The Moderating Role of Job Enrichment: When Millennial Characters Have a Negative Relationship on Organizational Performance (Case Study at Social Insurance Company in Indonesia)

Indri Fajria Musfiroh, Masfu Hanik and Nugroho J. Setiadi
Management Department
Business Management Program, Business School Master Program
Bina Nusantara University
Jakarta, Indonesia, 11480
indri.musfiroh@binus.ac.id, masfu.hanik@binus.ac.id, nugroho.setiadi@binus.ac.id

Abstract

This study determines and proves that implementation of transformational leadership style and the character of the millennial generation development moderated by job enrichment can influence organizational performance optimally. The millennial is a unique generation characteristic and expected to become a successful leader who determines the future trend of leadership style and influences organization performance if they receive some approaches to build their capacity effectively. This study uses a random sampling technique with 160 junior and senior managers of the millennial generation. The data was analyzed with a quantitative approach, which classical assumption test and Moderated Regression Analysis (MRA) used SPSS. This study has found that job enrichment as the moderating variable does not strengthen the influence of transformational leadership on organizational performance and significantly influences millennial characters on organizational performance. It seems that organizations must overcome these challenges to create optimal leadership strategies for millennial employees and design job enrichment programs that suit the needs of millennial managers. Further research can be carried out with other case studies using more relevant approaches, analytical methods, and specific leadership theories.

Keywords
Transformational Leadership, Job Enrichment, Organization Performance, Millennial Generation

1. Introduction
Currently, there is a generational shift in the world of work, where the majority of the workforce from the millennial generation replaces the X generation and the Baby Boomer generation (Putriastuti and Stasi, 2019). They are the fastest-growing segment of the new workforce (Calk and Patrick, 2017), while the baby boomer generation is entering retirement age (Karthikeyan, 2017). The millennial generation has a unique and different character from the previous generation (Daud and Hanafi, 2020). Compared to the previous generation, the baby boomer and X generation, the millennial generation has a much different performance (Ramli and Soelton, 2019). They will cause problems because of generational differences that impact organizational dynamics and behavior (Sarwono and Bernarto, 2020) and affect organizational performance (V and Padashetty, 2018). This generation prefers to work casually, and it is challenging to commit to the organization. So, organizations are required to have the ability to manage and adapt to organizational changes (Muturi and Ombui, 2016). Several studies have shown that they tend to be highly dissatisfied, bored, and demotivated with monotonous and repetitive tasks. Moreover, the tasks are routine and unprofitable with an overly controlled authority structure. The problem of boredom and job dissatisfaction results in low productivity (Mac-Ozigbo and Daniel, 2020).

Soon, these millennial employees will occupy leadership positions in the organization and determine future leadership trends. This generation will set new management rules with various leadership styles in the work environment. As millennial managers, they want to introduce individual policies, styles, and work methods (Bhadade et al. 2020). Millennials tend to prefer leadership attributes that are innovative, inspiring, and visionary (Daud and Hanafi, 2020), according to the characteristics of millennials. However, one leadership theory alone cannot explain millennial

leadership styles with complex characters. Many studies and literature mention leadership effectiveness related to generational characteristics (Putriastuti and Stasi, 2019). Management must be trying to motivate employees by giving them ample opportunity to use all of their ability to work and identify factors that contribute to improving organizational performance. The implication is that the effectiveness of capacity building depends on the pattern of knowledge, skills, capabilities, competencies, and behaviors related to work that is important for more excellent performance that can always influence the organizational success (Salau et al. 2014). Employees can give tremendous effort to organizational productivity when they give them full support (Vijay and Indradevi, 2015). Millennials are expected to become better and successful leaders if they receive training and education, but this is often neglected in practice (Muturi and Ombui, 2016). This challenge can be an opportunity for organizations to improve their performance (Daud and Hanafi, 2020), considering that leadership style and organizational performance influence each other (Al-Khaled and Fenn, 2020). Research related to the effect of job enrichment on organizational performance until today is complicated to obtain references research that has been done before. Generally, the effect of job enrichment has been studied on individual performance. Thus, it becomes interesting to study further so that organizations are better prepared to face the regeneration of millennial leadership as managers in supporting organizational performance. This study aims to determine and understand the effect of transformational leadership style and millennial character on organizational performance, moderated by job enrichment.

