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THE ROLE OF PROACTIVE COPING AND FUTURE TIME ORIENTATION ON PERCEIVED WORK PRODUCTIVITY IN GENERATIONS Y AND Z

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Abstract: This study aims to determine the role of proactive coping and future time orientation towards perceived work productivity for millennials and post-millennials during conditions before and during the Covid-19 pandemic, as well as explore productivity models by Gen Y and Z during the Covid-19 pandemic. The data analysis method used is logistic regression analysis by distributing questionnaires to 400 employees who work in the oil and gas industry in the Greater Jakarta area in September-November 2021 as research samples. The results showed that proactive coping had an effect on future time orientation, future time orientation had an effect on perceived work productivity, proactive coping had an effect on perceived work productivity, Generations Y and Z moderated the relationship between proactive coping and future time orientation, and Generations Y and Z did not moderate the relationship. between future time orientation and perceived work productivity.

Keywords: proactive coping, future time orientation, perceived work productivity, millennial, covid-19

Abstrak: *Penelitian ini bertujuan untuk mengetahui peran dari proactive coping dan future time orientation terhadap perceived work productivity terhadap millennial dan post millennial selama kondisi sebelum dan saat pandemi Covid-19, serta mengeksplorasi model produktivitas oleh Gen Y dan Z selama pandemi Covid-19. Metode analisis data yang digunakan ialah analisis regresi logistik dengan menyebarkan kuesioner kepada 400 karyawan yang bekerja pada industri minyak dan gas bumi di wilayah Jabodetabek pada bulan September-November 2021 sebagai sampel penelitian. Hasil penelitian menunjukkan proactive coping berpengaruh terhadap future time orientation, future time orientation berpengaruh terhadap perceived work productivity, proactive coping berpengaruh terhadap perceived work productivity, Generasi Y dan Z memoderasi hubungan antara proactive coping dengan future time orientation, dan Generasi Y dan Z tidak memoderasi hubungan antara future time orientation dengan perceived work productivity.*

Kata kunci: *proactive coping, future time orientation, perceived work productivity, millennial, covid-19*

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INTRODUCTION

At this time the condition of the COVID-19 pandemic has hit the whole world without exception. With the lengthy process of healing and handling the COVID-19 pandemic, which has been going on for more than a year, the condition of the community has become increasingly uncertain. The direct result of the pandemic is the prevalence of stress in society in general reaching 29.6% (Salari et al. 2020). Different types of stress affect individuals differently, depending on the proactive coping abilities of each individual (Byrd and McKinney, 2012).

This period of global pandemic conditions affects everyone from all walks of life, ages and generations. Based on research results from Morin (2021), Gen Z experiences more mental health problems than other generations at this time with a percentage of 58% compared to baby boomers 24%, Generation X 35%, and millennials 41%. Hays et al. (2021) in their research shows that millennials prefer remote work because they have more time for other things such as taking care of their family.

The condition of the COVID-19 pandemic has also made many aspects of the future uncertain, this is because many people tend to focus on current difficulties and spend a lot of time doing activities that are not related to work due to various distractions. Past behavior can be used as a basis or capital in making decisions to behave in the future, past behavior as an experience that has been felt can influence a person to decide (Wardana et al. 2021). According to Chang et al. (2021) by using proactive coping, a person's future time orientation will be directed to evaluating his behavior for future implications.

Efforts made by the government to break the chain of the spread of COVID-19 are by making a policy of working remotely or telecommuting schemes for workers. In Indonesia, telecommuting is known as Work from Home (WFH). According to Morikawa (2020) remote work is associated with self-reported declines in work productivity by employees during the COVID-19 pandemic. Employees must be independent in an effort to overcome challenges and maintain work productivity. Differences in personal approaches to managing change and dealing with uncertainty can result in differing productivity.

Anagnostopoulos and Griva (2012) showed that proactive coping has a positive correlation with future time orientation. When someone has a good proactive coping mechanism, it will also increase the future time orientation that they form. In another study, Chang et al. (2021) stated that proactive coping has an effect on future time orientation. Similarly, the research of Bekhter et al. (2021) stated that there is a positive relationship between proactive coping and future time orientation.

