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The Effect of Anxiety and Employee Engagement on the Performance of Millennial Employees with Resilience as Mediating Variable

Abstract. Human resources are one of the critical assets in the company, and failure to manage human resources can result in disruptions in the achievement of goals in the company, both in performance, profit, and survival of the company itself. This research aims to determine the effect of anxiety and employee engagement on millennial employees' performance with resilience as a mediating variable. The object of this study is the millennial operational staff in PT Bumitama Gunajaya Agro amounts to 776 employees. Millennials are a diverse group of people that were born between 1981 and 1996. Today, they can be anywhere between 25-40 years old and represent 1/3 of the labor force in the labor market. The authors selected 228 respondents in the agronomy assistant section for the study. Data collection was carried out using a questionnaire on a Likert scale. This research method is Structural Equation Modeling (SEM) through the AMOS program version 22. The study results show that anxiety has a negative effect on the resilience and performance of millennial employees, while employee engagement has a positive effect on these indicators. The higher the engagement of employees will increase their resilience. This can be a trigger in achieving the optimal performance of employees. Employees who have low anxiety will bring optimal performance, while employees with high anxiety will produce low performance. This is the uniqueness of each employee facing the problems faced; work experience and mastery of himself become essential to this dynamic.

Keywords: anxiety, employee engagement, resilience, employee performance, millennial employee.

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Вплив тривоги та залученості працівників на продуктивність тисячолітніх співробітників зі стійкістю як посередницькою змінною

Анотація. Людські ресурси є одним із найважливіших активів компанії, а тому неефективне управління людськими ресурсами може призвести до перебоїв у досягненні цілей компанії щодо продуктивності, показника прибутку, а також вплинути на виживання самої компанії. Це дослідження має на меті визначити вплив тривоги та залученості співробітників на продуктивність тисячолітніх співробітників із стійкістю як посередницькою змінною. Об'єктом цього дослідження є тисячолітній оперативний персонал компанії PT Bumitama Gunajaya Agro, який налічує 776 працівників. Тисячолітні працівники або мілленіали – це різноманітна група людей, які народилися між 1981 і 1996 роками. Сьогодні їм може бути від 25 до 40 років і вони становлять $\frac{1}{3}$ робочої сили на ринку праці. Для дослідження автори відібрали 228 респондентів з позиції асистент агронома. Збір даних проводився за допомогою анкети за шкалою Лайкерта. Методом цього дослідження є моделювання структурних рівнянь (SEM) за допомогою програмного забезпечення AMOS версії 22. Результати дослідження показують, що тривога негативно впливає на стійкість і продуктивність тисячолітніх співробітників, тоді як залученість співробітників позитивно впливає на ці показники. Чим вище залученість співробітників, тим більшою буде їхня стійкість. Це може стати пусковим механізмом для досягнення оптимальної продуктивності співробітників. Співробітники з низьким рівнем тривожності мають оптимальну продуктивність, а працівники з високим рівнем тривожності – низьку. Це унікальність кожного співробітника, який стикається з різноманітними проблемами, однак, досвід роботи та володіння собою є важливими в досягненні позитивної динаміки як в роботі, так і в особистому житті.

Ключові слова: тривога, залученість співробітників, стійкість, продуктивність співробітників, тисячолітні співробітники.

INTRODUCTION

The development of the palm oil industry positively impacts the Indonesian economy, both in terms of its contribution to state revenues and the amount of labor absorbed in this sector. The absorption of labor will continue to grow as the production of the palm oil industry increases. As the Minister of Manpower, Ida Fauziyah, said, the palm oil industry plays an essential role in the absorption of labor. "This palm oil industry is a labor-intensive industry that absorbs much labor," the number of workers working in oil palm plantations is 4,425,647 workers (Mola, 2021).

Seeing these conditions, systematic and integrated human resource management is needed. Human resources have become one of the critical assets in the company. The capital that the company must own is not only in the form of capital of money, machinery, equipment, equipment, and materials, but the management of human resources becomes an essential part because to carry out the company's operational activities. This is supported by the opinion that "Failure to manage human resources can result in disruptions in the achievement of goals in the company, both in performance, profit, and survival of the company itself" (Fuad & Waloyo, 2020).