2. Literature Review and Hypothesis Development
2.1 Transformational Leadership and Organizational Performance
Leadership is one part of the management of an organization. The millennial generation has a leadership style with vision, strategic thinking, focus, contingent reward, ideological influence, inspiration, collaboration, courage, intellectual stimulation, enthusiasm, willingness to change, and communication (Daud and Hanafi, 2020). These attributes the millennial generation directly to become transformational leaders. Transformational leadership is usually associated with ideological influence, intellectual stimulation, individual consideration, and inspirational motivation (Abou-Moghli, 2018). Transformational leadership theory is concerned with leader behavior contributing to organizational dynamics (Juntarbutra et al. 2020). Based on previous research, this study investigates the influence between millennial transformational leadership and organizational performance in Indonesia (Wanasida et al., 2021). Organizational performance is a complex and multidimensional phenomenon in various literature. Each organization has different criteria for measuring performance (Hurduzeu, 2015). It consists of goals and outputs (Khajeh, 2018). The results show that transformational leadership significantly influences individual and organizational levels (Toufaili, 2017). Compared to other leadership styles, transformational leadership strongly influences organizational performance and positively correlates with various organizational outcomes (Choudhary et al., 2013; Hurduzeu, 2015; Alrowwad et al., 2017; Bandiera et al. 2020). From a theoretical point of view, most of the literature offers empirical evidence and reinforces the assumption that transformational leadership has a positive correlation for organizations. It is rare to find literature stating that transformational leadership negatively affects organizational performance (Toufaili, 2017). Based on several arguments from previous research results, this study assumes that an effective transformational leadership style positively influences organizational performance. Thus, the proposed hypothesis and research model are presented as follows:

H1: Transformational leadership style has a positive effect on organizational performance

2.2 Millennial Character and Organizational Performance
The millennial generation grows up in an era of globalization and digitalization (Daud and Hanafi, 2020). This generation is commonly known as Generation Y, born from 1982-2000 (Karthikeyan, 2017). This generation is highly driven to succeed and wants to continually improve their work style and skills (Bhadade et al. 2020). They like challenges and prioritize work-life balance (Karthikeyan, 2017). This generation is empathetic and critical of environmental changes and is quickly bored with a monotonous environment (Ramli and Soelton, 2019). The millennial generation views that working well-being is not only financially measured. It also includes independence, self-acceptance, individual development, life goals, environmental control, relationships with people, and work-life satisfaction (Nangoy et al. 2020). They need self-actualization (Bhadade et al. 2020) and prefer to work in teams because they like social interaction (Karthikeyan, 2017). If there is a better career opportunity, they are willing to leave their current job position and organization, so millennials are considered less dedicated to work. By taking on leadership roles, millennials accept a difficult task, but they make a difference with their skills. The attitudes and behavior of the millennial generation positively impact employee productivity and affect organizational performance

(Ramli and Soelton, 2019). The millennial generation will be the catalyst that creates, manages the organizational environment and culture, creates strategies that encourage and maintain innovation and success in organizations (Rony, 2019). The character possessed by millennial leaders is assumed to influence the achievement of organizational performance positively. If employees have lousy character and work with negative perceptions of their work environment, it will impact individual performance and negatively affect their organization performance. So, it can be concluded that employee characteristics still contribute to organizational performance but are not the primary contributor variable for an organization to succeed (Youshan and Hasan, 2015). Thus, the proposed hypothesis and research model are presented as follows:

H2: The character of the millennial generation has a positive effect on organizational performance.

2.3 Job Enrichment Moderation Role and Organizational Performance

Job enrichment has become an essential tool for management to motivate employees to improve their performance, skills, and ability to perform tasks for organizational growth. The primary purpose of job enrichment is to make work more enjoyable, meaningful, challenging, and responsible (Mac-Ozigbo and Daniel, 2020). Job enrichment has three factors: task significance, task identity, and skill variation formulated by Hackman and Oldham (1975) (Vijay and Indradevi, 2015). Significance duties at work directly impact the organization or its stakeholders. It shows that employees must contribute to the organization. Task identity can make it easier for people to do a job as a whole. Skill variation will increase the number of skills that employees use to do different types of work in different ways. These factors can help organizations reduce rigid and monotonous managerial routines and increase creativity and employee satisfaction. Some organizations adopt job enrichment to increase productivity (Mac-Ozigbo and Daniel, 2020). Salau et al. (2014) research said the job enrichment factor (skill diversity, task identity, task significance, and autonomy) significantly affects employee performance and organizational effectiveness. It also positively affects employee behavior, job satisfaction, and individual motivation to impact organizational needs. Job enrichment is significant in maintaining employee enthusiasm and long-term productivity (Ali, 2020). The motivation to achieve good performance due to job enrichment is similar to transformational leadership. The research about transformational leadership, job enrichment, and goal-setting organization revealed that these variables positively affect (Whittingtona et al., 2004). Overall, the study will test the following hypotheses:

H3: Job enrichment strengthens the influence of transformational leadership style on organizational performance

The primary purpose of job enrichment is to make work more exciting and challenging for employees to have more responsibilities and have a wide variety of skills in their jobs. Meanwhile, millennial managers are confident, educated, collaborative, innovative, optimistic, have a work ethic, and are very focused on (Do et al. 2018), but they can be easily distracted by things outside of work due to the influence of information technology (Sarwono and Bernarto, 2020). Through job enrichment, they can overcome the boredom of routine managerial work, improve the quality of work, and optimize the development of employee potential, which directly affects the company's productivity and performance (Vijay and Indradevi, 2015). There is a positive relationship between participation and goal completion by employees on job enrichment (Mac-Ozigbo and Daniel, 2020). An increase in work motivation and employee performance will impact organizational growth, so achieving organizational goals is an excellent opportunity. Many organizations adopt job enrichment programs to increase organizational productivity and create a pleasant work environment. The company is more concerned with organizational performance than paying attention to its employees (Nangoy et al. 2020). Therefore, job enrichment works as a road map to job fulfillment by increasing responsibility, recognition, creativity, autonomy, and control of employees over the work to be done in the organization. Organizations can achieve more excellent performance and excellence by allowing the employees autonomy, control, and various skills and responsibilities (Mac-Ozigbo and Daniel, 2020). It is important to note that management should be able to motivate employees by giving them sufficient opportunities to use all their abilities in their work and identify the factors that contribute to increasing organizational performance. The implication is that the effectiveness of capacity building depends on the pattern of knowledge, skills, capabilities, competencies, and behaviors related to work that is important for more excellent performance that can always influence the organizational success (Salau et al. 2014). Thus, there is influence significant positive between job enrichment, employee behavior, and organizational performance (Mac-Ozigbo and Daniel, 2020). Overall, the study will test the following hypotheses:

H4: Job enrichment strengthens the influence of the character of the millennial generation on organizational performance

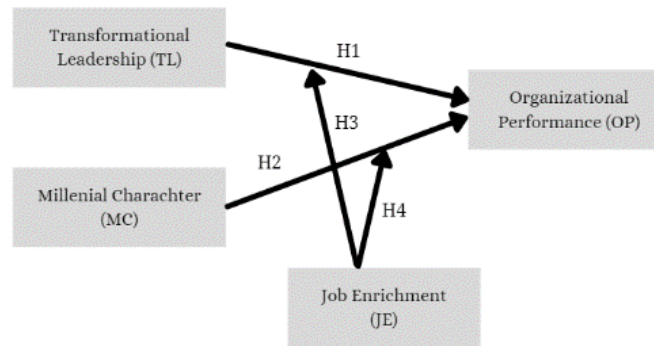So, the line of thought in this research is as Figure 1 follows:

Figure 1. Research Model

3. Methodology

This study adopted a descriptive method to study the characteristics of millennials in organizations. Researchers are interested in showing transformational leadership style and millennial characteristics on organizational performance, moderated by the job enrichment period. In this study, millennial leaders become an interesting issue to discuss because of their stereotypes. This research subject is a group of millennials who have held leadership positions in state-owned enterprises in social insurance services. The concept of this field study is carried out in a natural environment (non-contrived setting) through a quantitative approach with minimal intervention by researchers. The survey strategy technique was applied to identify and measure the effects of the dependent, independent, and moderating variables. The survey was conducted cross-sectional and presented to respondents online for one week in the first week of August 2021. The survey, which was distributed to the entire population, was carried out with the help of social media. Participants completed the survey steps provided by the research team via email and WhatsApp. A structured questionnaire was used to collect primary research data, which was then randomly distributed to all target respondents using a Likert scale. The Likert scale used consists of 5 scales, ranging from 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), to 5 (strongly agree). Measurements from previous research are applied in this study with minor alterations to meet the study's objectives. The close-ended questionnaire begins with a socio-demographic statement.