Andre et al. (2018) shows that there is a positive and significant relationship between future time orientation and perceived work productivity. In line with that, Kooij et al. (2018) also states that future time orientation and perceived work productivity have a positive correlation. Someone with a good future time orientation tends to also have good productivity. Hobfoll et al. (2018) in his research stated that proactive coping has a relationship with perceived work productivity. Then Chang et al. (2021) also stated that proactive coping has a correlation with perceived work productivity.

Research on the relationship between proactive coping, future time orientation, and perceived work productivity in the COVID-19 pandemic has been carried out by several previous researchers on objects located in Taiwan and the United States, using the Structural Equation Modeling (SEM) analysis method. However, this research will use a different methodology, namely Logistic Regression Analysis. In addition, the state of the art from this research will be conducted in Indonesia by looking at the comparison of the object of research, and adding employees in the millennial or post-millennial category generation as moderator, who do work offline or online during the COVID-19 pandemic.

The purpose of this study is to determine the different roles of proactive coping and future time orientation in influencing perceived work productivity for millennials and post-millennials during conditions before and during the COVID-19 pandemic. In addition, to explore productivity models by Gen Y and Z during the COVID-19 pandemic.

METHODS

The population that is the object of this research is employees who work in the oil and gas industry in the Jakarta, Bogor, Depok, Tangerang, and Bekasi

(Jabodetabek) areas in the millennial or post-millennial category, who do work offline or online during the COVID-19 pandemic. The sample used in the study is in accordance with the requirements of the analytical tool used, because it uses Logistics Regression Analysis, generally at least 400 respondents (Hosmer and Lemeshow, 2000). Researchers set a sample of 400 respondents to fill out the questionnaire. The results of the questionnaire were used as primary data. The method used in selecting the sample is purposive sampling, since the number of population, are very large and vary. The criteria for the purposive sample, first full time employee for miniminum a year, and employees who do work offline or online during the COVID-19 pandemic.

This research consists of independent variables, namely proactive coping and future time orientation, the dependent variable is perceived work productivity, measured using 5-likert scale, from strongly disagree to strongly agree and the moderating variable is Generation Y and Z, a nominal scale.

The proactive coping variable is, dimensions consisting of autonomous goal setting with cognition, self-regulatory goal achievement behavior, and the integration of proactive emotional management, by looking at the proactive coping inventory developed by Greenglass et al. (1999). The future time orientation variable is measured using the Güler (2004) dimension which consists of a person's size focusing on events that will occur in the future, and the way a person prepares himself for future events. Then the perceived work productivity variable is measured using the Bélanger (1999) dimension. consisting of effectiveness and efficiency. The measurement dimensions in the form of a questionnaire were first tested for validity and reliability.

Validity test using Kaiser-Msyer-Olkin (KMO) and the measure of sample adequacy Measures of Sampling Adequacy (MSA). In the validity test, the value that must be obtained is greater than 0,50, if the value obtained is greater, it means that factor analysis can be used and processed further (Doll et al. 1994). The reliability test uses Cronbach's alpha, if the alpha value is close to 1, the value will be better (Hair et al. 2014). Furthermore, the analytical tool to test the hypothesis in this study uses the Logistics Regression Analysis tool, where in logistic regression there are a series of steps that must be carried out.

Hypothesis Development

According to Zambianchi and Bitti (2014) proactive coping has a strong relationship with future time orientation. Anagnostopoulos and Griva (2012) in their research also stated that the future time perspective was positively associated with proactive coping. Future time orientation reflects one's desire to achieve goals and use time effectively to prepare for future encounters, leading to the accumulation of resources (Aspinwall and Taylor, 1997; Keough et al. 1999). Chang et al. (2021) stated in their research that proactive coping has an effect on future time orientation. Research conducted by Bekhter et al. (2021) stated that there is a positive relationship between proactive coping and future time orientation. Based on some ofresearch model (Figure 1), the following hypotheses were developed:
H1: Proactive coping has a positive effect on future time orientation