In general, the company's goals are profit-oriented and able to survive and maintain the company's survival in the future; the performance of every employee in the company supports this. Performance measurement at the organizational level refers to taking performance measurements in business units in an integrated manner, which will eventually be directly related to employee performance assessments. Two variables can affect performance. The first is the individual variable: experience, education, gender, age, motivation, physical state, personality, and attitude. The second is situational variables concerning physical and occupational factors, including working methods, arrangements and conditions, work equipment, workspace arrangements, noise, irradiation, and temperature. While the social factors of the organization include policies, types of exercises and experiences, wage systems, and social environments. PT Bumitama Gunajaya Agro (PT. BGA) is Indonesia's large oil palm plantation company. PT BGA has been listed on the Singapore stock exchange since 2012 under the name Bumitama Agri Ltd. PT. BGA as a producer of crude palm oil (CPO) and palm kernel oil (PKO) until 2021, has oil palm plantation land with a total of about 186,413 hectares and 15 palm oil mills

(PKS) in three provinces in Indonesia: Central Kalimantan, West Kalimantan, and Riau, which are suitable areas for the palm oil industry. The number of employees of PT BGA in 2021 was 1,434, of which 424 are Head Office staff, and the remaining 1,010 are operational employees.

Involvement, enthusiasm, and commitment to work are important things to consider in the personnel management. This is supported by Mujiasih & Ratnaningsih's (2012) opinion that there is employee engagement, often translated as Employee engagement, which is an essential contributor to employee retention efforts, customer satisfaction, and performance.

Employees often complain of high job demands, little income, and other factors that the company applies to that employee, making most employees feel anxious. In this condition, employees with high resilience (flexibility) will survive and remove all existing capabilities, while others can decide to resign as a solution. Based on interviews and direct observations of BGA employees, the demands of work are pretty high, and during a pandemic where work locations in the interior of Central Kalimantan, West Kalimantan, and Riau have an impact on anxiety and enthusiasm (engagement) to commit to work and performance. So, chronic anxiety can reduce work performance. Low anxiety can hinder employees in risk-taking, so they are more likely to be stable in their careers, less likely to strive for a better future and avoid innovation.

Based on the background above, researchers are interested in further researching the effect of anxiety and employee engagement on the performance of millennial employees, with resilience as a mediating variable.

LITERATURE REVIEW

Performance

Employees with character and good competence are each company's expectations. These employees are expected to produce optimal performance in meeting the targets or targets set by the company. According to the Great Dictionary of Indonesian (KBBI), performance is something that is achieved or an achievement shown. The term performance comes from the word job performance or Actual Performance (work performance or actual achievements achieved by a person) (Mangkunegara & Prabu, 2016). Performance results from a process referred to and measured over time based on predefined terms or agreements (Edison et al., 2016).

According to Tone & Singh (2016), performance is the result or overall success rate of a person over a given period in carrying out a task compared to various possibilities, such as work standards, targets, or predefined targets or criteria that have been mutually agreed upon. According to Nmadu (2013), employee performance is the achievement of specific tasks as measured by the standards of accuracy, completeness, cost, and speed set before.

Thus, employee performance results from work achieved by a person performing his task or work based on workability in quality and quantity, following the responsibility given to him.

Factors that affect performance are often the link between the desired rewards of employees and their productivity. They include 1) individual employee performance, 2) job satisfaction and organizational commitment, and 3) employee retention.

The performance measure can be seen in terms of a certain amount and quality following the standards set by the company: tangible (can be set measuring instruments or standards) or intangible (can not be set measuring instruments or standards). Performance indicators also depend on personal behavior, work behavior, personal nature, quantity, quality of work, timeliness, cooperation and attendance (Wirawan, 2009; Jackson, 2008).

Anxiety

Today, the world, including business, feels what uncertainty is. Covid-19 is a global pandemic that makes the rest of the world haunted by uncertainty, including employee anxiety in his work.

Anxiety is a natural thing that happens in human life – anything, wherever, and whenever is bound to happen and always accompanies the human heart. Anxiety is a natural disorder of feelings (affective) which is characterized by feelings of fear or worry that are deep and sustained, do not experience disturbances in assessing reality, personality is still intact (not experiencing personality fractures/splitting of personality), behavior can be disturbed but still within normal boundaries.

According to Hawari (2016), Spielberger et al. (2014), as a signal of danger, anxiety is accompanied by several interrelated somatic processes preparatory activities for emergency action.

Anxiety is a subjective feeling of apprehension and heightens physiological arousal (Levitt, 2015). Feelings of fear are subjective and increase physiological arousal. Renner et al. (2016) note that an anxiety state may be defined in terms of the intensity of the tension, apprehension, and worry experienced by an individual at a particular moment in time and the heightened activity of the autonomic nervous system accompanying these feelings.

According to saying, anxiety is a function of the ego to warn the individual about the possibility of the arrival of danger so that appropriate adaptive reactions can be prepared. Anxiety serves as a mechanism that protects the ego because anxiety signals to us that there is danger. If the right action is not taken, the danger will increase until the ego is defeated (Freud, 1926).

