditions such as the office environment on the performance of millennial career women.

Literature Review

Entrepreneurial Factors

Factors that influence entrepreneurship include innovation and creativity. (Sarooghi; Libaers; & Burkemper; 2015). Sarooghi et al.; (2015) found that the relationship between creativity and innovation can have a significant impact on employee performance. Innovation is the implementation of new ideas. (Rank; Pace; and Frese; 2004). Puspitasari (2013) states that developing innovative behavior and creativity can improve the performance of women's businesses, as evidenced by increased competitive advantage. Motivation is the drive, desire, and reason for women entrepreneurs to start a business. Entrepreneurial behavior, as seen from motivation, innovation, and how the risks faced by women entrepreneurs have a positive impact on the performance of their businesses, reflects the role of women in their business. (Syahardi; Baga; and Winandi; 2017).

Work Environment Factors

Work environment factors include various aspects including comfort and working conditions. Nitisemito (2012) states that the work environment is something that is around employees and can influence employees in carrying out the tasks and responsibilities given to them by their superiors. Yoshida; Sendjaya; Hirst; & Cooper (2014) He stated that providing employees or workers

with a sense of comfort will allow them to explore knowledge and generate new ideas that can improve their performance without worrying about performance failure. Aspects of comfort and working conditions can be fostered and implemented through good communication and collaboration between employees and superiors.

Performance

According to Basri (2012); performance is the result or level of success of a person during a certain period of time in carrying out tasks with the achievement of targets or goals that have been set and agreed upon together. Meanwhile, according to Fahmi (2011); performance is the result that a person will obtain from an organization during a certain period of time.

Performance shows that it is closely related to the authority, duties and responsibilities of each individual and group in achieving the overall goals of the organization. (Mathis and Jackson; 2002). In an organization, performance appraisals are very important for managers to carry out because they determine whether the work carried out by subordinates is in accordance with the mutually agreed targets and how far a subordinate has carried out his duties and responsibilities. Lawi (2018); Mangundjaya (2012) He stated that suboptimal organizational performance will decrease employee motivation and enthusiasm. On the other hand, successfully motivating employees to be highly committed will result in optimal performance and job satisfaction.

Women

According to Idris & Tan (2017) Women, especially career women, have roles in the workplace as well as within the family. Women work to earn extra income for their families, for self-satisfaction, and even for their own career development. Hassan; Ramli; & Mat Desa (2014) said that women have now entered a new era, namely the era of emancipation, entering the workforce and showing improvements in performance achievement and making contributions to an organization.

Women are motivated to work because of the convenience aspect, namely the comfort aspect in managing work and daily life rather than looking after children for married women. (Jayawarna; Rouse; and Kitching 2013; Loscocco and Bird 2012; Luckman 2015). Hodges et al.; (2015) He stated that it is very challenging for working women to have the innovation and creativity to create competitiveness within an organization. Effective human resources encourage creativity in every problem-solving process and can improve the overall work performance of an organization, especially for today's women, such as Wonder Women, who accept various challenges to achieve their own goals and achievements. (Khan; Naveed; and Jantan 2018; Sundiman 2017).

Millennial generation

The term millennial generation comes from two historians and writers from the United States, namely William Strauss and Neil Howe in several of their books. (Kominfo; Republika Data Center 2016). The current millennial generation is the generation with an age range of those born between 1981 and 1996. (Stack 2018). Generational groups are used by researchers to observe changes in views over time because generational differences are seen in how each generation understands different experiences and how to respond to changes in the world, especially the economy, namely regarding their work. (Stack 2018).

According to LG ; Schiffman ; LL; Kanuk (2007); The millennial generation grew up because of technological developments that entered their lives. Fitriansyah & Harris (2018) stated that technological developments have made it much easier for users to communicate and find information, especially millennials, in finding jobs online. Furthermore, millennials have a higher level of education, knowledge, skills, and experience than previous generations. Millennials' work performance is determined by several factors, such as training and incentives; motivation from superiors; flexible

working hours; commensurate salary; rewards from superiors; varied and challenging work; and a balance between work and daily life.(Haam and Huybers; 2011; Solnet and Hood; 2008).

From the previously revealed description, an empirical relationship can be briefly stated between the concepts that are variables in this study. Motivation has a significant influence on women's performance.(Syahardi et al.; 2017). Innovation and creativity have a significant influence on women's performance.(Sarooghi et al.;2015)A comfortable work environment plays a significant role in the performance of millennial women. The condition of the work environment also plays a significant role in the performance of millennial women. Motivation, innovation, and creativity play a significant role in the performance of millennial women in running a business. The comfort and condition of the work environment play a crucial role in exploring knowledge and generating new ideas that can improve the performance of millennial women.(Nitisemito; 2012).