Research conducted by Kooij et al. (2018) states that future time orientation has an influence on perceived work productivity. Someone with a future time orientation tends to be more prepared to delay gratification because they imagine the future consequences of behavior that currently occurs (Simons et al. 2004). Furthermore, Chang et al. (2021) stated in their research that future time orientation has an effect on perceived work productivity. In line with previous research, Andre et al. (2018) also in his research states that future time orientation has a positive effect on work productivity. One's future time orientation results in higher performance through task execution which is associated with positive future outcomes (Hobfoll et al. 2018). Based on some of the things above, the following hypotheses were developed:
H2: Future time orientation has a positive effect on perceived work productivity

There are very few studies related to proactive coping and perceived work productivity. A study conducted by Hobfoll et al. (2018) states that proactive coping has an influence on perceived work productivity. Proactive coping improves the quality of life and a person's experience of positive stress, which leads to productivity and well-being (Senada, 2015). Chang et al. (2021) stated in their research that proactive coping has an effect on perceived work productivity. Then DuBrin (2013) showed that proactive coping is associated with higher (productive) work results, compared to reactive employees. Based on some of the things above, the

following hypotheses were developed:
H3: Proactive coping has a positive effect on perceived work productivity

Research from Berkup (2014) distinguishes the behavior of Generation Y (millennials) and Generation Z, especially in terms of technology. Generation Y was not born in conditions of rapid technological development, but can adapt to use it actively. While Generation Z was born in the rapid development of technology and is considered a part of life. The difference in behavior in work is shown by Kutlák (2019) in his research, for Generation Y prefers to work in a team, while Generation Z prefers to work individually and does not really like to be involved in team work. According to research conducted by Pichler et al. (2021) the difference that is clearly visible from generations Y and Z is work productivity, where generation Z has an increase in welfare and higher productivity compared to generation Y. Based on the several things above, the following hypothesis is developed:
H4a: Generations Y and Z moderate the relationship between proactive coping and future time orientation
H4b: Generations Y and Z moderate the relationship between future time orientation and perceived work productivity

RESULTS

Validity and Reliability Test

The results of calculations that have been carried out state that all variables in this study are valid because they have Kaiser-Msyer-Olkin (KMO) values and Measures of Sampling Adequacy (MSA) more than 0.50. In detail, the resulting value, namely, proactive coping is 0.712; future time orientation of 0.753; and the perceived work productivity is 0.739. Furthermore, the results of the reliability test showed that all variables were declared reliable with the results, proactive coping of 0.889; future time orientation of 0.732; and the perceived work productivity is 0.788.

Respondent's Profile

Respondents in this study were employees who worked in the oil and gas industry in the Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek) areas in the millennial or post-millennial category, who worked offline and online during the COVID-19 pandemic. The distribution of questionnaires using google forms in one company that has an office in the Greater Jakarta area and carried out from September to October 2021. Based on the data obtained, it shows that the majority of respondents are male, as many as 205 people (51%), while women are as many as 195 people (49%). The characteristics of respondents based on age were determined proportionally by the researchers, namely as many as 200 people (50%) for the age of 26–40 years (Gen Y) and also as many as 200 people (50%) aged 5-25 years (Gen Z). Further characteristics of the respondents can be seen from their latest education level, namely the majority of respondents with undergraduate education level (S1) as many as 288 people (72%), then Postgraduate (S2/S3) as many as 99 people (25%), high school/equivalent as many as 7 people (2 %), and others such as Vocational-D3 as many as 6 people (2%).