There are several types of anxiety: a) objective anxiety (realistic) and anxiety about external dangers; b) neuritis anxiety, anxiety when instincts cannot be controlled and cause people to do something punishable; c) moral anxiety: anxiety arises from the heart to the feeling of guilt when doing and otherwise thinking of doing something contrary to moral norms. According to Freud (1926) & Scully (2001), a subjective state of anxiety may be obvious and may be masked by physical or other psychological complaints with symptoms and signs of anxiety such as psychological, somatic, and physical aspects.

Employee Engagement

Employee engagement (engagement) is the self-use of members of an organization for their work roles by using and expressing themselves physically, cognitively, and emotionally while performing their roles within the organization (Kahn, 1990; Gallup, 2017).

Engaged employees are involved in, enthusiastic about, and committed to their work and workplace. Through Gallup Daily tracking, Gallup categorizes workers as "engaged" based on their responses to key workplace elements it has found predict important organizational performance outcomes.

The concept of engagement can refer to individual engagement and job satisfaction at the same level as enthusiasm for work (Schaufeli, 2017).

Engagement is a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior. Vigor is characterized by high energy levels and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly, and one has difficulties detaching oneself from work (Schaufeli, 2017; Leviucci & Mustamu, 2016).

Employee engagement refers to feeling and earnest and consistent thinking that focuses not only on a particular object, individual event, or behavior. Employee Engagement is a feeling of being bound by an employee to his work that results from the employee's daily involvement with his work. It will be seen physically, cognitively, and emotionally (Bakker, 2006).

Employee engagement is an active, fulfilling, and work-related state of mind that includes strong identification with the organization and self-expression. According to the point of view of some scientists, employee engagement is a person's tendency to participate in a particular work activity, which consists of knowledge, interests, and performance. Bound employees are characterized by energy, absorption, engagement, efficacy, passion, dedication, enthusiasm, and favorable circumstances, increasing productivity. At the same time, revealing that employees involved are aware of the business context and work with colleagues to improve work performance for the organization's benefit. Employee engagement is an issue that can represent the employee's best interests and the best interests of the employer. In the simplest sense, employee engagement signifies that a working person commits, perhaps even pleasure, to engage in work for their organization. Based on the above, employee engagement is a state where employees look psychologically bound both physically, cognitively, and emotionally. Employees will give their best effort in carrying out their duties and work, so they will find it difficult to break away.

According to Drasgow, Cappelli & Schippmann, the four main principles are a condition for an employee to be engaged, namely: 1) The Capacity to Engage (Albrecht & Leiter, 2011; Meiyani et al., 2019; Andrew & Sofian, 2012; Drasgow et al., 2009), 2) The Motivation to Engage, 3) The Freedom to Engage, 4) The Focus of Strategic Engagement.

Thus, employees who have a high level of activity will consistently speak positively about the organization to anyone, have the desire to be a member of the organization in which he works versus the opportunity to work in other organizations, and will give more time, effort, and initiative to be able to contribute to the success of the organization's business.

Resilience

Resilience is the ability of each human being to face, overcome and become assertive when facing different obstacles and obstacles. Every human being can be resilient, and everyone can learn how to deal with obstacles in life so that he later becomes Resilient. This is supported by Bardoel et al. (2014); resilience is conceptualized as a response in circumstances where an individual: 1) has been exposed to a subjectively significant threat, risk or harm; 2) adapts positively; 3) does not lose normal functioning.

According to Kuntz (2015), employee resilience is the capacity of employees, facilitated and supported by the organization, to utilize resources to cope positively, adapt and thrive in response to changing work circumstances.

According to Grotberg (2003), there are three aspects of resilience, namely: 1) External support aspects, which Grotberg calls "I Have", is outside assistance and sources that can increase resilience. 2) Aspects of inner strengths, referred to by Grotberg by the term "I Am," is a force that comes from within, such as feelings, behaviors, and beliefs contained in a person. 3) Interpersonal aspects and problem-solving skills, which Grotberg referred to as "I Can," are social and interpersonal competencies of a person.

RESEARCH METHODOLOGY*Research Hypothesis*

H₁: There is a negative influence of anxiety on the resilience of millennial generation employees.

H₂: There is a positive influence of employee engagement on the resilience of millennial employees.

H₃: There is a negative influence of anxiety on the performance of millennial employees.

H₄: There is a positive influence of employee engagement on the performance of millennial employees.

