

Enhancing Millennial Employees' Job Performance in Indonesia Through HRM, Responsible Leadership and Employee Well-Being

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Abstract

As number of millennial employees grows and soon will dominate global workforces, managers have been uncertain about how to manage millennial employees due to their distinctive values and aspirations. In relation to the circumstance, whilst employees' job performance has been investigated in many studies, there have been limited studies on this subject among the millennials. In order to bridge the research gap, the present study intends to investigate factors that give influence to the job performance of millennial employees. Data in this research were obtained from a survey to millennial employees in Indonesia. Results of this study proved that factors of motivation, training, responsible leadership, and employee well-being bring positive influences on job performance. Moreover, the factor of employee well-being mediates the influences of motivation, training, and responsible leadership on job performance. This study contributes in providing additional evidences on the characteristics of millennials in the workplace, wherein managers should take into account when they expect high job performance from the millennials.

Keywords: Motivation, Training, Responsible Leadership, Employee Well-Being, Job Performance

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INTRODUCTION

Millennials have been rapidly transforming nowadays work culture. Experts predict that by 2025, three-fourths of global workforces are going to be millennials. In general, millennials exhibit characteristics and habits that significantly differ from the previous cohorts (Tsai, 2017). Born between 1981 and 1996, as a cohort that experienced life with and without the internet, millennials are considerably innovative and tech-savvy. Millennials are not afraid of the changes that are brought by artificial intelligence, machine learning, and automation technologies. Rather, they see these technologies as enabler for more productive and efficient works.

On the other hand, they are stereotyped as having high aspirations and demand much flexibility at works. Beyond the usual job compensations, millennials want their job to have sense of meaning. They want their talents and skills to be appreciated in the workplace (SHRM, 2014). Millennials also prefer a workplace that allows a balance of professional and personal lives. Notably, millennials are results-oriented in doing their jobs. However, in doing so millennials want to maintain own control over their works.

With regard to the background, there have been studies that investigate contributing factors to millennials' performance at work (He et al., 2019; Ngotngamwong, 2020). The study of He et al. in 2019 aims to examine the interaction effects of human resource management practices and responsible leadership on employee well-being, also the mediating effect of employee well-being between the human resource management practices and responsible leadership on millennial employees' performance. Results of the study indicated that human resource management practices and responsible leadership have positive impacts on employee well-being, which could improve millennial employees' performance. In addition, the interaction effects of human resource management practices and responsible leadership on the millennial employee's performance are mediated by employee well-being.

Why do some organizations perform better than others and turn out listed as preferred employer? Earlier findings have suggested for the deploying of lucrative incentive schemes to motivate employees toward meaningful job participation (Friedman & Sunder, 1994; Smith, 1991; Sprinkle, 2000). Positive employee performance is influenced by two main factors, namely motivation and work discipline (Ali et al., 2016).

Employee performance is considered significant for any company, because it measures how much employees provide positive work results to the company. Job performance relates to producing job-specific goods and services to the customers and it requires employees to demonstrate core technical skills (Motowidlo et al., 1999). Moreover, employee performance is instrumental to organizational growth and profitability. Therefore, any organization must ensure that employees are effective in performing their jobs.

Employee job performance signifies individual's work achievement after exerting required efforts at work which is often associated with having a meaningful work, sense of engagement, also compassionate colleagues and employers around. According to Koopmans et al. (2011) job performance describes the core job responsibilities of an employee. It is reflected in specific work outcomes and deliverables as well as their quality and quantity.

Human resource management practices and responsive leadership represent work resources that enhance employee work experiences, including commitment, happiness, and meaningfulness that lead to better job performance (Bakker & Demerouti, 2018). Furthermore, employees who experience high levels of well-being including security, happiness, trust, and a balance between work and life tend to have better performance (Ogbonnaya & Messersmith, 2018).

Employee well-being has been understood by ensuring differences between individuals, such as job satisfaction, work involvement, growth, and passion, or negative indicators such as work fatigue and activity (Bakker & Oerlemans, 2011; Fisher, 2010). Another example of study in this area includes the emphasis on organizational performance through high-performance work systems (Aryee et al., 2012). It is also found that the interaction effects of responsible leadership and human resource management practices on employee job performance are mediated by employee well-being. There is an indirect relationship between the interaction effects of leadership and human resource management practices on employee job performance in the workplace (Ulus & Hatipoglu, 2016).