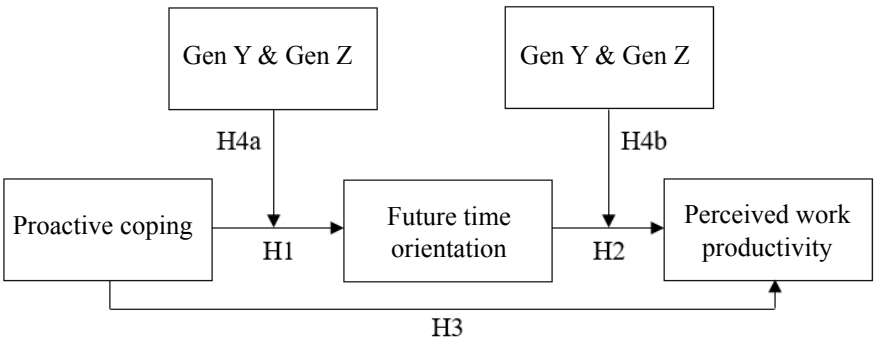

Figure 1. Research model

Characteristics based on work experience obtained the majority of respondents have worked 6-10 years as many as 183 people (46%), while those who have worked 11–15 years are 18 people (5%), and > 15 years are 1 person (0%). Furthermore, the characteristics based on the average monthly income obtained by the majority of respondents with an average monthly income of < IDR7,000,000 as many as 281 people (70%), then for an income of IDR7,000,001–IDR20,000,000 as many as 102 people (26%) , income of IDR20,000,001–IDR30,000,000 for 10 people (3%), and income > IDR30,000,000 for 7 people (2%). Then for the characteristics based on marital status, the majority of respondents were unmarried as many as 300 people (75%) and those who were married as many as 100 people (25%).

Logistics Regression Analysis

This study tested the hypothesis by using logistic regression analysis. Prior to testing the hypothesis, tabulation was carried out on the data obtained through the distribution of online questionnaires. The mean and median values of each variable were calculated. Proactive coping has a median value of 4.12. Furthermore, labeling or code for each respondent's answer is based on the median value, where respondents with an average value of 4.12 are given code 1, meaning that they have a high mentality to face challenges, and respondents with an average value of < 4.12 are given a code. 0, it means having a low mentality to face challenges.

Then the future time orientation variable has a median value of 4.00. Where respondents with an average value of 4.00 were given a code of 1, meaning that they had a positive future orientation, and respondents with an average value of < 4.00 were given a code of 0, meaning that they had a negative future orientation. In addition, the perceived work productivity variable gets a median value of 4.00. Where respondents with an average value of 4.00 are given a code of 1, meaning they have high productivity, and respondents with an average value of < 4.00 are given a code of 0, meaning they have low productivity.

Model 1. Binomial Regression Analysis

Hypothesis testing is done by partially testing the binomial regression model. However, before carrying out the test, a test of the effect of proactive coping variables and interaction variables (Gen Y and Gen Z) was carried out on future time orientation. The results obtained in Table 1 are that proactive coping has a P value of 0.000 (<0.05), meaning that proactive coping has an effect on future time orientation and interaction variables also have a P value of 0.047 (<0.05). From these results, it can also be seen that based on the results of the Odds Ratio on the interaction variables, it shows that Generation Y (millennials) have an optimistic attitude of 1,62 times than Generation Z about how to view the future after the Covid-19 pandemic is more positive. Furthermore, according to the hypothesis, a test was conducted to see the ability of the interaction variables (Gen Y and Gen Z) to moderate the relationship between proactive coping and future time orientation. The results showed that the interaction variable, especially Generation Y (millennials) had a value of 0.045 (<0.05), meaning that it was able to moderate the relationship between proactive coping and future time orientation. It can also be interpreted that Generation Y (millennials) who have high mental abilities to face challenges will have a more positive future orientation than Generation Z who have low mental abilities in facing challenges.

Although the two hypotheses in binomial regression show an effect and the hypothesis is accepted, further testing needs to be done to see how the model built matches the data held in this study or not. The first model fit test uses the Chi Square test, the results show that the Chi Square prob is below 0.05, which is 0.0113 which means it is not good fit. Then a second check was carried out, namely the Hosmer Lemeshow test, the result was a prob value above 0.05, i.e. 0.0705, which means goodfit, or the data matches the model built.

Table 1. Results of model 1 Binomial regression test

codeFTO	Odds Ratio	Std. Err.	z	P > | z |	[95% Conf. intervals]	
PC	20.20854	7.363185	8.25	0.000	9.894435	41.27421
agePC	1.127965	.0678212	2.00	0.045	1.002572	1.269042
_cons	3.71e-06	5.52e-06	-8.41	0.000	2.01e-07	.0000685

Model 2. Binomial Regression Analysis

Then test the hypothesis of the second part of the partial binomial regression model. Tested the effect of proactive coping, future time orientation and interaction variables (Gen Y and Gen Z) on perceived work productivity. The results obtained in Table 2 are that proactive coping has a P value of 0.000 (<0.05), meaning that proactive coping has an effect on perceived work productivity, then future time orientation has a P value of 0.007 (<0.05) meaning future time orientation has an effect on perceived work productivity, and the interaction variable has no effect on perceived work productivity with a P-value of 0.771 (> 0.05). Furthermore, according to the hypothesis, a test was conducted to see the ability of the interaction variables (Gen Y and Gen Z) to moderate the relationship between future time orientation and perceived work productivity. The results obtained are that the interaction variables (Gen Y and Gen Z) have a value of 0.780 (> 0.05), which means it does not moderate the relationship between future time orientation and perceived work productivity.