H₅: There is a positive influence of resilience on the performance of millennial employees.

H₆: There is a negative influence of anxiety on performance through the resilience of millennial employees.

H₇: There is a positive influence of employee engagement on performance through the resilience of millennial employees.

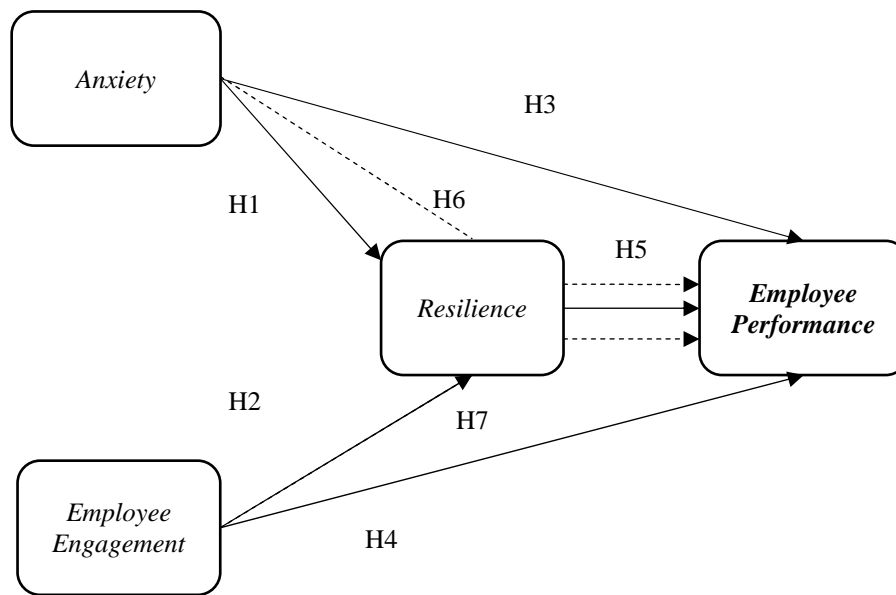


Figure 1. Research Conceptual Framework

The Object of the Study

In this study, the analysis was conducted using applications to calculate descriptive analysis and hypothesis testing, which included millennial employees at PT Bumitama Gunajaya Agro. The total population of Millennial Operational Staff in PT Bumitama Gunajaya Agro amounted to 776 employees, while the respondents used in this study were Millennial Generation in the

Agronomy Assistant section of 228 respondents. The reason for taking these respondents is none other than the research and affordability of researchers and the suitability of determining the number of samples.

The distribution and return of questionnaires are done indirectly through a Google form. The following is presented the sample count and rate of return of the questionnaire in Table 1.

Table 1

The Result of Distribution and Collection of Questionnaires

# Population / N =	Division of questionnaire	Questionnaire return
776	228	228
n = 228	100%	100%

Source: Questionnaire results data that researchers have processed, (2022).

Instrument Development

Questionnaire is a data collection technique that must be done by giving a set of questions or statements to respondents to answer (Sugiyono, 2010). The questionnaires used in this study are a) Anxiety Questionnaire, b) Engagement Questionnaire, c) Resilience Questionnaire, and d) Employee

Performance Questionnaire. A questionnaire aims to get the information needed to research. The questionnaire used in this study was a questionnaire with the Likert Scale. Sugiyono (2010) states that the Likert Scale is used to reveal the attitudes, opinions, and perceptions of a person or group of people about social phenomena, and the Likert Scale uses a 5-point billboard.

Data Analysis

Measurement of this research model can be valid and reliable by using validity and reliability tests to test the data quality with questionnaires so that similarities and circumstances can be obtained and used at different times. Data quality tests need to be done to collect data by utilizing questionnaires as material for research. Testing measures research variables to determine whether the instrument researcher wants to use is valid and reliable. Thus, a valid and reliable questionnaire can

reveal something (research variables) so that the questionnaires used differently can have something in common.

Testing this research model uses the validity of the measurement model and tests the validity of the structural model. Then the measurement analysis or testing of fit models will use Structural Equation Modelling (SEM) with AMOS analysis tool version 22. Here is the Goodness of Fit criteria in research, such as the following:

Table 2

Criteria for Goodness of Fit

<i>Goodness-of-fit indexes</i>	<i>Cut-of-value</i>
Significance Probability	≥ 0.05
<i>Chi-square</i>	Expected small (below table value)
RMSEA	≤ 0.80
GFI	≥ 0.90
TLI	≥ 0.95
CFI	≥ 0.95
CMIN/DF	≤ 2.00
AGFI	≥ 0.80

Source: Processed by researchers (2022).