This study therefore adds to the literature by relating two enabling functions in the human resource management practices, namely motivation and training, responsible leadership, and employee well-being. Furthermore, this study analyzes how those variables interact, focusing on the mediating role of employee well-being. In order to make a competitive advantage, a company should deal with the human resources as well due to the increase employee's job performance.

Research questions

Problem statements in this study are formulated as follows.

1. Does motivation positively influence job performance of millennial employees?
2. Does training positively influence job performance of millennial employees?
3. Does responsible leadership positively influence job performance of millennial employees?
4. Does employee well-being positively influence job performance of millennial employees?
5. Does employee well-being mediate the interaction effects of motivation, training, responsible leadership and job performance?

Research objectives

The objective of this study are as follows.

1. To find the influence of motivation toward millennial employees' job performance.
2. To find the influence of training toward millennial employees' job performance.
3. To find the influence of responsible leadership toward millennial employees' job performance.
4. To find the influence of employee well-being toward millennial employees' job performance.
5. To find the mediation effect of employee well-being on the interactions of motivation, training, responsible leadership, and millennial employees' job performance.

LITERATURE REVIEW

Job Performance

Job performance describes how an employee performs work activities and meeting the responsibilities. Job performance is important because it relates the production of goods and services to the customers and the skills requirements that employees have to acquire and demonstrate in work activities (Motowidlo et al., 1999).

The main reason for including job performance is to measure the impacts of human resource management practices to organizational performance. Evidences show that employee well-being, which is understood as an assessment of employee experience based on life and work, is positively related to job satisfaction, organizational commitment, and individual job performance; and is negatively related to intention to move and fatigue (Befort & Hatstrup, 2003).

Motivation

In today's complex business environment, companies have to motivate and empower employees to contribute in meeting company's objectives. Motivated employees who focus more on rules and freedom and are more self-driven will be successful in exploiting opportunities. Likewise, employees will have high commitment to their work if they are motivated (Guay et al., 2013; Vansteenkiste et al., 2012). It is therefore very important for human resource managers to put adequate measures in place to enhance motivation as it helps to induce employees and increase organization's productivity.

Motivation is a very important thing in an organization to increase enthusiasm among employees to achieve goals. In the human resource literatures, promotion of employee motivation leads to higher quality human resources and results in optimal performance. Motivated employees will help the organization to become more successful because employees will be consistent to improve their work performance (Ali & Ahmed, 2009).

The important roles of motivation are widely discussed in various models and theories. It is confirmed that an undeniable link exists among employee motivation and their satisfaction with the jobs and also to organizational commitment. Employee motivation is most important element for all organization to attain achievement whether these are public or private (Chintallo & Mahadeo, 2013).

Work value is considered to be a key indicator of work motivation, because it refers to the overall evaluation of work participation in personal life (Kanfer et al., 2013). In this regard, some intrinsic factors are regarded as highly influential, such as recognition responsibility, advancement, achievement, work if self.

One of the most important factors that affect employee performance is motivation. Motivation is to make a person work hard to achieve goals. Motivation is the desire to do something and determine the ability to take action to meet individual needs. Under all these needs, people have to be more proactive at work, because if someone's motivation is high, then someone's performance in the company will be improved, and the company's goals can be achieved. Motivation has positive impact on staff performance in organization and also helps to reduce or minimize inefficiency in an organization (Olusadum & Anulika, 2018; Wibowo, 2013). Chaudhary & Sharma (2012) argues that motivated employees tend to be more productive than unmotivated employees. If the employee is satisfied and happy, he will do his job well.

H1: Motivation has a positive effect on job performance

Training

Training and development are conducted under the human resource management function. Training and development are used to support current performance and expected future performance (Briscoe, 2015). Organizational achievements cannot occur except through the mediation of employees who are equipped with the knowledge, skills and competencies needed for implementing organizational strategy and planning (Fu, 2013; Ismail, 2014; Ismail et al., 2015).