Furthermore, further testing was also carried out to see how the model built matched the data held in this study or not. The first model fit test uses the Chi Square test, the results show that the Chi Square prob is above 0.05, (0.0549) which means good fit. And a second check was also carried out, namely the Hosmer Lemeshow test, the result was a prob value above 0.05 (0.5390) which also means goodfit, or the data matches the model built.

Based on Table 3, it can be seen that hypothesis one (H1), proactive coping has a positive effect on future time orientation so that the data supports the hypothesis because the P value is 0.000 < 0.05. In hypothesis two (H2), it can be concluded that future time orientation has a positive effect on perceived work productivity with a P value of 0.007 < 0.05 so the data supports the hypothesis. Analysis of the third hypothesis (H3) stated that the data supported the hypothesis, where proactive coping had a positive effect on perceived work productivity with a P value of 0.000 < 0.05. The fourth hypothesis (H4a) is that generations Y and Z moderate the relationship between proactive coping and future time orientation so that the data supports the hypothesis with a P value of 0.045 < 0.05. Then for the fifth hypothesis (H4b), generations Y and Z it does not moderate the relationship between future time orientation and perceived work productivity, because the resulting P value is 0.780 > 0.05 so the data does not support the hypothesis.

Table 2. Results of model 2 Binomial regression model 2

codeFTO	Odds Ratio	Std. Err.	z	P > | z |	[95% Conf. intervals]	
PC	8.565122	3.134966	5.87	0.000	4.180043	17.55037
codeFTO	4.474127	2.485057	2.70	0.007	1.506354	13.28892
AgeFTO	1.092497	.3463065	0.28	0.780	.5869497	2.033478
_cons	.000073	.0001079	-6.44	0.000	4.02e-06	.0013249

Table 3. Hypothesis test results

Hypothesis	Connection	Probability of Odd Ratio	Conclusion
H1	Proactive coping has a positive effect on future time orientation	0.000	The data support the hypothesis
H2	Future time orientation has a positive effect on perceived work productivity	0.007	The data support the hypothesis
H3	Proactive coping has a positive effect on perceived work productivity	0.000	The data support the hypothesis
H4a	Generations Y and Z moderate the relationship between proactive coping and future time orientation	0.045	The data support the hypothesis
H4b	Generations Y and Z moderate the relationship between future time orientation and perceived work productivity	0.780	The data do not support the hypothesis

Path Analysis

The next analysis is path analysis. Path analysis was carried out because at the time of partial binomial regression testing there were inconsistencies in the goodness of fit test. In addition, to explore the analysis and see if the model used is stable or not. So, an exploration of the model with path analysis was carried out using the STATA application. Path analysis is done by entering all variables in accordance with the existing hypotheses in this study. The results obtained from this analysis are, proactive coping with future time orientation has a P value of 0.000 (<0.05) and for perceived work productivity has a P value of 0.000 (<0.05), future time orientation to perceived work productivity has P value 0.007 (< 0.05), interaction variables (Gen Y and Gen Z) as a moderator between proactive coping and future time orientation got P value 0.045 (<0.05), and interaction variables (Gen Y and Gen Z) as a moderator between future time orientation and perceived work productivity, got a P value of 0.780 (>0.05)(Table 4). So from these results it can be interpreted that there is an effect of proactive coping on future time orientation, proactive coping on perceived work productivity, and future time orientation on perceived work productivity, as well as interaction variables (Gen Y and Gen Z) as a moderator between proactive coping with future time orientation. Meanwhile, there are also results that the interaction variables (Gen Y and Gen Z) do not moderate the relationship between future time orientation and perceived work productivity. The results with path analysis are the same as the results of the partial binomial regression, so it can be concluded that the research model is stable.