So taking a similar concept to the previous research variables regarding entrepreneurial factors(Syahardi et al.; 2017)and work environment factors(Gardazi; SF ; Mobeen; N ; Gardazi;2016; Nitisemito;2012)Based on previous research, the current researcher will examine whether there is an empirical relationship between the performance of millennial women and whether it can create a competitive advantage. Based on the theory presented and the empirical relationship established, a conceptual research framework model is compiled as shown in the figure below:

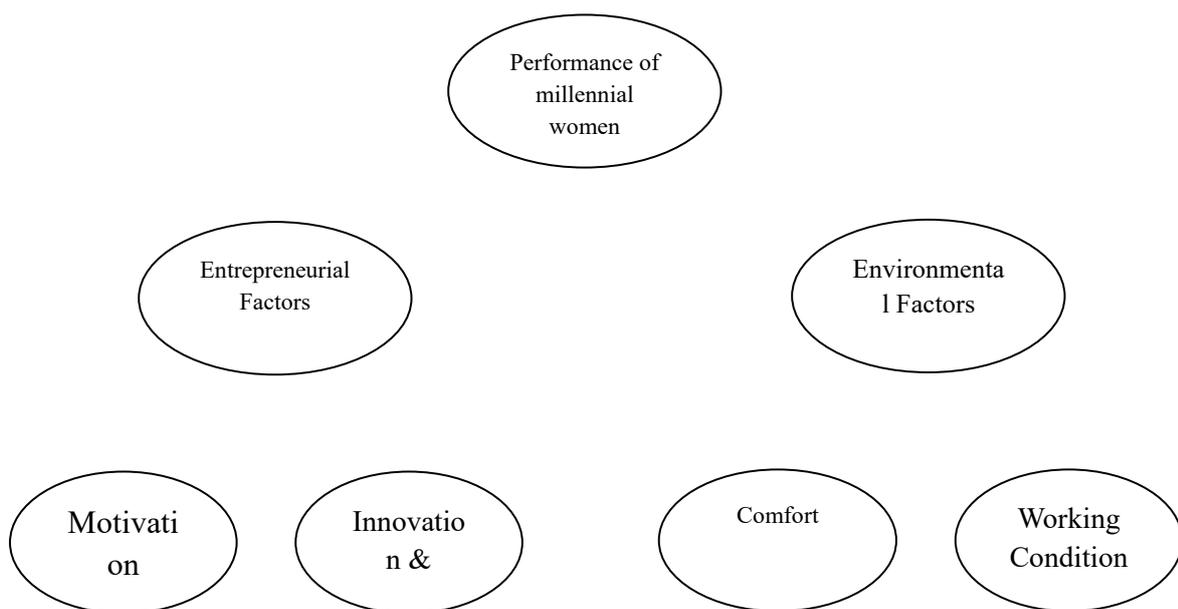


Figure 1. Conceptual framework

Based on the existing framework of the research problem and the research objectives in examining the performance of millennial generation women in a job using three variables, namely entrepreneurial behavior factors; work environment factors; and the performance of millennial generation women; the following propositions can be formulated for testing:

P₁ : Entrepreneurial behavioral factors, including motivation, innovation, and creativity, play a significant role in improving the performance of millennial women.

P₂ : Work environment factors including comfort and working conditions play an important role in improving the performance of millennial women.

Based on the conceptual framework model that has been prepared; the researcher uses indicators from previous journals, namely entrepreneurial factor indicators consisting of 3 indicators, namely motivation; innovation and creativity.(Syahardi et al.; 2017)and work environment factor indicators consisting of 2 indicators, namely comfort and work environment conditions(Gardazi; SF ; Mobeen; N ; Gardazi 2016; Nitisemito; 2012)The following is a list of questions created to support the research process:

Table 1. Questions during the interview

QUESTION
1. Are you an entrepreneur or an employee in an organization? - If you are an entrepreneur; then: 1. What is your motivation in doing business? 2. When did you start/plan your business? 3. Where do you do business? 4. Why did you open the business? 5. How can the comfort and conditions of the work environment affect your performance in running a business? - If employee; then: 1. What motivates you to work? 2. When did you start working? 3. Where do you work currently? 4. Why do you do that job? 5. How can the comfort and conditions of the work environment affect your performance in doing your job?
2. In your opinion, are innovation and creativity needed when you are doing business or working?
3. In your opinion, can a comfortable and good working environment improve your performance?
4. In your opinion, how would you react if you were motivated but your current work environment was not comfortable and in good condition?
5. In your opinion, what would your attitude be if you had a comfortable and good working environment but you were unmotivated; there was no innovation and creativity at work?

