

Individual Performance Model of Indonesian Millennial Generation Employees

Nugroho Dwi Priyohadi¹, Fajrianthi², Fendy Suhariadi³, Rahadian Ahmad⁴, ¹STIAMAK Barunawati Surabaya, ^{2,3}Universitas Airlangga, ⁴Universitas Indonesia, Jakarta, Email: ¹nugroho.dp@stiamak.ac.id, ²fajrianthi@psikologi.unair.ac.id, ³fendy.suhariadi@psikologi.unair.ac.id, ⁴rahadian.ahmad@ui.ac.id

This manuscript is the result of the author's doctoral research in Surabaya, Indonesia, in 2020, updated to consider the situation in 2021. It is common knowledge that millennials have increasingly dominated many business and government organizations. Amid high individual performance demands for organizations, research relating to the individual performance of the millennial generation remains to be scarce. A performance model must tailor to the unique characteristics of the millennial generation be made so that their performance can be optimized. Thus, this study aims to test the individual performance model of millennial generation employees. The model is expected to help optimize employees' performance to aid organizations in achieving their objectives more optimally. By reconstructing the existing concept, the current model was built using the following variables: grit, organizational communication, transformational leadership, and teamwork. Teamwork act as a mediator. This quantitative study involved 738 people through simple random sampling as participants. Participants were included if they were millennial employees either in managerial positions or operational staff. The study used five scales: (1) Individual Performance Scale compiled by Johari & Yahya (2012), (2) Grit scale by Duckworth (2007), (3) Transformational Leadership scale by Beveren et al. (2017), (4) Communication Satisfaction Scale developed by Down & Hazen (1977) and Okay & Okay (2009), and (5) the scale of teamwork by Kiesewetter & Fischer (2015). The results show that the individual performance model was compatible with the conceptual model. This finding proves that the individual performance of millennial employees is influenced by grit, organizational communication, transformational leadership, and teamwork. In other words, if the organization intends to improve the individual

performance of millennial generation employees, then they should consider the role of grit, organizational communication, transformational leadership, and teamwork. This research is also expected to theoretically contribute to the development of millennial generation employee performance models. It also has practical implications, in which the individual performance model can help organizations design training and program to improve their employees' performance, especially the millennial generation.

Keywords: *individual performance model, grit, transformational leadership, communication, teamwork.*

Background

Nowadays, performance is a crucial issue in the history of business. It is almost certain that every company has a performance indicator, commonly referred to as a key performance indicator (KPI). Campbell (in Sonnentag & Frese, 2002) states that individual performance is a central concept that is continuously researched. The topic attracts much attention because individual performance is a critical factor within work and organization. Organizations need individuals with high performance to realize goals, missions, and visions to increase the organization's competitiveness against other organizations (Motowidlo; & Cross in Sonnentag & Frese, 2002).

The characteristics of high-performing organizations, according to Almatrooshi et al. (2016), includes having: (1) reliable human resources, (2) effective leadership in mobilizing all resources to achieve the organization's vision and mission, (3) good organizational communication, and (4) excellent teamwork among employees to achieve organizational goals. Kroupa (2007) stated that high-performing organizations need human resources with group work orientation (*teamwork*), so the efforts to achieve goals could be carried out more effectively and efficiently. Other research on performance, which explored achievement and high-performance organizational orientation, was conducted by Duckworth et al. (2007), who found that individuals with the trait of a high driving force to achieve their ideals (perseverance) would be able to reach peak performance. Hence, organizations with such types of employees would be able to achieve performance targets successfully.

Alignment between organizational and individual performance is the main issue in performance management (Ayers, 2015). The organization requires individuals with high performance to achieve their goals. Low individual performance will cause dissatisfaction and be considered a personal failure by the employees (Sonnentag & Frese, 2002). On the other hand, individual performance is also essential because completing tasks and achieving high performance creates satisfaction and pride.

Currently, a fascinating fact is found surrounding staffing: millennial generation employees make up most of the employees. At the same time, failure to understand how the millennial generation functions cause many companies to have low productivity and job satisfaction (Hartanto, 2018). Similarly, Ranaweera & Dharmasiri (2016) also stated that failure to recognize the millennial generation's characteristics could lead to poor organizational performance due to non-optimal individual performance. Nowadays, researchers continue to study the millennial generation to understand their characteristics, performance models, and how they can be optimized for organizations. Some studies only focused on recognizing millennial characteristics, and very few studies have revealed the performance of millennials in the organizations (Ranaweera & Dharmasiri, 2016).