Respondents were requested to provide demographic information such as gender, age, marital status, and level of education. The second section of the questionnaire contains statements on workplace attitudes and behavior. The selection of question items used by the questionnaire instrument was obtained from several references from previous studies that have been verified for reliability and validity. The transformational leadership variable consists of 20 question items adopted from Ali et al. (2014). The millennial character variable consists of 15 question items adopted and modified from Wanasida et al. (2021) and Sarwono and Bernarto (2020). The job enrichment variable consists of 15 question items adapted from Vijay and Indradevi (2015) and Drewery (2019). At the same time, the organizational performance variable consists of 9 question items adapted from Wanasida et al. (2021).

This study uses a probability sampling technique and random sampling with 160 individuals from a total population of 257 distributed in departments and work units throughout the organization. The method determines the number of samples using the Slovin formula with an error tolerance is 5%. The sample in this study consisted of junior and senior managers belonging to the millennial generation category. The researcher wants to investigate the transformational leadership style parameters and millennial characteristics as independent variables moderated by job enrichment in influencing organizational performance as the dependent variable. The questionnaire collected from respondents was then analyzed using descriptive and inferential statistics (Abou-Moghli, 2018). The data are classified to see the pattern of relationships or variations between the results and research objectives. Testing hypotheses 1 and 2 performed multiple linear regression analysis that the test is performed to predict the result of the relationship between the dependent variable (Y) and the independent variable (X) to answer the research hypothesis.

Meanwhile, to test the effect of moderation on hypotheses 3 and 4, a Moderated Regression Analysis (MRA) was conducted (Liana, 2009) using SPSS. A classical assumption test is an analysis to test the feasibility of the regression model. The classical assumption tests used are normality, multicollinearity, heteroscedasticity, and autocorrelation. Regression testing was carried out in several stages, including testing the feasibility of the regression model (Goodness of Fit Test), the coefficient of determination (R2), and individual parameter tests. The significance level for each variable was measured at the p-value <0.05 (Cresnar and Nedelko, 2020; Orabi, 2016; Galoji et al., 2013; Raghavan and Janardhanan, 2019).

4. Results and Discussion

The questionnaires distributed online managed to get 167 sample data of respondents. Only 160 respondents' data were declared eligible to be processed and analyzed from the data collected. Meanwhile, seven other respondents who filled out the questionnaire ultimately were not included in the sample category in the study. This study consisted of 49% male respondents and 51% female respondents. Respondents are 76% structural officers and 24% functional officers categorized as the millennial generation. The majority are aged between 25-35 years by 71%. The remaining 29% are > 36 years old and are spread across the head office and branch offices. The official grade level starts from level 13 and has a maximum of 21, while the staff level is from grades 9 – 12. The details of the data are described in Table 1 below:

Table 1. Respondent Profile

Category	Frequency	Percentage	Category	Frequency	Percentage
Gender:			**Position:**		
Male	79	49%	Structural	121	76%
Female	81	51%	Functional	39	24%
Age:			**Grade:**		
< 25	0	0%	13	81	51%
25 - 30	67	42%	14	34	21%
31 - 35	47	29%	15	23	14%
36 - 40	42	26%	16	16	10%
> 40	4	3%	17	3	2%
			18	3	2%
Education:					
D3	16	10%	**Work Unit:**		
S1	119	74%	Head Office	77	48%
S2	25	16%	Branch Office	83	52%
Total	160		100%		

4.1 Validity test

Factor analysis is a data reduction method to find new variables called factors that are fewer than the original number in measuring the validity of the research instrument using a factor analysis approach. This test aims to choose the correct variables to be used in research. If the correlation number is above 0.5, it indicates that the variable has a strong correlation, and if it is below 0.5, it indicates a weak correlation. Statistically, there is 1 item of the millennial character variable, "I am delighted with my current job," and 4 items of the job enrichment variable declared invalid. They are "I think the amount of work given to me is a reasonable thing," "If I could choose then I would do things that are different from the usual things," "My co-workers always appreciate the success I get," and "My company cares about employee welfare." So that the five items have a value of <0.5 or are not correlated with each other and are not relevant in the analysis of further research after 59 questionnaire items tested. The researcher discards these variables because they can affect the interpretation of the results of data analysis. To test the consistency of the validity of the variables that have been declared valid, then retesting is carried out without the participation of invalid variables. Based on the rotated component matrix table by applying to suppress absolute values < 0.3, the results of the item correlation

are declared valid with a total of 54 items in which each variable has a substantial correlation value (> 0.5) and is suitable for use in the subsequent analysis stage.