Model Exploration Analysis

Furthermore, after all the hypotheses in the study were answered. Researchers explored other demographic factors that determine the level of perceived work productivity when working from home during the Covid-19 pandemic. The demographic variables tested were gender, last education, work experience, and marital status (Table 5). The result is that all demographic variables have a P value > 0.05, which means that all of these demographic variables do not affect the level of perceived work productivity when working from home during the Covid-19 pandemic.

Table 4. Path analysis results

	Odds Ratio	Std. Err.	z	P > | z |	[95% Conf. intervals]	
codeFTO						
PC	3.006105	.3643601	8.25	0.000	2.291972	3.720238
PC Age	.1204154	.060127	2.00	0.045	.0025686	.2382621
_cons	-12.50398	1.487345	-8.41	0.000	-15.41912	-9.588835
PWP code						
PC	2.147698	.3660153	5.87	0.000	1.430322	2.865075
codeFTO	1.498311	.5554283	2.70	0.007	.4096919	2.586931
AgeFTO	.0884656	.3169863	0.28	0.780	-.5328162	.7097474
_cons	-9.525338	1.479064	-6.44	0.000	-12.42425	-6.626425

Table 5. Results of model exploration analysis

PWP code	Odds Ratio	Std. Err.	z	P > | z |	[95% Conf. intervals]	
Gender	.8273437	.2082943	-0.75	0.452	.505109	1.355148
CategoriesAge	1.184123	.5791121	0.35	0.730	.4540507	3.088083
Last education	.9747849	.2485853	-0.10	0.920	.5913425	1.606862
Work experience	.874154	.3561689	-0.33	0.741	.3933426	1.942697
Marital status	.9771682	.2879136	-0.08	0.938	.5484924	1.740877
PO	8.801698	3.269374	5.86	0.000	4.250004	18.22819
codeFTO	5.064155	1.35141	6.08	0.000	3.001629	8.543916
_cons	.0000919	.0001575	-5.42	0.000	3.20e-06	.0026413

In this study, from the firs Hypotheses there are results showing that good proactive coping will increase a person's future time orientation towards being more optimistic and better. The results of this study are in line with the research conducted by Chang et al. (2021) which states that proactive coping has an influence on future time orientation. It also supports the results of research conducted by (Anagnostopoulos and Griva, 2012; Bekhter et al. 2021; Zambianchi and Bitti, 2014) which states that there is a positive relationship between proactive coping and future time orientation. In general, employees who have a high mental ability to face challenges and stressors tend to have a more positive future orientation. In the current situation of the Covid-19 pandemic, which requires WFH, employees who have built their own internal resources will be able to be stronger through difficult conditions and rebuild their future post-pandemic with optimism. Employees who have good proactive coping will consider this pandemic condition as an opportunity to be more innovative in the future and not only see it as a time to complain. Even though they work in a WFH way, employees with good proactive coping will be able to run it the same as when working in the office.

Furthermore, from the second Hypotheses, in this study there are results which state that a good future time orientation will increase the perceived work productivity of employees working in the oil and gas industry. The more a person's future orientation towards an optimistic and positive, it will form the perceived work productivity. The optimistic view of each employee is certainly shaped by different things depending on what he wants to achieve in the future, it can be in terms of his personal life such as family, work life, or things that are his life goals. When employees always have an optimistic view it will be reflected in their work, this then has implications for increasing productivity which they feel and will certainly benefit the company. WFH conditions that require doing work from home for someone with a good future time orientation tend to be more prepared to delay gratification because they imagine the future consequences of behavior that is currently happening. The results of this study are in line with and support previous research conducted by (Andre et al. 2018; Chang et al. 2021; Hobfoll et al. 2018; Kooij et al. 2018; Simons et al. 2004) .

