



## The Influence of Job Involvement and Transformational Leadership on the Performance of Millennial Employees

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**ABSTRACT:** This study aims to see if job involvement and transformational leadership have a significant impact on millennial employee performance, both partially and simultaneously. The application may be different because the literature review by previous researchers hasn't yet established which idea models play a key role in influencing employee efficiency. This study is unique in that it is the first to look at the impact of job involvement and transformational leadership on the performance of millennial workers. Furthermore, using interaction theory as a knife of research, to measure the impact of job involvement and transformational leadership on millennial employee performance. The study was carried out at PT. Basirih Industrial. Using the survey criteria methodology, a total of 0 millennial workers (those born between 1980 and 1995) were included in the study. This study takes a quantitative approach to explanatory analysis. The data was gathered through an online questionnaire survey and was tallied using a Likert scale. After performing validity and reliability checks as well as classical assumption tests, the SPSS version 23 research tool was used to evaluate multiple linear regression, hypothesis testing, and coefficient of determination. According to online surveys, there were 0 millennial workers, with 0 dominating males accounting for 76 percent of the total, and 0 millennial female workers accounting for 23.9 percent. The results showed that job involvement and transformational leadership had a significant effect on the millennial performance of PT. Basirih Industrial, either partially or simultaneously. All hypotheses can be proved.

Keywords: job involvement, transformational leadership, millennial performance.



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### INTRODUCTION

The role of any human resource in achieving company success is inextricably linked ([Daiva & Rahardjo, 2019](#); [Jyoti & Rani, 2019](#)). As a consequence, every organization understands the significance of human resources in the growth of the business. ([Firdaus, 2020](#); [Tumbelaka et al., 2016](#)). Human resources are a critical component of a company's growth ([Burhannudin et al., 2019](#); [Edison et al., 2017](#)). Today, managing employee performance is a global challenge for businesses in all market sectors, regardless of location ([Albana, 2019](#); [Asbari et al., 2021](#); [Buil et](#)

[al., 2019](#); [Kesumawatie et al., 2021](#); [Kustya & Nugraheni, 2020](#); [Manalu et al., 2021](#)). Companies that can prosper and thrive are those that can optimally inspire different potential human capital to achieve their best performance to improve their ability to outperform competitors ([Sinaga et al., 2018](#)). Employee performance is described as the ability to complete a task successfully ([Insan, 2017](#)). It has not been commonly known which concept models play a key role in influencing employee performance among the numerous variables investigated in the previous research literature ([Buil et al., 2019](#)). This research is unique in that it looks at the impact of job involvement and transformational leadership on millennial workers' performance.

Job involvement variables affect employee performance, according to empirical research ([Albana, 2019](#); [Kustya & Nugraheni, 2020](#); [Manalu et al., 2021](#); [Qodariah, 2019](#)). Surprisingly, these results contradict previous research ([Asmaryani et al., 2020](#); [Insan, 2017](#)), that work attachment does not affect employee performance. Work involvement is described as an optimistic, rewarding, work-related state of mind marked by excitement, commitment, and absorption, which represents one's internal drive to achieve specific goals ([Bellamkonda et al., 2020](#); [Lu et al., 2016](#); [Radic et al., 2020](#)). Positive emotional experiences with involvement are likely to influence individual attitudes and behaviors related to work ([Memon et al., 2020](#)). Individuals who perceive a strong connection between themselves and their jobs and company have more optimistic attitudes toward achieving organizational goals than those who perceive a weaker bond between themselves and the organization, which may contribute to job satisfaction ([Memon et al., 2020](#)).