Some researchers, for example, Taylor (2011) and Gallup (2016), tried to see whether it was related to the existence of the millennial generation. "Millennial" refers to the generation born from 1981 to 2004 with the main characteristic of being full of confidence, always connected to the internet, and independent (Taylor, 2011). Millennials also have a personal characteristic of quickly adapting to change (Taylor and Ketter, 2010). This characteristic could influence the performance level in a way that differentiates them from previous generations. Gallup (2016) stated that some of the characteristics of millennial employees include that their motivation to work is not merely to receive salary and gain job satisfaction but also to achieve their goals and find meaningfulness from their work.

Millennials are more driven by self-development opportunities, so they need more leaders who act as coaches than bosses who often govern and control. Millennial employees do not like annual assessments. They prefer ongoing conversations that allow them to communicate and get constant feedback as evaluation. Millennial employees' preferable way to communicate is by texting, *tweeting*, and using *skype* in real-time, making continuous annual assessments less effective for them. Millennial employees are reluctant to fix their weaknesses; they prefer to develop their strengths more.

Concerning individual performance, corporate performance (commonly referred to as organizational performance) is the accumulation of individual and group (division) performance within the organization (Arsmtrong, 2009; Bono et al., 2001; Simanjuntak, 2011). Armstrong (2009), Bono, Judge, Patton, & Thoresen (2001), Hogan and Coote (2013), and Simanjuntak (2011) agreed that companies that understand performance, including performance measurement, will help sustain the company more than other companies without such knowledge. Performance measurement includes three levels: individual performance, group performance, and organizational performance. Until today, further improvement to monitoring and evaluating corporate performance has always been encouraged. Grit, leadership, teamwork, and communication are seen as essential variables in several previous studies to be developed related to company performance and individual performance.

Thamrin (2012) stated that transformational leadership influences individual performance. Other studies from Cavazotte, Moreno, and Bernardo (2013) added that transformational leadership directly influences employee performance. Furthermore, transformational leadership also influences individual outcomes (Cavazotte, Moreno, & Hickman, 2012). Research in Indonesia also found the influence of transformational leadership on employee performance (Novitasari, 2016; Pambudi, Mukzam, Nurtjanhono, 2016; Ardiansyah, 2016).

Other studies stated that grit, as a personality trait, is the variable that causes a person to have a positive or negative performance (Duckworth & Quinn, 2009). Grit personality trait, which is identical with perseverance and passion for long term goals, spur someone to fight for the goals of a certain activity consistently to lead to optimal performances. Furthermore, it is stated that grit is the key to success in optimizing individuals to achieve excellent performance (Duckworth, 2016; Duckworth, Peterson, Mathews & Kelly in Smallets, Townsend & Stephens, 2017).

The longitudinal study of the United States military cadet found that cadets with a high level of grit would have the chance to have high achievements. In other words, their high level of individual performance is triggered by a high level of grit (Duckworth & Quinn, 2009). Research from Smallets et al. (2017) shows a significant relationship between subjects with a high level of grit and excellent performance. Subjects that have a low level of grit also show low performance.

Chlomoudis and Pallis (2016) stated that the port as an industrial zone will increasingly have complex development, operated for 24 hours a day, seven days a week. It has a very intensive communication pattern, which will ultimately affect individuals' performance. Global international ports have very complex sociological, psychological, anthropological, and even political implications. In this context, there are processes of communication, leadership, decision making, technology and scientific transfer, creativity, and innovation, which, according to Bhagat and Steers (2009), meeting different cultures with patterns of communication and managerial teams, will influence motivation, attitudes, and individual behavior, so that it has an impact on job satisfaction, teamwork, and individual performance. A recent meta-analysis showed that communication within a team significantly influences group or organization performance (Marlow et al., 2018).