4.2 Cronbach Alpha, Mean and Standard Deviation

Table 2. Reliability Test Result

Variable	Cronbach Alpha	Result	Mean	Std. Deviation
Transformational Leadership	0,873	Reliable	4,3116	0,402
Millennial Character	0,871	Reliable	4,3942	0,434
Job Enrichment	0,870	Reliable	4,1381	0,483
Organization Performance	0,870	Reliable	4,4090	0,462

Each item questionnaire valid reliability test performed to test the instrument research and determine the extent to which a measurement can provide the same results when measurements were back on the same subject during the aspects measured inside respondents unchanged. The reliability testing technique used is to see Cronbach's Alpha value. The decision-making criteria are that the questionnaire can be reliable if Cronbach's Alpha coefficient is more significant than 0.6. Based on Table 2, it can be concluded that every item on the variables tested has been reliable. So, the questionnaire instrument in this study can be used several times to measure the same object and produce consistent data.

4.3 Normality Test

Table 3. Normality Test Result

No.	N	Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)	Casewise Diagnostics
1	160	0,759	0,612	25, 27, 130
2	157	0,586	0,882	116, 121
3	155	0,412	0,996	-

Test for normality in this study conducted by the non-parametric statistical test one sample Kolmogorov- Smirnov test. Data can be generally distributed if p-value > (0.05). The first stage of the statistical test showed that the residual data obtained from all variables were normally distributed with a significant value of 0.612, greater than 0.05. Based on the graphical analysis in the first stage of the test, three pieces deviate to the right and left to strengthen the normality test results. The data identification outlier can be seen from the case-wise diagnostics data to the 25th, 27th, and 30th of data. Then the outlier data was removed and not used in further analysis. In the second stage of testing, there are still 2 data outliers, 116th and 121st, which affect the normality test results. So that in the third stage, the results of the normality test with the most outstanding significance level are 0.996 with a total of 155 data observations that can be used, which can meet the assumption of normality. Table 3 shows that the data is usually distributed because the data points are spread around the diagonal line. The spread of the data points is in the same direction as following the diagonal line on the Normal PP Plot graph. So, it can be concluded that the regression model is feasible to use in this study.

4.4 Multicollinearity Test

The multicollinearity test was tested by using and comparing the tolerance and VIF values from the regression model. The regression model is declared free from multicollinearity if tolerance > 0.10 and VIF value < 10. The two measures indicate which other independent variables explain independent variables. Based on Table 4, each independent variable is free of multicollinearity because it has a tolerance value > 0.1 and a VIF value < 10 in model 1 and model 2. So, there is no symptom of multicollinearity between independent variables for the regression equation model 1 and model 2. In the third model, calculating the value of tolerance on all independent variables is smaller than 0.01, and VIF on all independent variables is greater than 10. So, all the variables are not eligible multicollinearity-free, and it can be concluded that there are symptoms of multicollinearity between independent variables for the regression equation 3. However, regression analysis with Moderated Regression Analysis (MRA),

where the job enrichment variable acts as a moderating variable, often causes a problem with a high level of multicollinearity between the independent variables (Liana, 2009). The moderating variable contains other independent variables, namely transformational leadership and millennial character. Therefore, this multicollinearity problem does not reduce the predictive power simultaneously but affects the predictive value of an independent variable.