The ability of employees to improve their skills and new knowledge is connected to the types of learning techniques applied in the organization. Learning theory and human resource development are very useful in testing workers in developing their skills. Organizations can enhance their employees by giving them access to various courses, exercises and independent alternatives. This will enhance their development and at the same time increase organizational productivity in the company (Duggan & Media, 2013).

Use of job training so that training participants can practice the theoretical aspects that are learned in training in the work environment directly. They pay attention to the use of role training, cases, simulations, mediated exercises, and computer-based learning to provide current and relevant knowledge and real-world situations (Bates & Davis, 2010). The aim of the training is for participants to know what is expected of the training program. The purpose of the training is very important for trainers, trainees, designers, assessors (Karthik, 2012). Training been a subject of the years. According to Raja et al. (2011) there is a positive relationship between training design and organizational performance. Similarly, Abeha & Bariha (2012) in their studies, observed a positive correlation between training and organizational competitive advantage.

Training has become important in human resources because of its positive impact on employee performance (Kiweewa & Asiimwe, 2014). Training is an activity to improve the capabilities carried out to improve staff performance and enable the organization to meet its objectives (Tahir et al., 2014). Training is an activity, which has been planned, to increase the level of skills and knowledge needed to do work effectively (Sultana et al., 2012). Training is related to improving employee skills and knowledge, which will affect job performance (Azeem et al., 2013).

Training is one way to increase productivity. In the training process, employees get technical training, and the knowledge to do their jobs efficiently and effectively in the workplace if it requires less work training, the employee's performance will be lower. (Nawaz et al., 2014). Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner (Elnaga & Imran, 2013). Training also enables employees to deal with the customer in an

effective manner and respond to their complaints in a timely manner (Amin et al., 2013).

H2: Training has a positive effect on job performance

Responsible Leadership

Leaders who are responsible for making changes in the company, and change and complete leadership. In companies that face very important challenges, such leaders are needed who are able to involve members who are interested in the process of finding solutions that occur in economic development, and quality of life. However, we cannot assume that responsible leadership occurs in any company.

Responsibility is becoming increasingly important within a company, which is imposed by the environment to some extent and also by law which imposes more and more responsibilities on the oversight body. Companies must meet formal and legal requirements, they must also increase investment in human resources, the environment and relationships with stakeholders, which can have an impact on these organizations and their innovations. Positive impacts on the environment not only benefit the company, but also have a financial impact.

Leadership is highly related to job performance. The study of Iqbal et al. (2015) which examine the relationship between leadership and employees on the performance of jobs in the company found that ethical leadership increases job significance, which, in turn, results in improved performance. Leaders increase employee output through understanding, analysis, planning, and motivation.

H3: Responsible leadership has a positive effect on job performance

Employee Well-Being

Zheng et al. (2015) proposed that employee well-being involves the subjective satisfaction of psychological needs, life and work, or more precisely, psychological well-being, life well-being, and workplace well-being. Well-being is very important in our lives. For someone to maintain motivation and good physical and mental health, they need to feel good about themselves, their lives, and events that occur in their lives (Imaginário et al., 2013). A person in a continuing search to obtain and maintain energy resources, time, conditions and personal characteristics to ensure his well-being (Hobfoll et al., 2017).

As already stated, the time, energy, and attention resources of an individual are limited, and a greater commitment to one role needs to imply that lack of dedication to another, increases the commitment of the working family and consequently reduces individual welfare. Well-being measures of the second type, concerning feelings, often ask about core influences - pleasant or unpleasant experiences, universal, and simple, cannot be reduced to the mental plane (Russell, 2003,). Happy, relaxed, restless and sad, is a feeling that revolves along the positive- negative journey and also occurs in emotions, moods, values, attitudes, orientation, and ideology.

Employees who experience high levels of well-being including security, happiness, trust, and a balance between work and life tend to have better performance (Ogbonnaya, C.; Messersmith, 2018). Based on work and resources theory, human resource management and responsive leadership represent work resources that enhance employee work experiences, including commitment, happiness, and meaningfulness. The latter leads to better job performance (Bakker & Demerouti, 2018).

H4: Employee well-being has a positive effect on job performance.

Mediation Effects of Employee Well-Being

Employee well-being has been understood by ensuring differences between individuals, such as job satisfaction, work involvement, growth, and passion, or negative indicators such as work fatigue and activity (Bakker & Oerlemans, 2011; Fisher, 2010).