Other studies stated that employees' performance is influenced by teamwork (Manzoor et al., 2011; Boakyee, 2015). Both researchers stated that teamwork affects organizational performance, which incidentally is a collection of individual performance. In this case, according to Koopman et al. (2011), organizational goals, measured by specific performance standards, are the result of the performance displayed by the individuals within it. This finding is consistent with the view of Campbell (2009), who stated that the behavior of individuals in

the organization would appear as performance, which will affect the organizational performance.

Based on the description of the characteristics of millennial employees in a positive psychological approach, this study intends to develop a millennial employee performance model by combining the perspective of individual differences with the situational perspective as suggested by Wald (in Sonnetag & Frese, 2002). The variable used in the perspective of individual differences in the personality trait of millennial employees, grit. From the situational perspective, researchers will use transformational leadership, organizational communication, and teamwork; the latter will act as a mediator variable.

Method

This study includes quantitative statistical research to test the performance model to reach certain conclusions. Methodologically this research is intended to look for a causal relationship between independent and dependent variables. It is, however, categorized as non-experimental research. According to Kerlinger (2000), non-experimental research is a systematic empirical study, but scientists or researchers cannot directly control the independent variables. Kerlinger (2000) stated that if there is a relationship between independent and dependent variables, the causal relationship is due to variations between independent and dependent variables.

This research uses Structural Equation Modeling (SEM), a statistical technique used to construct and test statistical models, commonly in causal models. It is considered a hybrid technique that includes confirmatory factor analysis, path analysis, and regression.

This study used SEM because it is a powerful analytical technique that considers interaction modeling, nonlinearity, correlated independent variables, measurement errors, correlated error terms, multiple latent independence where each is measured using many indicators, and one or two latent dependent variables which are also each measured by several indicators. Thus, according to this definition, SEM can be used as a more robust alternative to multiple regression, path analysis, factor analysis, time series analysis, and covariance analysis. The decision to use SEM is also primarily due to this research's objective: to test a methodologically developed model and can be utilized in practical situations.

The study was carried out in stages to determine whether the hypothesis model fit with the model from the existing theory. Data were collected through a questionnaire that compiled several measurement tools that passed the validity and reliability test. Instruments that were used had to fulfill three main requirements, namely valid, reliable, and practical.

The adaptation of the measurement tools went through several standardized processes. First, the measurement tools were translated into the Indonesian language. Next, the translation process was then reviewed by several experts who are familiar with the measurement tool. Once the professional judgment process had been completed, the final measurement tool was then

tested to make the final adjustment to the measurement tool before the primary data were collected.

Primary data is taken by distributing measuring instruments to respondents from late April to July 2019. Some data were incomplete because some participants did not answer according to the given instructions, causing some answers to be corrupted. These types of data were excluded, leaving the total processed data to be 738 subjects. The study population is millennial employees in a State-Owned Enterprise (SOE) in Surabaya with seven province working areas. The samples were taken by *simple random sampling*. This study used five measurement tools seen below:

1. Individual Performance Scale. This scale was adapted from the *Job Performance* scale from Johari and Yahya (2012). The scale consists of 25 items.
2. Short Grit Scale. This 8-item measurement scale was adapted from the Duckworth Grit Scale (2007).
3. Transformational Leadership Scale. This scale was adapted from the Transformational Global Leadership Scale by Beveren and colleagues (2017). It has a total of 7 items.
4. Communication Scale. This scale was adapted from the Organizational Communication Satisfaction Scale developed by Down and Hazen (1977) and Okay and Okay (2009). There are 41 items within the scale.
5. *Teamwork* scale. This measurement tool was adapted from the Teamwork scale by Kiesewetter & Fischer (2015). It contains 14 items.

Results

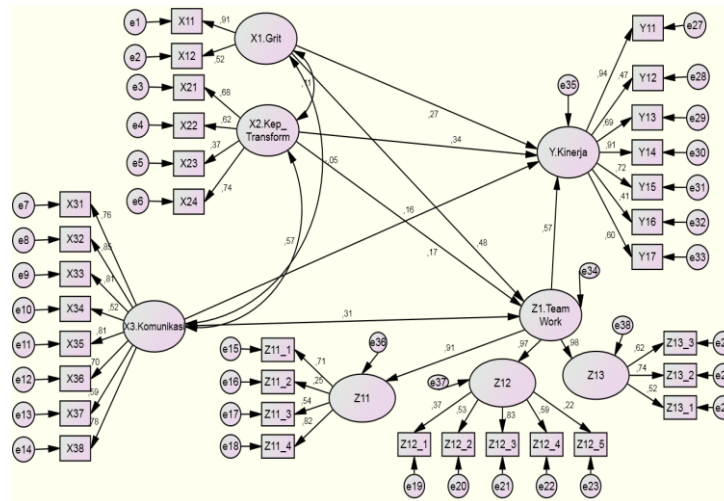
This study proves that the individual performance model is significantly influenced by grit, transformational leadership, communication, with *teamwork* as a mediating variable. In other words, millennial employees can show high performance when they have a high level of grit, are satisfied by the existing organizational communication patterns, and are led by leaders with a transformational type of leadership.