Table 4. Multicollinearity Test Result

Model	Variable	Collinearity Statistics	
		Tolerance	VIF
1	Transformational Leadership (TL)	0,547	1,827
	Millennial Character (MC)	0,547	1,827
2	Transformational Leadership (TL)	0,537	1,863
	Millennial Character (MC)	0,277	3,615
	Job Enrichment (JE)	0,316	3,168
3	Transformational Leadership (TL)	0,009	111,683
	Millennial Character (MC)	0,012	81,522
	Job Enrichment (JE)	0,007	151,329
	Moderating 1 (TL_JE)	0,002	500,612
	Moderating 2 (TL_JE)	0,003	356, 592

4.5 Heteroscedasticity Test

A heteroscedasticity test was carried out using the Scatter Plot graph. All points on the graph spread randomly and are spread both above and below the number 0. So, there is no heteroscedasticity disorder in the regression model in this study, and the dependent variable, namely organizational performance, is feasible to use. The classical assumption test concluded if the research data is typically distributed. There are no symptoms of heteroscedasticity or multicollinearity. Therefore, the available data has met the requirements to be analyzed using a regression model.

4.6 Simultaneous Significance Test (F Statistics Test)

Model Goodness of F can be measured by the value of the F statistic that indicates whether all the independent variables and moderating variables included in the model are feasible and have an influence together on the dependent variable. The test criteria are if the P-value > (0.05) means the regression model is not suitable for use in the study, and if P-value < (0.05) means the regression model is feasible to use in research. Based on the test results in Table 5, the overall model in this research has an F-test with a significance level P-value = 0.000 smaller than α (0.05). The regression model can be used to predict organizational performance. It can be said that job enrichment moderated the effect of transformational leadership and millennial character together on organizational performance. So, all models fit 95% statistically significant.

Table 5. ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.337	2	10.168	160.361	.000ª
	Residual	9.638	152	.063		
	Total	29.975	154			
2	Regression	20.366	3	6.789	106.672	.000ᵇ
	Residual	9.609	151	.064		
	Total	29.975	154			
3	Regression	21.311	5	4.262	73.304	.000ᶜ
	Residual	8.664	149	.058		
	Total	29.975	154			

a. Predictors: (Constant), MC, TL

b. Predictors: (Constant), MC, TL, JE

c. Predictors: (Constant), MC, TL, JE, MC_JE, TL_JE

d. Dependent Variable: OP

4.7 Coefficient of Determination Analysis (R^2)

The coefficient of determination can show the magnitude of the contribution of the independent variable to the dependent variable. The higher the value, the higher the independent variable's ability to explain the variation of changes in the dependent variable. Table 6 below shows models 1 and 3, following the predictor, entered on the regression analysis. Model 1 has a direct relationship comprising only variables independently. They are transformational leadership and character Millennial, significantly affecting the organization's performance by 67.8 %.

In comparison, the remainder equals 32.2 %, which is explained by other variables not included in the 1st model equations. In Model 2, if added one more moderating variable that is job enrichment are quite capable of affecting the performance of an organization to be significantly better by 0.1% to 67.9%, the remainder equals 32.1 %, which is explained by other variables not included in the 2nd model equations. Model 3 calculated simultaneously showed that the variables of transformational leadership and the millennial's character indirectly influence job enrichment to the performance of an organization of 71.1 %. The remaining 28.9% is influenced by other variables outside of equations not discussed in this third equation model. Thus, it can be concluded that job enrichment as a moderating variable can increase the influence of transformational leadership and millennial character as the dependent variable on organizational performance.

Table 6. Coefficient of Determination Analysis Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.824a	.678	.674	.25181	.678	160.361	2	152	.000
2	.824b	.679	.673	.25227	.001	.452	1	151	.503
3	.843c	.711	.701	.24113	.032	8.134	2	149	.000

a. Predictors: (Constant), MC, TL
b. Predictors: (Constant), MC, TL, JE
c. Predictors: (Constant), MC, TL, JE, MC_JE, TL_JE
d. Dependent Variable: OP

4.8 Individual Parameter Significance Test (Statistical t-Test)

The t-test is used to test the effect of the independent variable on the dependent variable partially or individually. The test criteria are if P-value > (0.05) = H_0 is accepted and H_1 is rejected, and if P-value < (0.05) = H_0 is rejected and H_1 is accepted.