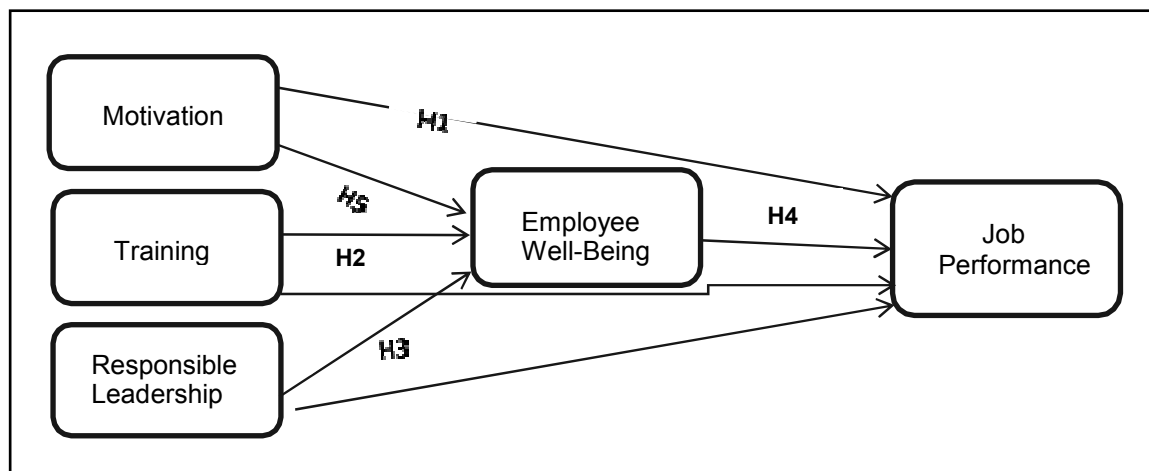
The interaction effects of responsible leadership and human resource management practices on employee job performance are mediated by employee well-being. There is an indirect relationship between the interaction of leadership and HRM and employee job performance in the workplace (Ulus & Hatipoglu, 2016). Current research based on competence, motivation and opportunities explains the reasons for HRM and leadership facilitating employee job performance through commitment, caring, and support (Jiang et al., 2015; Wibowo, 2013).

H5: Employee well-being mediates the interaction effects of motivation, training, responsible leadership and job performance.

Research Framework

The conceptual model for this research is shown in Figure 1.

Figure 1. Research framework



RESEARCH METHOD

Research Design

This study is quantitative research in nature. Data were collected from respondents through an online survey in the mid of January 2022. Online questionnaire was opted since it is easy to distribute, especially during the Covid-19 pandemic. The measurement of the variables in this research used five-point Likert scale. This study utilized Structural Equation Modeling (SEM) technique for data analysis, with Partial Least Square (PLS) approach. Usual statistical tests were applied in this study (see the results in the Appendix).

The population of this study was all millennial employees who work at a commodity trading company in Indonesia. The company have been established since 1963 and was engaged in commodity crops such as cashew, turmeric, etc. which were marketed for export to international markets, such as India, Taiwan and Vietnam.

This broad market share requires a high commitment from all levels of personnel that support the company's activities. Through the high commitment of all employees to achieve organizational goals, the company were able to deliver the best products and services for consumers. In its operational activities the company was supported by 188 employees from various divisions. Most of the employees have been working for the company for more than ten years, which means most of them belongs to baby boomers and generation X. In fact, out of the 188 employees, there were only 40 employees from millennial generation.

RESULT AND DISCUSSION

Descriptive Statistics

The characteristics of the respondents based on age from 40 respondents, 20% is respondents age 25-30 years old, 42.5% from respondents age 31-35, and 37.5% from respondents age 36-40 years old. The majority of the respondents are female 67,5%, and the male respondents are 32,5%.