RESULTS AND DISCUSSION*Validity Test and Reliability Test*

To see how feasible a statement will be given in the questionnaire by testing its validity in the making of the study should look at the comparison of the corrected item-total correlation value with the R-value of the table. A significance value of 0.05 of 0.1300 is a crucial foundation of decision-making. So if the Corrected item-total Correlation value > 0.1300 , the value is valid, while

if the corrected item-total correlation result < 0.1300 , then the data value is invalid.

After a validity test, the next step that will be done is to do a reliability test by comparing the value of Cronbach's Alpha > 0.7 . The data is reliable if Cronbach's Alpha value > 0.7 ; otherwise, the data is not reliable. The data generated in the validity and reliability tests are presented in Table 3.

Table 3

Exploratory Factor Analysis Table

Construct/Latent Variables	Reliability (Cronbach's Alpha)	Items (Indicators)	Corrected Item Total Correlation
1	2	3	4
Anxiety	,909	Kec.1	,606
	,888	Kec.2	,857
	,905	Kec.3	,662
	,904	Kec.4	,671
	,891	Kec.5	,820
	,896	Kec.6	,778
	,912	Kec.7	,577
	,896	Kec.8	,758
Employee Engagement	,912	Ket.1	,616
	,900	Ket.2	,788
	,905	Ket.3	,733
	,910	Ket.4	,644
	,908	Ket.5	,677
	,913	Ket.6	,606
	,911	Ket.7	,643
	,895	Ket.8	,859
	,900	Ket.9	,803

Table 3: Continuation

1	2	3	4
Resilience	,913	Res.1	,659
	,901	Res.2	,860
	,916	Res.3	,597
	,906	Res.4	,772
	,910	Res.5	,721
	,914	Res.6	,623
	,904	Res.7	,820
	,914	Res.8	,632
	,914	Res.9	,637
	,912	Res.10	,671
Employee Performance	,904	Kiner.1	,719
	,911	Kiner.2	,596
	,905	Kiner.3	,699
	,910	Kiner.4	,621
	,909	Kiner.5	,632
	,898	Kiner.6	,825
	,895	Kiner.7	,863
	,900	Kiner.8	,789
	,912	Kiner.9	,582
	,913	Kiner.10	,565

Source: Processed by researchers, (2022).

Table 3 shows that all indicators have been declared valid using SPSS 22, stating that all statements are declared valid by the corrected item-total correlation value > 0.1300 . At the same time, reliability testing can be reliable if viewed all items have a Cronbach's Alpha value > 0.70 . So, reliability of anxiety, employee engagement, resilience, and performance has high reliability.

Data Normality

The requirement in calculating sem model data so that it gets an asymp Sig value > 0.05 is a normality test where the data is distributed normally. The results of the normality test can be seen in Table 4.

Table 4 shows that the value of Asymp Sig is $0.200 > 0.05$. Thus, the data in this study are distributed normally.

Table 4

Data Normality One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		228
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.29658404
Most Extreme Differences	Absolute	.052
	Positive	.052
	Negative	-.024
Test Statistic		.052
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is normal.

b. Calculated from data.

c. Lilliefors significance correction.

d. This is a lower bound of the true significance.

Source: Processed by researchers, (2022).

Hypothesis Test

This study uses Structural Equation Models where the results of the previous test model are found to be fit models so that from the previous model, some data is dropped to find the fit model.