Additionally, they would also perform optimally if organizational teamwork is developed.

It was further identified that grit, transformational leadership, and communication directly influenced performance improvement. This result shows that each employee's performance can be improved by developing their level of grit within their organization, be managed with transformational leadership, and ensuring that they are satisfied with the communication within the organization.

The primary hypothesis in this study is that individual performance models can be built by grit, transformational leadership, communication, and teamwork as mediators. *The goodness of fit* statistical test results indicate that the individual performance model has met the criteria of the goodness of fit model, namely the *Chi-square*, *GFI*, *AGFI*, *CFI*, and *RMSEA* criteria. Thus, it can be concluded that empirical data support the proposed model. The goodness of fit criteria

of the proposed model shows that it is comprehensive because it includes various specific factors that influence individual performance levels. This model is a combination of individual differences perspective and situational perspective. The individual differences perspective in this model includes the individual's personality and grit. On the other hand, the situational perspective in this model includes transformational leadership, organizational communication, and teamwork.



Picture 1: SEM

Based on the results of the *t-test* on the structural model, it was concluded that the individual performance factor (Y) was significantly influenced by four exogenous factors: Grit (X1), Transformational Leadership (X2), Communication Satisfaction (X3), and Teamwork (Z1). Furthermore, based on the results of the path diagram analysis on the structural model, it is known that the value on the effect of the relationship to the Individual Performance factor (Y) is mainly influenced by Grit (X1) and Teamwork (Z), respectively. On the one hand, Transformational Leadership (X2) and Communication Satisfaction (X3) relatively have the same influence value. These values indicate that Grit (X1) has the greatest effect on Individual Performance (Y), where the influence is positive linear. This finding means that if the grit factor increases, it will also increase individual performance.

The influence of grit on individual performance in this study is in line with the research results by Gorbănescu (2017), which showed that one-factor model analysis found that grit affects in-role performance. The same finding was obtained by Duckworth & Quinn (2009), who found that employees or students with a high level of grit would be more motivated to achieve high goals. A high level of grit on individuals will give these individuals the drive and efforts to achieve high goals. As such, it becomes a predictor of successful performance. Individual performance will be determined by how leadership motivates and encourages the organization and employees to achieve goals.