Hypothesis Testing

Table 1. Hypothesis Testing

Hypothesis	Path	T Statistics	P Values	Result
H1	M→P	2.197	0.038	Accepted
H2	T→P	2.383	0.018	Accepted
H3	RL→P	2.140	0.032	Accepted
H4	EWB→P	4.376	0.000	Accepted
H5	M→EWB→P	2.062	0.045	Accepted
	T→EWB→P	3.041	0.002	Accepted
	RL→EWB→P	2.402	0.048	Accepted

H1: Based on the test result, it can be concluded that motivation has significant influence on the job performance. It means higher employee motivation will lead to the increase of employee job performance in the company. This result is in accordance with previous studies. Motivated employees will help the organization to

become more successful because employees will be consistent to improve their work performance (Ali & Ahmed, 2009). Employee quality is very influential on the performance in the company. Employees must have a high level of motivation, but the level of performance will deteriorate if the level of employee motivation falls. Chaudhary & Sharma (2012) argues that motivated employees tend to be more productive than unmotivated employees.

H2: Based on the test result, it can be concluded that training has significant influence on the job performance. It means more employee training will increase the job performance of millennial employees in the company. This result is in accordance with previous studies. Training has become important in human resource management because of its positive impact on employee performance (Kiweewa & Asiimwe, 2014). Training improves the capabilities carried out to improve staff performance and enable the organization to meet its objectives (Tahir et al., 2014). Training is related to improving employee skills and knowledge, which will affect job performance (Sultana et al., 2012; Azeem et al., 2013).

Training is one way to increase productivity. In the training process, employees get technical training, and the knowledge to do their jobs efficiently and effectively in the workplace if it requires less work training, the employee's performance will be lower. (Nawaz et al., 2014). Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner (Elnaga & Imran, 2013). Training also enables employees to deal with the customer in an effective manner and respond to their complaints in a timely manner (Amin et al., 2013).

H3: Based on the test result, it can be concluded that responsible leadership has significant influence on job performance. Thus, better responsible leadership in the company will increase millennial employees' job performance in the company. This result is in correspond with Belonio (2012) who confirm that leadership is essential for the development and growth of the employee potentials. Leadership can be described as the main action as input for the team to enrich the process and performance, focusing on the importance of functional leadership in the team (Day, Gronn, Salas, 2004). Leadership is very related to job performance (Piccolo et al., 2010), ethical leadership increases job significance, which, in turn, results in improved performance. Leaders increase employee output through understanding, analysis, planning, and motivation (Iqbal et al., 2015).

H4: In Table 1, it is shown that employee well-being has significant influence on job performance. Hence, it can be explained that the better the employee well-being will increase the job performance in the company. This is in support to the study of Ogbonnaya and Messersmith (2018), which find high levels of well-being among employees tend to lead better performance. The result also in support to the previous study of Bradbury & Lichtenstein (2000), whereas psychological well-being is from individual employees, social welfare focuses on interactions that occur between employees.

H5: Based on the test result, it can be concluded that employee well-being brings mediation effects to the relationships among motivation, training, responsible leadership, and job performance. This result is in accordance with the previous study of Ulus & Hatipoglu (2016).

CONCLUSION AND MANAGERIAL IMPLICATION

The purpose of this study is to analyze the effects of motivation, training, and responsible leadership towards millennial employees' job performance, with employee well-being as mediating variable. Based on the hypotheses testing, the following conclusions can be drawn.

Motivation of the employee has positive effect on job performance. This suggests that company must pay attention to motivation factor in order to drive job performance of millennial employees. This motivation factor covers the fulfilment of employees' basic needs, beliefs, perceptions, and values that are together contribute to increase job performance. As explained in the earlier part, motivation factor goes beyond monetary compensation. It also includes recognition and appreciation toward one's achievement.

Employee training has positive effect on job performance. This means millennial employees have high concern with the improvement and upgrading of their skills and knowledge. If these needs can be provided by the company, it will ultimately add into the job performance of the millennials. Acquirement of new skills and personal development, for instance, are all important for the millennials.

Responsible leadership has positive effect. This means company has to focus on the importance of the functional leadership in teams, especially when the team consists of millennials. Based on its beta coefficient the statistic test, it is the second rank variable that affect job performance. Hence, business leaders should provide solutions if subordinates facing problems, well-coordinate their subordinates, and have the ability to supervise them. Leadership variable appears in all aspects of business processes.