The next result is that employee performance is influenced by transformational leadership factors ([Adinata, 2015](#); [Azka et al., 2011](#); [Jufrizen & Lubis, 2020](#); [Kharis, 2015](#); [Mondiani, 2012](#); [Paracha et al., 2012](#)). These results contradict those of the previous study ([Aqmarina et al., 2016](#); [Cahyono et al., 2014](#); [Insan, 2017](#); [Khalifa Elgelal & Noermijati, 2014](#); [Novitasari & Asbari, 2020](#)), that transformational leadership affects employee performance. Employees' long-term success is improved by transformational leadership ([Iiang et al., 2017](#)). Leadership is one of the most crucial positions in any company, and it has become increasingly crucial in recent decades ([Kalsoom et al., 2018](#)). While several factors influence performance, the quality of available leadership will undoubtedly be one of the most significant aspects of final results ([Khalifa Elgelal & Noermijati, 2014](#)). One of the leadership styles possessed by leaders who recognize the need for change is transformational leadership, which is characterized by charisma, imaginative drive, and individual focus ([Top et al., 2020](#)). Transformational leadership is a crucial modern management term ([Alhashedi et al., 2021](#)). Transformational leadership can yield results that are better than anticipated ([Wanasida et al., 2021](#)). The higher the employee's performance, the more precisely the transformational leadership style is applied. Employees can work well and increase their performance if leaders can influence and guide them to achieve company goals ([Kharis, 2015](#); [Puspito et al., 2020](#)).

The study's provisional hypothesis or answers are as follows, based on the above explanation: Hypothesis (H<sub>1</sub>): job involvement has a positive and significant effect on millennial employee performance; Hypothesis (H<sub>2</sub>): transformational leadership has a positive and significant effect on millennial employee performance, and Hypothesis (H<sub>3</sub>): work involvement and transformational leadership has a positive and significant effect on millennial employee performance.

## METHOD

Through discussion, this study takes a quantitative approach. An online questionnaire and a Likert scale were used to perform the survey. The research tool SPSS version 23 helps at PT. Basirih Industrial, both job involvement and transformational leadership have a significant influence on millennial employee performance. Length and place of the study This study was carried out at PT. Basirih Industrial in Indonesia. From January 2021 to April 2021, researchers conducted research. A total of 71 millennial workers were included in the sample using

predetermined criteria techniques, namely workers born from 1980 to 1995. This calculation shows that in 2021 the millennial generation will be in the age range of 26 to 41 years. This research data collection method by sending online questionnaires to 71 employees. Previous research has been reviewed to ensure that it is valid and reliable. Research tool SPSS version 23 helps with multiple linear regression analysis, hypothesis testing and the coefficient of determination previously tested classical assumptions.

## RESULT AND DISCUSSION

Data analysis results are done using several phases: validity and reliability testing and classic assumption testing. Furthermore, multiple linear regression tests, hypothesis tests, and coefficients of determination are conducted.

A validity evaluation's findings are obtained by comparing the item's performance to the item's overall score. It is declared authentic if the coefficient between an individual's score and the overall item is equal to or greater than 0.3. If the correlation value is less than 0.3, the object is considered null. Table 1 indicates that all vector questions regarding job involvement, transformational leadership, and millennial performance greater than 0.3. The instrument used is reliable, which means it can be used as a measurement tool in this analysis.

Furthermore, reliability results are obtained by statistically checking Cronbach's alpha ( $\alpha$ ), a reliable attachment component, to see whether it produces a Cronbach's alpha value of  $>0.60$ . Table 2 shows that the variables of job involvement, transformational leadership, and millennial performance have Cronbach's alpha is a measure of how well anything works. values greater than 0.60. As a result, the questionnaire is accurate, indicating that if it is retested, the findings would be consistent or reliable.