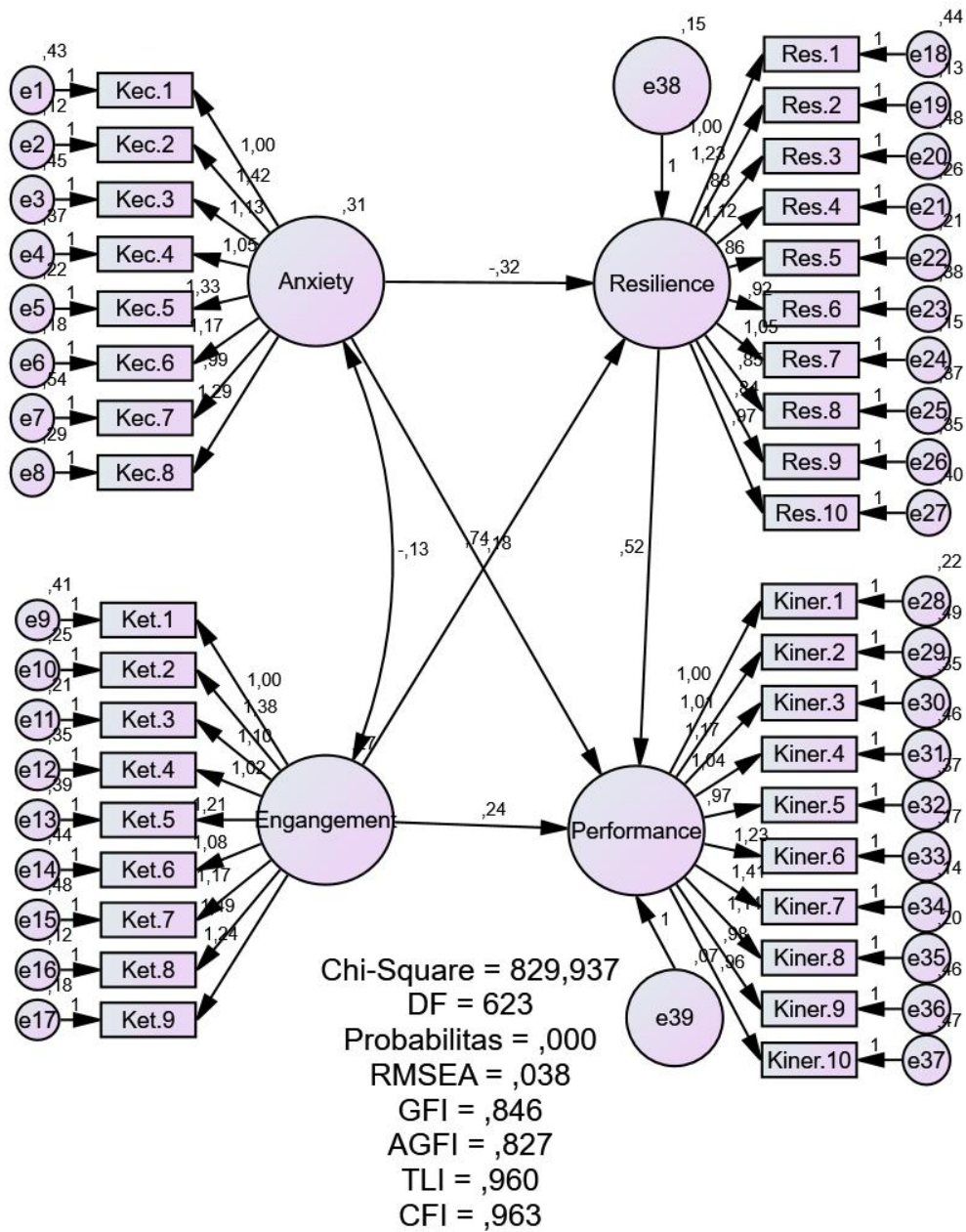


Figure 2. Structural Model Analysis

The fit model in this study is as follows:

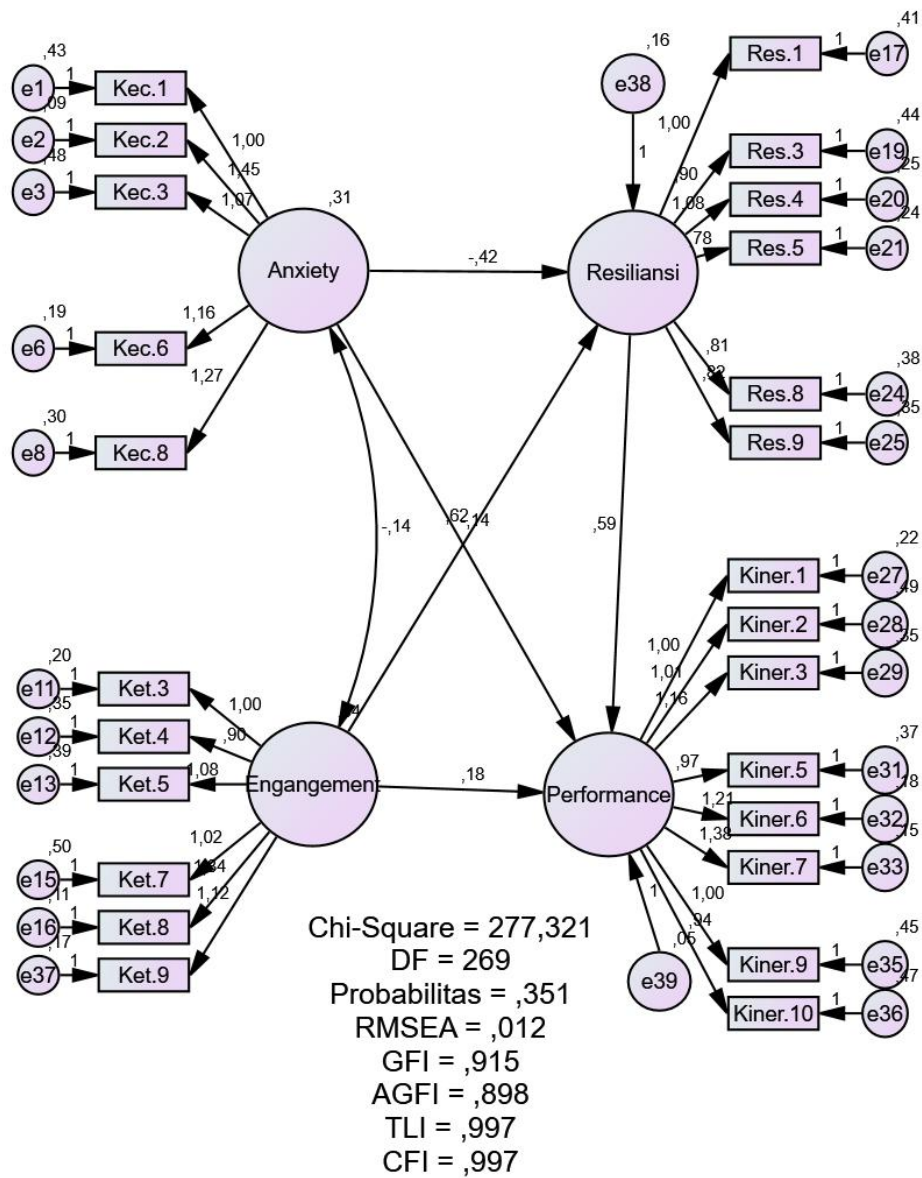


Figure 3. Modification of Structural Model Analysis / Fit Model

The above data results from analysis in modifying structural models to create fit models in comparing criteria from Goodness of Fit. The fit model results in the structural model modification from the goodness of fit, as shown in Table 5.

Table 5

Model Accuracy Test (Goodness of Fit Model)

Good of Fit Index	Cut-off Value	Result	Information
Probability	≥ 0.05	0.351	Fit Model
Chi-Square	< 286,753	277.321	Fit Model
GFI	≥ 0.90	0.915	Fit Model
TLI	≥ 0.95	0.997	Fit Model
CFI	≥ 0.95	0.997	Fit Model
RMSEA	< 0.80	0.12	Fit Model
CMIN/DF	≤ 2.00	1.031	Fit Model
AGFI	≥ 0.80	0.898	Fit Model

Source: Researchers' processed results, (2022).

From the data above, it is concluded that the value of Chi-Square is 286,753 and has a probability value or P-Value of $0.351 > 0.05$ has met what is expected to achieve the fit model. Furthermore, for the GFI value of $0.915 \geq 0.90$ with a TLI output value of $0.997 \geq 0.95$, then for the CFI value of $0.997 \geq 0.95$ while for the value of RMSEA of $0.12 < 0.08$ and the CMIN / DF output

value of $1,031 < 2.00$ with an AGFI value of $0.898 \geq 0.80$ with the conclusion that in the test results it can be said that the data is feasible with a marginal fit model.

The Hypothesis test uses a value of t with a significance level of 0.05 with a Critical Ratio (CR) of 1.96, which states that the hypothesis has a positive effect, and below -1.96, it has a negative effect.

Table 6

Results of the Hypothesis Test

Hypothesis	Path	Estimates	S.E	C.R.	Conclusion
H ₁	Anxiety → Resilience	-,419	,080	-5,242	Negative / Accepted Influence
H ₂	Engagement → Resilience	,622	,082	7,551	Positive / Accepted Influence
H ₃	Anxiety → Employee Performance	-,139	,055	-2,544	Negative / Accepted Influence
H ₄	Engagement → Employee Performance	,176	,063	2,796	Positive / Accepted Influence
H ₅	Resilience → Employee Performance	,590	,084	7,017	Positive / Accepted Influence
H ₆	Anxiety → Resilience → Employee Performance	-,139	,028	-4,916	Negative / Accepted Influence
H ₇	Engagement → Resilience → Employee Performance	,314	,058	5,371	Positive / Accepted Influence

From the table above, it can be known that each Critical Ratio or CR has a value equal to the t-value; it will cause a comparison between the t-value with a significance of 5% with the value of that significance of 1.96. If the crisis ratio value is > 1.96 , the hypothesis is declared accepted, and if it is above -1.96, it has a negative effect. Based on these criteria, it can be concluded that H₂, H₄, H₅, and H₇ are accepted decisions brought about by having a positive relationship with each variable, while H₁, H₃, and H₆ have a negative relationship.