Composite Reliability dari Variabel Faktor

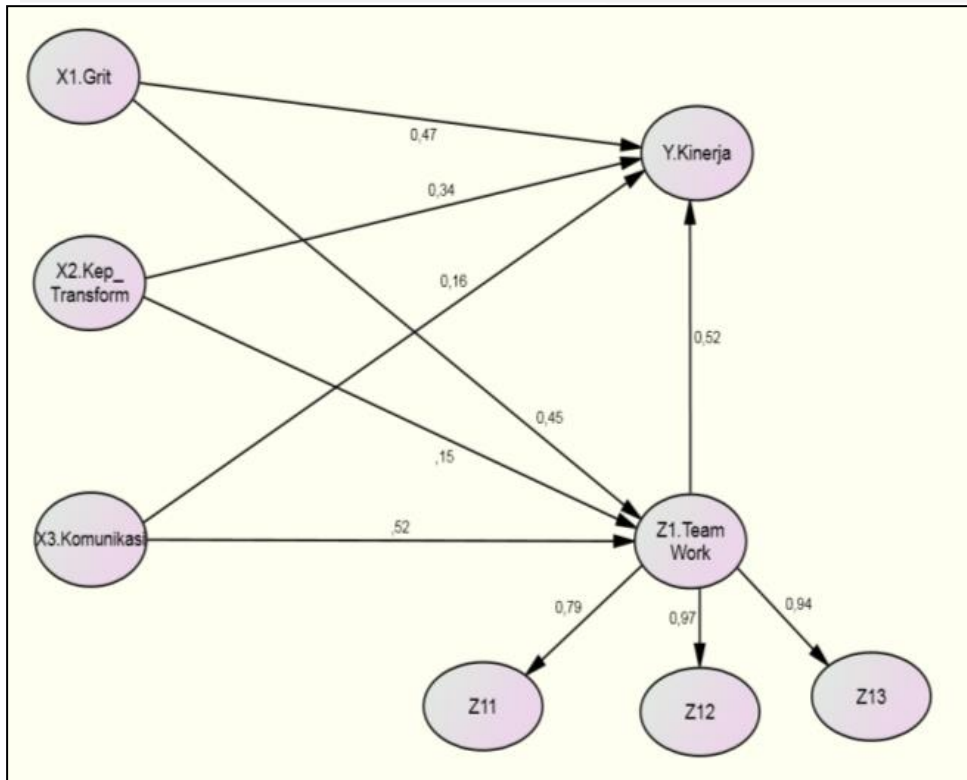
No	Variabel Faktor/Konstruk	Variabel Indikator	Composite Reliability
1	X1.Grit	X11.Perseverance X12.Passion	0,68
2	X2.Kepemimpinan Transform.	X21.Kharisma X22.Inspirasi X23.Stimulasi Intelektual X24.Pengenalan Individu	0,73
3	X3.Kepuasan Komunikasi	X31. Communication Climate X32. Supervisory Communication X33. Media Quality X34. Coworker Communication X35. Corporate Information X36. Personal Feedback X37. Subordinate Communication X38. Organizational Integration	0,89
4	Z1.Teamwork		
	Z11.Team Coordination	Z11_1 Z11_2 Z11_3 Z11_4	0,70
	Z12.Cooperation and Information Exchange	Z12_1 Z12_2 Z12_3 Z12_4	0,64
	Z13.Team Adjustment Behaviour	Z13_1 Z13_2	0,62

		Z13_3	
5	Y.Kinerja Individu	Y11. <i>Task performance</i> Y12. <i>Conscientiousness</i> Y13. <i>Altruisme</i> Y14. <i>Courtesy</i> Y15. <i>Sportsmanship</i> Y16. <i>Civic Virtue</i> Y17. <i>Innovative Behaviour</i>	0,81

Source : Primer Data (2019-2020)

Knicke and Kreiner (2014) stated that transformational leadership could change and motivate subordinates to develop trust, admiration, loyalty, and respect for leaders. This situation would, in turn, increase the self-confidence in individuals and thus have an impact on increasing individual performance. Employees' performance and motivation to achieve high performance is also influenced by the employee's perception about the alignment of their values and the organization's values which is characterized by the satisfaction of communication within the organization. Similar results were also found in other previous studies (Suh, Harrington, & Goodman, 2018; Jalalkamali, Ali, Hyun, & Nikbin, 2016).

Communication satisfaction creates open and favorable working conditions that support a good climate of cooperation (Mohanty & Mohanty, 2018; Den Hartog, Boon, Verburg, & Croon, 2013). Individual performance is also influenced by the ability to work in teams within the organization. The high collaboration will encourage organizational processes and activities to achieve goals, ultimately encouraging individual performance (Sanyal & Hisam, 2018; King, 2017). From the description above, it is evident that the findings of this study are supported by prior research. In other words, the research model that shows individual performance is influenced by grit, communication, and transformational leadership with teamwork as a mediator fits the existing theoretical conceptions.



Picture 2: Regression Coefficiency

Novelty and Research Findings

This study indicates that to improve the performance of individuals in the organization, it is considered essential to pay attention to several variables, sequentially based on the value of influence, namely grit, teamwork, transformational leadership, and individual's communication satisfaction within the organization consecutively.

Grit, a well-known predictor of academic performance, is also discovered to be a predictor of individual performance in a company or organization in this research. The grit of millennial employees needs to be specially identified to ensure optimal performance. This study proves that individuals with a high level of grit also have high individual performance because they have a high value of prestige and passion in completing work goals.