Table 1 Shows the Results of The Validity Tests

Variable	Items	Correlation	Standard	Conclusion
Job Involvement (JI)	J1.1	,317	0,3	Authenticity
	J1.2	,577	0,3	Authenticity
	J1.3	,618	0,3	Authenticity
	J1.4	,666	0,3	Authenticity
Transformational Leadership (TL)	TL.1	,390	0,3	Authenticity
	TL.2	,377	0,3	Authenticity
	TL.3	,561	0,3	Authenticity
	TL.4	,623	0,3	Authenticity
Millennial Performance (MP)	MP.1	,404	0,3	Authenticity
	MP.2	,344	0,3	Authenticity
	MP.3	,526	0,3	Authenticity
	MP.4	,373	0,3	Authenticity

Source: Data Processed, 2021

Table 2 Results of Reliability Testing

Variable	Items	Cronbach's Alpha	Standard	Conclusion
Job Involvement (JI)	J1.1	,819	0,60	Dependable
	J1.2	,795	0,60	Dependable
	J1.3	,791	0,60	Dependable
	J1.4	,786	0,60	Dependable
Transformational	TL.1	,813	0,60	Dependable

Leadership (TL)	TL.2	,813	0,60	Dependable
	TL.3	,800	0,60	Dependable
	TL.4	,799	0,60	Dependable
Millennial Performance (MP)	MP.1	,811	0,60	Dependable
	MP.2	,815	0,60	Dependable
	MP.3	,803	0,60	Dependable
	MP.4	,817	0,60	Dependable

Source: Data Processed, 2021

The normality test is used to determine if the destructive or residual variables in a regression model have a regular distribution. The t and f measures are well-known for assuming that residual values obey a normal distribution. A histogram graph matching empirical data with a distribution that detects regular distribution is one of the simplest ways to see residual normality. The accurate data line will be parallel to the diagonal line. If the residual data distribution is regular, as seen in Figure 2, the line representing the correct data will coincide with the diagonal line, implying that the regression model follows the normality assumption.

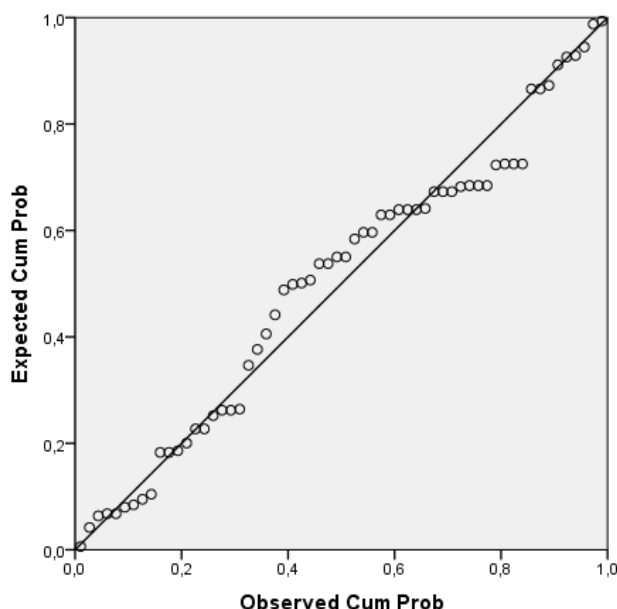


Figure 2: Results of the Normality Test  
Source: Data Processed, 2021

In a regression model, multicollinearity happens when a value is more significant than 10 (ten). Table 3, shows that established VIF values of variable work engagement and leadership are more crucial than value 10 (ten). As a result, there was no multicollinearity in regression in this study.

Table 3 Shows the Results of The Multicollinearity Test

Model	Collinearity Statistics		Conclusion
	VIF	Standard	
1	(Constant)		
	Job Involvement (JI)	1,211	<10
	Transformational Leadership (TL)	1,211	<10

Source: Data Processed, 2021

The heteroskedasticity test is used to see if the regression model variance is the same from one observation to the next. There is no heteroskedasticity if there is no consistent trend and dots

scattered above and below zeros on the Y-axis. Figure 3 shows that if there is no consistent trend, and the points on the Y-axis are distributed above and below zero, then there is no heteroskedasticity, and a strong and ideal regression model can be achieved.