RESEARCH METHODS

This study was conducted to test the researcher's propositions related to entrepreneurial factors, including motivation, innovation, creativity, and work environment factors, including comfort and working conditions, which have an impact and play a significant role in improving the performance of millennial women. Therefore, the method used in this study was a qualitative approach through direct interviews with millennial women informants. Sundiman (2017) stated that qualitative research approaches help researchers find more comprehensive data and obtain deeper and more detailed information. Based on the research model and formulation, the informants selected by the researchers were those who met several criteria: working women and millennial women, those born between 1981 and 1996.(Stack; 2018). The research population was conducted with five millennial generation women (Y; LR; J; MH; W) who are full-time employees working in the Batam area and have met the researcher's research criteria as informants using face-to-face interview research instruments; telephone or recorder interview methods or other interview methods in accordance with the 5W + 1H formula (Who; When; Where; What; Why; How). The research location is where researchers obtain data; information and comprehensive sources for the questions asked to support research data. This research was conducted in the city of Batam; Riau Islands; Indonesia. All informants were assured of confidentiality that their participation was voluntary and the data collected was for research purposes.

RESULTS AND DISCUSSION

Researchers examined the relationship between two factors, namely entrepreneurial factors which include innovation; motivation; creativity.(Syahardi et al.; 2017)and work environment factors including comfort and working conditions with the performance of millennial women(Gardazi; SF ; Mobeen; N ; Gardazi 2016; Nitisemito; 2012).

The existence of motivation indicators; innovation and creativity bring women's performance towards competitive advantage andThey possess a socio-entrepreneurial spirit that drives them to continuously innovate, be creative, and manage their time between work and personal matters. Meanwhile, indicators of comfort and working conditions are needed to create a more conducive work environment, thereby improving their performance.(Sundiman 2018; Sundiman et al. nd)

Table 2. Informant Data

Name (Initials)	Age	Education	Work	Length of work
Y	29 years	SENIOR HIGH SCHOOL	Production Manager	8 Years
LR	33 Years	S1	Elementary school teacher	7 Years
J	28 Years	S1	Tax Accounting	8 Years
MH	33 Years	High School	Purchasing	14 years
W	23 years	JUNIOR HIGH SCHOOL	Manicure & Pedicure Assistant	6 Years

Source: Primary data; 2018

The first proposition states that entrepreneurial factors play a significant role in improving the performance of millennial women. The three basic components of entrepreneurial factors in the study include motivation, innovation, and creativity. Millennial women informants need innovation.(Rank et al.;2004)Innovation to support better work and to be able to face future challenges. Furthermore, creativity is essential because when carrying out a task, solutions are needed to address problems.(Saroghi et al. 2015).

Interviews with millennial female informants revealed similar opinions regarding creativity and innovation. According to informant Y:

"Creativity and innovation really help me in solving problems" (Informant Y)

A similar opinion was also expressed by other informants, one of whom was informant J:

"Innovation is crucial for our continued progress and improvement, as well as for facing future challenges. Creativity is essential when carrying out our duties and finding solutions to problems at work." (Informant J)

Interviews with millennial female informants have the same opinion regarding work motivation; including:

"Responsibility and principles are my benchmarks as a millennial woman motivated to complete a job" (Informant Y)

"Motivation and creativity are very necessary to produce new creative ideas and innovation because they are very necessary in fields of work related to the arts" (Informant W)

"In my opinion, innovation and creativity are really needed when I work because I have to keep updating myself for my students" (Informant LR)

Responses from millennial female informants aged over 25 years old think that they as millennial women will enjoy the work they currently do. Motivation gives millennial women the spirit to work; creativity and innovation provide ideas and ways for millennial women to complete work and solve problems. Motivated employees will experience low stress levels; enjoy their work and the positive result is having a healthy mental and physical because they are not burdened or feel pressured.(Robison; 2010)Problem solving can create opportunities for employees or workers to seek new knowledge and ideas.(Hahn and Lee; 2015).Anderson; Potočnik; and Zhou (2014)stated that innovation and creativity are essential for a company's sustainability in a competitive environment. Without synchronizing these three entrepreneurial factors, millennial women's performance will be suboptimal. The relationship between entrepreneurial factors and millennial women's performance is inseparable. This proves the first proposition is acceptable; that entrepreneurial factors play a significant role in improving millennial women's performance.