Discussion

This study's results showed that anxiety has a negative direct effect with a Critical Ratio output value of -5,242 on the resilience of agronomy assistant employees of the millennial generation. Then the direct influence of anxiety on employee resilience is -0.419, which means a negative effect. As Seligman et al. (2007) stated, employee review has a moderating effect because it reduces the negative influence of work insecurity on anxiety.

Thus, employees' anxiety harms the resilience of agronomy assistant millennial generation employees at PT Bumitama Gunajaya Agro.

This study's results showed that employee engagement has a positive direct effect with a Critical Ratio output value of 7,551 > 1.96 and is significant to the resilience of agronomy assistant millennial generation employees at PT Bumitama Gunajaya Agro. It can be said that agronomy assistant employees' millennial generation has a high work spirit and assesses the work done as very meaningful. The direct influence of

engagement on employee resilience is 0.622, which means that it has a positive direct effect. Thus, employee resilience is a tool of skills and attributes in looking at employee engagement.

This study's results showed that anxiety has a negative direct effect with a Critical Ratio output value of -2,544 with a probability value of 0.011 on the performance of agronomy assistant employees of the millennial generation at PT Bumitama Gunajaya Agro. Anxiety in assessing the demands/tasks of his work makes the loss of concentration and the physical / body feel heavy to work if the superior calls to discuss work. This negatively affects the performance demands of millennial generation employees. The direct influence of anxiety on employee performance is -0.139, which means that it has a negative direct effect. Thus, anxiety negatively affects employee performance.

This study's results showed that engagement has a positive direct effect with a Critical Ratio output value of 2,796 > 1.96 and is significant to employee performance at PT Bumitama Gunajaya Agro. It also shows that the company's employee engagement activities are effective and in line with employee interests. The direct influence of engagement on employee performance is 0.176, which means that the direct influence positively strengthens the results of the empirical study above.

This study's results showed that resilience has a positive direct effect with a Critical Ratio output value of 7,017 > 1.96 and is significant to Employee Performance of Agronomy Assistant Employees of the Millennial Generation at PT. Bumitama Gunajaya Agro. Resilience, such as employee resilience in carrying out work under pressure and still working according to the assigned task,

can affect the employee's performance. This conclusion is in line with the researcher's hypothesis. The direct influence of resilience on employee performance is 0.590, which means a direct influence positively.

However, this study's results showed that the influence of anxiety on employees' performance through resilience is negative and significant. So the H₆ hypothesis in this study was declared accepted. Thus, an employee's anxiety can affect his performance by being mediated by resilience. However, resilience can still suppress or reduce the influence of anxiety.

In addition, this study's results showed that the direct influence of employee engagement on employee performance through resilience is positive and significant. So the H₇ hypothesis in this study was declared accepted.

CONCLUSIONS

Several conclusions can be obtained based on the research results and hypothesis testing.

In particular, employee anxiety harms the resilience of millennial generation employees of PT Bumitama Gunajaya Agro. It means that there are millennial employees who are nervous and anxious in the face of the demands of their work. However, terms of anxiety increase their resilience with an unyielding attitude in dealing with problems and controlling emotions.

The engagement positively affects the resilience of millennial generation employees of PT Bumitama Gunajaya Agro. Higher employee engagement will increase their resilience. This can be a trigger in achieving the optimal performance of employees.

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Anxiety negatively affects the performance of millennial generation employees of PT Bumitama Gunajaya Agro. Employees who have low anxiety will bring optimal performance, while employees with high anxiety will produce low performance. This is the uniqueness of each employee facing the problems; work experience and mastery of himself become essential to this dynamic.

Employee engagement can positively affect the performance of millennial generation employees of PT Bumitama Gunajaya Agro. Working environment conditions are an element of employee comfort that will impact productivity. The company must create conditions for the employee to reach maximum productivity.

Resilience during problems at work can positively affect millennial generation employees of PT Bumitama Gunajaya Agro. For this reason, many companies want the employee to be stress-resistant and able to work in conditions of rapid changes and a large volume of information.

Anxiety negatively affects employee performance, with resilience as a mediation variable. The average millennial employee with high anxiety will impact less than optimal performance than his resilience ability and vice versa. Millennial employees with low anxiety can get optimal performance supported by resilience.

In addition, engagement positively affects employees' performance, with resilience as a mediation variable. That is, the comfort of employees in carrying out their duties and work will support optimal performance, supported by good fighting power.

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