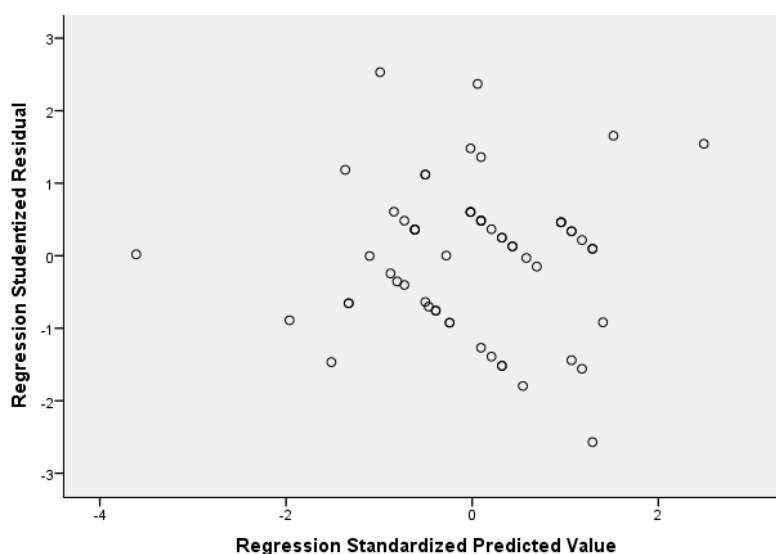


Figure 3: Results of the Heteroskedastisitas Test

Source: Data Processed, 2021

According to Table 4, the unstandardized coefficient value (B) of the resulting regression analysis yielded the following regression equation:

$$Y = 3,897 + 0,136 (JI) + 0,586 (TL)$$

It can be explained as follows using this equation:

1. The constant value is 3.897, indicating that in the absence of independent variables, such as job involvement and transformational leadership variables, the dependent variable's value is a millennial performance at PT. Basirih Industrial, which is 3,897.
2. The job involvement variable (JI) has a regression coefficient of 0.136, This means that if the job involvement variable's value is high, is increased by 0.136 units, it will result in a shift in the value of millennial performance at PT. Basirih Industrial of 0.136 with the assumption that the value of other variables remains constant or zero.
3. The regression coefficient value of the transformational leadership variable (TL) is 0.586, which states that if the value of the transformational leadership variable (TL) is increased by 0.586 units, it will cause a change in the value of millennial performance at PT. Basirih Industrial of 0.586 with the assumption that the value of other variables is constant or zero.

Table 4 Results of Multiple Linear Regression

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	3,897	1,429
	Job Involvement (JI)	,136	,065
	Transformational Leadership (TL)	,586	,095

Source: Data Processed, 2021

According to Table 5, the job involvement variable (JI) has a significant result of  $0.041 < 0.05$ , implying that the first hypothesis (H1), namely, that job involvement has a positive and significant impact on millennial performance at PT. Basirih Industrial is accepted. The transformational leadership variable test (L2) reported a significant result of  $0.000 < 0.05$ ,

implying that the second hypothesis (H2), namely that transformational leadership has a partly positive and significant impact on millennial performance at PT. Basirih Industrial is accepted.

Table 5 Shows the Results of a Partial t-test

Model		t	Sig.	Standard	Conclusion
1	(Constant)	2,727	,008	<0,05	
	Job Involvement (JI)	2,086	,041		H1 accepted
	Transformational Leadership (TL)	6,190	,000		H2 accepted

Source: Data Processed, 2021

Job involvement and transformational leadership variables have a significant result of  $0.000 < 0.05$ , as shown in Table 6, implying that the third hypothesis (H3) is accepted: job involvement and transformational leadership have a positive and significant impact on millennial performance at PT. Basirih Industrial.