In this study, from the third hypotheses, there are also results showing that good proactive coping will increase the perceived work productivity of employees who work in the oil and gas industry. An employee's proactive coping is formed from the quality of life and previous experiences in the face of opposition. When self-restraint to face challenges is well-formed in a person, it will lead to productivity and well-being. In this Covid-19 pandemic condition, every employee is required to have good self-restraint when carrying out their work, despite the many uncertainties in this condition, employees are required to remain productive and meet targets in their work. In WFH working conditions, someone with higher proactive coping abilities is considered to have more work-related skills and is able to adapt better to change and is seen as more productive. Employees with high proactive coping not only react to stressors, but also try to actively manage resources for the purpose of carrying out tasks effectively, even while working as WFH in the Covid-19 pandemic. The results of this study are in line with research conducted by (Chang et al. 2021; DuBrin, 2013; Hobfoll et al. 2018; Senada, 2015)

Then in this study the results of fourth hypotheses, showed that generations Y and Z moderated the relationship between proactive coping and future time orientation for employees working in the oil and gas industry. After being explored further, the results of the study show that Generation Y (millennials) have an attitude of optimism 1.62 times that of Generation Z about how to view the future after the Covid-19 pandemic is more positive. It can also be interpreted that Generation Y (millennials) who have high mental abilities to face challenges will have a more positive future orientation than Generation Z who have low mental abilities in facing challenges. Employees who fall into the millennial generation category already have experience in facing challenges in their work, this forms a self-defense mentality such as proactive coping. This experience was obtained when working in WFO conditions, but when working as a WFH, it did not change the mentality that had previously been formed. Based on that, employees in the millennial category will be able to survive in difficult conditions and always view life after these difficult conditions more optimistically.

However, in this study there are results showing that Generations Y and Z do not moderate the relationship between future time orientation and perceived work productivity for employees working in the oil and gas industry. This means that the relationship between future time orientation and perceived work productivity

is not determined by Generation Y or Z. Age does not determine an employee's future orientation towards work productivity. The orientation of time in the future returns to the mechanism of each individual which is formed from the experiences he has experienced, so the implications are also for high or low work productivity. In this study, it was also found that demographic variables other than generation such as gender, latest education, work experience, and marital status also did not have an influence on employee work productivity, or in other words did not affect the level of perceived work productivity when working from home during the Covid-19 pandemic.

Managerial Implications

This study aims to determine the differences in the roles of proactive coping and future time orientation in influencing perceived work productivity for millennials and post-millennials during conditions before and during the Covid-19 pandemic. Where in the current conditions, each individual needs internal resources well to be able to survive in difficult conditions and have high productivity at work. This can be a consideration for companies in the oil and gas industry to be able to recruit or direct especially employees who are in the Gen Y (millennial) category because they have a 1,62 times higher self-defense mentality from challenges. In the oil and gas industry, they tend to have a high level of stress at work, by having good proactive coping, they will continue to motivate employees to stay productive and have a more optimistic view of the future.

Based on the results of respondents' answers, the company must always provide support to employees and also training on self-development, so if employees are facing a problem they can still think about the positive impact of the problem and make it a lesson. Furthermore, the company can also improve the reward and punishment system so that employees can be enthusiastic about completing work on time and making steady progress. Then the company must confirm the rules when implementing WFH so that employees can still complete work on time according to the specified target. The results of this study are expected to be useful managerially for the oil and gas industry in order to increase high productivity considering that proactive coping and future time orientation have proven to have a major role in their influence.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The results that can be concluded in this study are first, good proactive coping will increase future time orientation. Second, good future time orientation will increase the perceived work productivity of employees working in the oil and gas industry. Third, good proactive coping will increase the perceived work productivity of employees working in the oil and gas industry. Fourth, Generations Y and Z moderate the relationship between proactive coping and future time orientation for employees working in the oil and gas industry. And the fifth, Generation Y and Z do not moderate the relationship between future time orientation with perceived work productivity for employees working in the oil and gas industry.

Recommendations

Recommendations for developing further research are to add other variables besides proactive coping, future time orientation, and perceived work productivity, such as self-motivation, leadership style, and organizational culture. It is also recommended to be able to conduct research for a longer period of time. Then it is suggested that further research can expand the scope of research, not only in the oil and gas industry but also in the health services industry, banking, and creative industries.

The limitations of the study refer to several shortcomings in this study. This study only discusses the variables of proactive coping, future time orientation, and perceived work productivity. The research was also only conducted in the Greater Jakarta area within a short research period. Then there is the possibility that the respondent only filled out the questionnaire based on the expected ideal conditions, not the actual one.

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