The researcher also found that transformational leadership could influence individual performance directly and through the mediating effect of teamwork. Therefore, every organization that wants high performance should work towards behavioral values and transformational leadership characteristics.

The findings in this study prove that the most appropriate leadership, for now, both those that influence directly and through teamwork, is transformational leadership that focuses on leadership traits by identifying individual subordinates, being charismatic, inspiring, and gives intellectual stimulation to subordinates. Measurements on the Transformational Global



Leadership Scale also show that it is high time that organization leadership requires global leadership characteristics. This trend can also be seen in the fact that the world is changing very fast. Globalization and transformation are actual demands required to create excellent individual performance in organizations.

Individual performance is crucial to be observed because organizational performance is highly dependent on it. However, if individuals cannot perform in teamwork, the efforts to achieve organizational performance will experience obstacles or become not optimal.

This research proves that grit, leadership, and communication affect performance both directly and through teamwork. In the context of teamwork, it has a more significant impact on improving teamwork related to Cooperation and Information Exchange, Team Adjustment behavior, and Team Coordination. This shows that factors within the individual, external environment, and work environment need to be examined more closely to ensure superior performance in the organization.

This research is different from previous studies because this study can find the characteristics of millennial individuals with individual performance models that are influenced by grit, communication satisfaction, transformational leadership, with teamwork as mediating variables. This study shows that this research has an element of novelty from the displayed performance models, research findings that prove the model is fit or following theoretical conceptions and can be used by organizations to develop individual performance to achieve organizational goals.

Theoretical and Practical Implications

This research has both theoretical and practical implications. The findings expand the theoretical understanding of individual performance, seen through its variables, participant characteristics, population, and sampling. It also lays the foundation for developing training designs that consider grit, communication satisfaction, transformational leadership, and teamwork to improve individual performance, highlighting its practical implications.

Researchers and practitioners could simultaneously utilize the findings to design different development programs, i.e., transformational leadership development programs, effective organizational communication training, networking or grit development, and teamwork development. The programs could be divided into two different levels: individual-level and organizational-level training. A personal development program could be given to develop employees' grit and transformational leadership style. On the other hand, an organizational development program could be conducted to build teamwork and organizational communication satisfaction.

This idea is in accordance with the theoretical concept that shows that improvement in individual performance requires three aspects: person, environment, and the job itself (work

within the organization). This research has an element of novelty besides that the subject belongs to the millennial generation, namely that the findings could have theoretical or practical implications. As such, the findings give a positive added value for the development of industrial and organizational psychology.

Suggestion

The findings of this study resulted in several suggestions. First, organizations should pay more attention to grit, leadership, communication, and teamwork to improve their employees' individual performance. The model proposed by this study relates explicitly to millennial employees – one of the dominating employees in current organizations. This research reinforces positive psychological approaches where the development process and efforts to improve individual performance in the organization need to focus more on positive factors than negative ones. In other words, the humanistic approach that focuses on positive personal exploration and future orientation will improve the individual performance in the organization.

Second, this research proves that the leadership that fits the characteristics of the millennial is transformational. If millennial generations dominate the organization's employees, then the organization needs to develop patterns of leadership that lead or are identical to the characteristics of transformational leadership. Thus it is expected that the transformation leadership style would support improvement in individual performance by optimizing the individual's full potential – improving organization performance.

Third, it was discovered that individuals with a high level of grit would have high performance. Therefore, organizations are expected to incorporate measurement of grit into their recruitment selection process to gain future employees with a high level of grit. They could also develop programs that are expected to increase employees' grit to support overall organizational performance.

Fourth, the findings highlight the role of teamwork in supporting improvement in individual performances. In this context, organizations should make a training design or briefing for all employees to promote better teamwork. The training design becomes essential because it is proven that cooperation is a crucial variable towards achieving high performance.

Lastly, organizations are encouraged to have a periodic survey of communication satisfaction, considering that this study proves the importance of communication in achieving an individual's high performance. Organizations need to pay close attention to the characteristics of employees in terms of age and developing values, especially for the generation of millennials which is increasingly dominant in the population in many organizations or companies. Communication satisfaction in organizations needs to be monitored and designed to be consistently optimal so that individual performance is also expected to be always optimal, as evidenced in this study.



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