Table 6 Shows the Results of Simultaneous F Test

Model		F	Sig.	Standard	Conclusion
1	Regression	32,373	,000 <sup>b</sup>	<0,05	H3 accepted
	Residual				
	Total				
a. Dependent: Millennial Performance					
b. Constant), Job Involvement (JI), Transformational Leadership (TL)					

Source: Data Processed, 2021

The coefficient of determination is used to measure the percentage of the total variance in the dependent variable that the independent variable can describe. According to Table 7, the R-Square of 0.532 indicates that the proportion of the effect of job involvement and transformational leadership variables on millennial performance at PT. Basirih Industrial is 53,2 percent, with the remaining 46,8 percent affected by other variables not included in this analysis.

Table 7 Coefficient of The Determination Result

Model Summary					
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Durbin-Watson
1	,729 <sup>a</sup>	,532	,515	1,151	1,219

Source: Data Processed, 2021

### The Influence of Job Involvement on Millennial Performance

The regression coefficient for the job involvement variable (JI) is 0.136 which indicates a positive or unidirectional relationship with a millennial performance at PT. Basirih Industrial. This means that if the value of job involvement increases by 0.136, the performance of millennials at PT. Basirih Industrial will also increase by 0.136. While the job involvement variable has a significant result of  $0.041 < 0.05$ . Thus, it can be concluded that partially job involvement has a positive and significant effect on millennial performance at PT. Basirih Industrial. The millennial performance will improve as their level of job involvement rises. The findings of this study add to and reinforce the findings of the previous studies ([Albana, 2019](#); [Kustya & Nugraheni, 2020](#); [Manalu et al., 2021](#); [Qodariah, 2019](#)).

### The Influence of Transformational Leadership on Millennial Performance

The transformational leadership variable (L2) has a regression coefficient of 0.586, indicating a positive or unidirectional relationship with a millennial performance at PT. Basirih Industrial.



This means that if the transformational leadership value rises by 0.586, millennial performance at PT. Basirih Industrial rises by 0.586 as well. On the other hand, the transformational leadership component yields a significant performance of  $0.000 < 0.05$ . As a result, it can be inferred that transformational leadership at PT. Basirih Industrial has a partially positive and crucial impact on millennial performance. The higher the level of transformational leadership, the better the performance of millennials. The findings of this study add to and reinforce the findings of the previous studies ([Adinata, 2015](#); [Azka et al., 2011](#); [Jufrizen & Lubis, 2020](#); [Kharis, 2015](#); [Mondiani, 2012](#); [Paracha et al., 2012](#)).

### **The Influence of Job Involvement and Transformational Leadership on Millennial Performance**

The findings revealed that at PT. Basirih Industrial, the variables of job involvement and transformational leadership had a positive and crucial impact on millennial performance. The statistical results of the regression test show that the value of job involvement is  $= 0.355$ , and the value of transformational leadership is  $= 0.494$ . According to the F test results, job involvement and transformational leadership variables have a significant result of  $0.000 < 0.05$ , so it can be inferred that job involvement and leadership have a positive and significant impact on the millennial performance of PT. Basirih Industrial employees. The impact of job involvement and transformational leadership variables on the millennial performance of PT. Basirih Industrial employees accounted for 53,2 percent of the total, with the remaining 46.8 percent affected by variables not included in this report.

### **CONCLUSION**

Based on the study's results and discussion, the following conclusions can be drawn: (1) The results of the significance test  $0.041 < 0.05$  indicate that job involvement has a significant effect on the performance of millennial employees of PT. Basirih Industrial, so that the first hypothesis (H1) is accepted; (2) The results of the significance test  $0.000 < 0.05$  indicate that transformational leadership has a significant effect on the performance of millennial employees of PT. Basirih Industrial, so that the second hypothesis (H2) is accepted; (3) The results of the significance test  $0.000 < 0.05$  indicate that job involvement and transformational leadership have a significant effect on the performance of millennial employees of PT. Basirih Industrial, so that the third hypothesis (H3) is accepted. Research limitations are related to a relatively small sample, it is hoped that further research will use a large sample to generalize the study results.

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