Table 7. Coefficient Table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.420	.232		1.809	.072
	TL	.257	.068	.235	3.786	.000
	MC	.657	.063	.647	10.403	.000
2	(Constant)	.422	.233		1.816	.071
	TL	.251	.069	.229	3.648	.000
	MC	.615	.089	.605	6.909	.000
	JE	.051	.076	.055	.672	.503
3	(Constant)	6.305	1.987		3.173	.002
	TL	.237	.508	.217	.467	.642
	MC	-.737	.404	-.725	-1.823	.070
	JE	-1.374	.499	-1.492	-2.753	.007
	TL_JE	-.012	.129	-.090	-.091	.927
	MC_JE	.339	.099	2.846	3.421	.001

a. Dependent Variable: OP

Referring to Table 7, the regression equation is obtained as follows:

$$OP = 6.305 + 0.237\ (TL) - 0.737\ (MC) - 1.374\ (JE) - 0.012\ (TL*JE) + 0.339\ (MC*JE)$$

The regression equation above based on the hypothesis has been written. Based on the results of the individual parameter tests above, it is known that all independent variables without a moderating variable in the first regression model have a P-value $< (0.05)$. It means H_0 is rejected, and H_1 is accepted. The transformational leadership and millennial character variables have a significant and positive relationship with organizational performance. Suppose one more moderating variable is added in the second regression model, namely job enrichment in the second regression model. In that case, the result is that P-value $(0.503) > (0.05)$, then H_0 is accepted, and H_1 is rejected. The job enrichment variable does not significantly but positively affects organizational performance. So it can be concluded that job enrichment is not feasible to be a moderating variable in this second research model. While the other variables are transformational leadership and millennial character variables, they have a consistent, positive relationship with organizational performance. So, the first and second hypotheses are accepted, namely that the transformational leadership style has a significant effect on organizational performance, and the characteristics of the millennial generation significantly affect organizational performance. The results of this study are in line with the results of previous studies that showed that transformational leadership influences individual employee performance and organizational performance directly (Toufaili, 2017) and has a positive relationship with organizational performance (Khajeh, 2018). It shows that the transformational leadership style encourages employees to work better following organizational goals. The success of organizational performance will significantly depend on the leadership style carried out by organizational leaders (Atan and Mahmood, 2019). The research results prove and recommend that organizations implement and develop transformational leadership styles to improve organizational performance optimally. The results also show that all millennial leader respondents have the same perception of the millennial character and agree that the millennial generation can positively influence organizational performance. The attitudes and behavior of the millennial generation positively impact employee productivity and affect organizational performance (Ramli and Soelton, 2019).

Based on the results of the individual parameter tests above, it is known that the regression model contains all independent variables and moderating variables. They are calculated together in the third regression model. The transformational leadership variable does not significantly and positively relate to organizational performance because the P-value $= 0.000 > \alpha\ (0:05)$, then H_0 is received and H_1 rejected. Then the millennial character variable has a significant and negative relationship with organizational performance because P-value $= 0.000 < (0.05)$, then H_0 is rejected, and H_1 is accepted. The moderating variable, namely job enrichment, has a significant effect and negatively affects organizational performance because P-value $= 0.000 < (0.05)$, then H_0 is rejected, and H_1 is accepted. These results contradict Vijay and Indradevi's (2015) research, which found that job enrichment positively affects individual performance. Also, individual performance contributes to the achievement of overall organizational performance. Variable job enrichment does not strengthen the influence of transformational leadership against organizational performance significantly P-value $= 0.000 > \alpha\ (0:05)$, then H_0 is received and H_1 rejected.

The third hypothesis is rejected the job enrichment strengthening the influence of transformational leadership on organizational performance. Job enrichment should receive a positive response because it benefits employees. Such as making employees feel that they have more competencies and skills in completing their work allows them to take responsibility and have more authority to complete the work. Because most of the millennial leaders do not agree with some of the assumptions of the question items given and explain if they are starting to feel tired and bored with the routine of work and the organizational achievement targets are given almost exceed the reasonable limit according to them. In addition, the demands of the existing bureaucracy force them to obey the rules and do things they do not want to do in the organization. The survey results also prove that organizations do not routinely carry out development, training, and education programs to improve employee competencies and skills. The organization does not provide equal opportunities for employees to transfer/place employees in new places and try more challenging things. This factor ultimately makes the quality of work and employee productivity decline and impacts organizational performance. So that these constraints cause job enrichment does not significantly affect transformational leadership on organizational performance. Job enrichment variable strengthens the influence of millennial character on organizational performance significantly because P-value $= 0.000 < (0.05)$. H_0 is rejected, and H_1 is accepted according to the fourth hypothesis. Namely, job enrichment strengthens the influence of the character possessed by the millennial generation on organizational performance. It also positively affects employee behavior, job satisfaction, and individual motivation to positively impact organizational needs (Ali, 2020). It is known that some organizations adopt job enrichment to increase organizational productivity. The results of this study are similar to the

findings of Mac-Ozigbo and Daniel (2020), which states that there is a significant positive relationship between job enrichment, employee behavior, and organizational performance. So, we can conclude that job enrichment is worthy of being variable moderation in this research model. The moderation can strengthen or weaken the direct relationship between the independent and dependent variables and cause the relationship between independent variables and the dependent variable to be positive or negative.