Based on the second proposition, it states that exploring broad information on how work environment factors impact the performance of millennial women. Two basic components of work environment factors in the study include comfort and working conditions. Work environment factors, seen from indicators of comfort and working conditions, play a significant role in improving the performance of millennial women. A comfortable work environment makes millennial women feel safe, calm, and inspired in carrying out their work. Meanwhile, good work environment conditions make millennial women motivated in doing their work. Good working conditions in question are working conditions that can support millennial women in carrying out their work, starting from safety; security; lighting and others. Comfort and conducive working conditions when doing a job are also major factors in millennial women's performance.

Interviews with millennial female informants revealed similar opinions regarding the work environment. According to the informant:

"A good and comfortable work environment will affect work performance because with comfort in the work environment, all work will become easier; you won't feel stressed or burdened and will be more relaxed in facing all problems at work" (Informant MH)

"In my opinion, if I am motivated but the work environment is less supportive, I will choose to try to change the unfavorable work environment" (Informant W)

Based on the responses of all informants, if millennial women feel uncomfortable with their environment, millennial women will adapt and/or make the environment comfortable and conducive and only one informant (J) may feel uncomfortable because the work environment is not conducive.

"In my opinion; if I am motivated but the comfort and conditions of my current work environment are not good, I will feel uncomfortable working for a long period of time" (Informant J)

This important role shows that good working conditions are very much needed by millennial generation female employees where good working conditions and comfort make them more focused on work; there is no pressure and workload so that the performance of millennial women will increase and the work results are better and completed faster. A work environment that creates comfort for employees will influence the level of seriousness of employees in doing a job so that it encourages better employee performance because there is support from a conducive work environment so that employees will feel at home working there and there will be no turnover in a company.(Budiyanto and Oetomo; 2011). The performance given will continue to increase if there are positive aspects of motivation; innovation and creativity at work, even the work environment such as the workplace; good colleagues can have a

positive impact on a woman's performance, both from an entrepreneurial factor and a work environment factor. (Nitisemito; 2012) Without synchronizing these two work environment factors, millennial women's performance will not improve. The relationship between work environment factors and millennial women's performance is inseparable. This proves the second proposition is acceptable: that a positive work environment plays a significant role in the performance of millennial women. Additionally, other factors, such as family support and encouragement as millennial women struggle in their careers, also influence work performance. Interviews with millennial women revealed similar opinions regarding family. According to informant W: "I am an employee; I am motivated to work because I want to gain experience and also help ease the burden on my family's finances" (Informant W) Based on the researcher's data, the researcher conducted a triangulation process to validate this research. The researcher used a data source triangulation technique to test the validity of the data related to the research problem being studied by the researcher. In this case, the researcher compared and cross-checked the degree of trustworthiness of the information obtained through different sources using a qualitative approach. Overall, the results of interviews with five informants; informant responses agreed that entrepreneurial factors and work environment factors play an important role in improving the performance of millennial women.

The results of the study show that in line with Hodges et al.; (2015) and Komalasari et al.; (2017) which shows that it is important for millennial women to have a success orientation such as innovation and motivation or a good work environment can trigger their careers to develop more rapidly. Even millennial women think that working is a challenging thing and the better the performance of a millennial woman, the higher the competitive advantage of a woman. (Puspitasari; 2013) Millennial women explore knowledge; generate creative ideas; and improve relationships with coworkers, superiors, and subordinates. Positive performance leads to the efforts of millennial women achieving desired goals within an organization or company. There are several methodological limitations to this study. First, all informants interviewed were individuals known to the researcher, which could lead to data bias or other variance that could influence the research results. The analysis focused solely on entrepreneurial factors and work environment conditions. Therefore, it is possible that other factors outside the study could influence the results.

CONCLUSION

Based on the results and discussion of the researchers above, it can be concluded that entrepreneurial factors including innovation, motivation, and creativity, and work environment factors including comfort and working conditions, have an important role and have a positive impact on the work performance of millennial women. Entering the 20th century, the millennial generation, especially women, began to position themselves in various roles in the workplace. The significant and high contributions and performance of millennial women in the workplace demonstrate that their abilities are equal to those of men. In this research study, we aim to answer the following questions: Can working women provide good performance, especially the current millennial generation, and to what extent are their roles given? entrepreneurial factors which include innovation, motivation and creativity and work environment factors which include comfort and working conditions on the performance of millennial career women. Based on the research findings and discussion above, the researcher can conclude that a comfortable and conducive work environment will support millennial women in carrying out their work. Millennial women will feel more challenged and engaged with their work, thus increasing their motivation to complete it. A positive work environment and organizational concept will foster employee creativity. The positive impacts demonstrated by the implementation of innovation and motivation; a conducive work environment results in millennial women improving their performance and even bringing positive results to an organization or company.

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