Employee well-being has positive effect on job performance. Millennial employees put great importance on their quality of life. Look at the beta coefficient of this variable in the statistic test, it is variable with the strongest impact on job performance. It is of high important for them to maintain good balance of physical and mental health. It is also necessary that they have good feeling about themselves, their lives, and the job. For instance, company can provide an fair salary scheme, respect employees at work, and comfortable work

environment.

Employee well-being bring mediation effects on the relationship among motivation, training, responsible leadership, and job performance. This put the factor of employee well-being into higher importance. Not only that it does bring effect to job performance, but the factor also mediates other factors.

For future studies in this field, based on the theory of job performance, it is suggested to include other variables in the hypotheses. Variables such as affective commitment, culture, and self-efficacy can be included.

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APPENDIX

Appendix 1: Descriptive Statistics

Descriptive Statistics Motivation (M) Variable

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
M1	40	1.00	5.00	4.0750	1.04728
M2	40	1.00	5.00	4.1250	.91111
M3	40	2.00	5.00	4.0750	.76418
Valid N (listwise)	40				

Descriptive Statistics Training (T) Variable

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
T1	40	2.00	5.00	4.3000	.82275
T2	40	3.00	5.00	4.1500	.73554
T3	40	3.00	5.00	4.2000	.72324
Valid N (listwise)	40				

Descriptive Statistics RL Variable

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
RL1	40	1.00	5.00	3.9250	.94428
RL2	40	3.00	5.00	4.0250	.69752
RL3	40	2.00	5.00	4.0500	.93233
Valid N (listwise)	40				

Descriptive Statistics EWB Variable

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
EWB1	40	2.00	5.00	4.0750	.94428
EWB2	40	2.00	5.00	4.0500	.90441
EWB3	40	2.00	5.00	4.4250	.74722
EWB4	40	2.00	5.00	4.3500	.73554
Valid N (listwise)	40				

Descriptive Statistics P Variable

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
P1	40	2.00	5.00	4.3500	.76962
P2	40	1.00	5.00	4.1750	.93060
P3	40	2.00	5.00	4.4250	.74722
P4	40	1.00	5.00	3.9500	1.01147
Valid N (listwise)	40				

Appendix 2: Convergent Validity – Outer Loading

	M	T	RL	EWB	P
M1	0.798				
M2	0.757				
M3	0.913				
T1		0.789			
T2		0.897			
T3		0.892			
RL1			0.891		
RL2			0.785		
RL3			0.861		
EWB1				0.756	
EWB2				0.883	
EWB3				0.936	
EWB4				0.726	
P1					0.879
P2					0.927
P3					0.910
P4					0.830

Appendix 3: Convergent Validity – Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
M	0.681
T	0.741
RL	0.717
EWB	0.689
P	0.787

Appendix 4: Discriminant Validity – Cross Loading

	M	T	RL	EWB	P
M1	0.798				
M2	0.757				
M3	0.913				
T1		0.789			
T2		0.897			
T3		0.892			
RL1			0.891		
RL2			0.785		
RL3			0.861		
EWB1				0.756	
EWB2				0.883	
EWB3				0.936	
EWB4				0.726	
P1					0.879
P2					0.927
P3					0.910
P4					0.830

Appendix 5: Discriminant Validity – Root Squatre AVE

	EWB	M	RL	T	P
EWB	0.830				
M	0.485	0.825			
RL	0.570	0.449	0.847		
T	0.462	0.249	0.243	0.887	
P	0.679	0.258	0.442	0.521	0.861

Appendix 6: Composite Reliability

Variable	Composite Realibility
M	0.864
T	0.895
RL	0.883
EWB	0.898
P	0.937

Appendix 7: R-Square Value

	R-Square	R-Square Adjusted
EWB	0.600	0.568
P	0.301	0.224

Appendix 8: f- Square Effect Size Test Result

	EWB	P
M	0.123	0.008
T	0.526	0.123
RL	0.092	0.007
EWB		0.021

Appendix 9: Predictive Relevance (Q²)

Dependent Variable	SSO	SSE	Q² (=1-SSE/SSO)
EWB	546.000	363.120	0.539
P	702.000	331.053	0.371

Appendix 10: Path Coefficient

	EBW	M	RL	P	T
EWB				0.193	
M	0.249			0.089	
RL	0.231			0.086	
P					
T	0.512			0.405	