5. Conclusion

The classical assumption test concluded that the research data is usually distributed. There are no symptoms of heteroscedasticity or multicollinearity. However, in regression analysis with Moderated Regression Analysis (MRA), the moderating variable often causes multicollinearity problems between independent variables (Liana, 2009). Therefore, this multicollinearity problem does not reduce the predictive power simultaneously but affects the predictive value of an independent variable. Regression testing was carried out in several stages with the results of the feasibility test of the regression model. The regression model in this study can predict the relationship of job enrichment moderating the effect of transformational leadership and millennial character together on organizational performance. The existence of job enrichment as a moderating variable can increase the influence of transformational leadership and millennial character on organizational performance to 71.1% in the regression model of this study. The coefficient of determination can show the magnitude of the contribution of the influence of the independent variable and the moderating variable on the dependent variable.

The first and second hypotheses in this study are accepted. Namely, transformational leadership and millennial character have a significant positive effect on organizational performance. The results of this study are consistent with previous researchers' results and prove that if an organization implements and develops a transformational leadership style, it can improve organizational performance optimally. Furthermore, the assumptions related to the characteristics of the millennial generation that can positively influence the achievement of organizational performance are statistically valid and reliable. So, the character of the millennial generation has a positive impact on organizational performance. Based on the results of the individual parameter tests above, it is known that the regression model containing all independent variables and moderating variables, which are calculated together, shows different research results from several other research references. The results explain that the moderating variable, namely job enrichment, has a significant and negative relationship with organizational performance. The conclusion is that job enrichment deserves to be a moderating variable in this research model. The moderating variable can strengthen or weaken the direct relationship between the independent and dependent variables. It causes the relationship between the independent and dependent variables to be positive or negative, so the third hypothesis is rejected. This study proves that the job enrichment variable does not strengthen the influence of transformational leadership on organizational performance and accepts the fourth hypothesis. The job enrichment variable significantly strengthens the influence of millennial characters on organizational performance.

This study has several practical implications, which is that organizations need to create optimal leadership strategies for millennial employees. It is expected to help policymakers better understand the character of millennial generation managers and make it easier for the human resource department to design job enrichment programs that suit the needs of millennial managers. This research is limited to millennial leaders who work in the social insurance industry in Indonesia, so it cannot be generalized. Further research can be carried out with case studies in other places or areas using a qualitative approach and developing other more specific leadership theories that can accommodate the characteristics of a generation. The limitations of the selection of indicators in this study were taken and adapted from several sources. It is hoped that further research can explore other relevant instruments and analytical methods such as structural equation modeling with a larger sample size.

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Biography

Indri Fajria Musfiroh is a Master of Business Management student at Bina Nusantara University, Jakarta, Indonesia. She earned her Bachelor of Economics degree from Andalas University, Padang, West Sumatera, between 2010-2014. Currently, she is working as finance assistant manager of state-owned enterprises in social insurance services and licensed as a Qualified Risk Management Officer from Badan Nasional Sertifikasi Profesi in Indonesia.

Masfu Hanik is the Manager of state-owned enterprises in Indonesia's social insurance services. She is a Master of Business Management student at Bina Nusantara University, Jakarta, Indonesia. She earned her Bachelor of Statistics degree from Brawijaya University, Malang, East Java, 1999-2003. With more than 10 years of experience in many fields, now she focused on learning to learn to expand customers in the captive market.

Nugroho J. Setiadi has over 20 years of active teaching, consultancy, and research experience in Human Resources Management, Organizational Behavior, Consumer Behavior, and Leadership. His current research program focuses on Creativity, Leader-member exchange (LMX), Entrepreneurial Capital, and Personality aspects in the work context. He has produced several textbooks, journal articles and delivered presentations at several professional conferences.