

Distance Leader and Instant Leader Towards Millennial Leadership Effectiveness Related on Young People

Azib Asroi¹, Rusman Frendika², ^{1,2}Universitas Islam Bandung, Email:
¹azib@unisba.ac.id, ²rusman@unisba.ac.id

In the future, there are no official limit guidelines on social media, using social media for every second, every time, and each day is associated with poorer languages skills, communication skills, and interaction skills. The novelty in this study is that more over young people as future generation and future leader become millennial leader. The aim of this research is to measure between distance leader and instant leader towards millennial leadership effectiveness related to young people and social media. Quantitative methods were selected to analyse the data generated from the questionnaire study and 132 respondents from 33 provinces in Indonesia. The subjected to analysis using SPSS v.25 to analyze the influence of distance leader and instant leader in millennials leadership effectiveness. These results indicate that both distance leaders and instant leaders on average are not differ significantly influence on millennials leadership. And young people in the future are highly dependent on social media, so their perception that millennial leadership effectiveness is nor influenced by distance leaders and instant leaders.

Key words: *Distance Leader; Instant Leader; Social Media, Millennials Leadership, Effectiveness*

JEL Classification: L84 and M12



Introduction

The literature on leadership at a distance in the organizational domain has yet to generate much empirical work, let alone define and bound the phenomenon of —leader distance (Antonakis, 2002). (Neufeld, Wan, & Fang, 2008) stated that little research to date has examined how physical distance influences leader–follower communication effectiveness or leader performance. Future human resource practices will provide a new challenge for the business world that will be colored by several new dynamics: talent crisis, aging workforce, increase in global worker mobility, and matters relating to organizational and cultural issues that arose as a direct impact of this decade's changes, where these conditions require a leadership style that is fast, precise, and flexible. Another advantage of technology-mediated environments using asynchronous communication systems is that it —frees participants from the social rules typically associated with face-to-face communication as well as cognitive constraints (Kahai, Sosik, & Avolio, 1997). Enabling access through technology (Kariuki, 2019). (Bushardt, Young, & Bari, 2018) stated that the new manager may be a member of generation Y—the millennial generation. Much attention has been given to this generation in terms of their strengths, weaknesses, and values which may affect the workplace. This generation may need special management skills, as it is possible the millennials will be managing five generation in the workplace. These are called frequently referred to as the traditionalists, baby boomers, generation X, Millennials, and those beginning to enter into the workplace. Generation Z/Centennials. Therefore, the new manager may have several unique challenges as he/she transitions from worker to manager/supervisor. So, a leader must understand this large sector of the millennial generation in the context of managing a diverse workforce with multiple generation. Furthermore, referring to (Whelan, 2006) that generation defined not by formal process, but rather by demographers, popular culture, the press and media, and even by the generations themselves. Based on description above, is millennial leadership influenced by distance leader and instant leader for future young people?

Literature Review and Hypotheses

Young People and Social Media

Social media has penetrated the lives of young people and can provide a better understanding of everyday social media use for daily activities (Vromena, Xenos, & Loader, 2015). The use of everyday social media now sustaining change in young people from obedient norms becomes their own personalized norm with preferences for online, self-involvement, and organizing (Otsman, 2012).

However, we also show that this image of young people's behavior now and in the future. this is a direct phenomenon. Both the emergence of communication that is inten on social media and self-actualization along with the development of the age and digital era. Internet appealed



to young people, and they were early adopters of its functionality for flexible forms and were often interactive and peer-based (Livingstone, 2010).

Distance Leader

Understanding of leadership among young people is currently experiencing a shift from conventional understanding to support its internal integrity, and to establish its truth becomes a simply and instantly. (Kotter, 1988) defined leadership as the process of moving a group of people in some direction through (mostly) noncoercive means. Kotter acknowledged that the word leadership sometimes refers to people who occupy the roles where leadership by the first definition is expected. Kotter then characterized good 'or effective' leadership as a process that moves people in a direction that is genuinely in their real long-term best interests. Leadership at a distance in terms of leadership impression management (Conger & Kanungo, 1987); leadership communication (Shepherd & Weschler, 1955), leadership substitutes (Kerr & Jermier, 1978).

Instant Leader

Leadership is not something that is developed instantly (Brich, 1999). The relationship between the persona (abilities, traits, characteristics, and actions), and the outcomes of the social milieu within which he/she appears to operate (Barker, 2001). However, results may differ for close versus distant leader–follower relationships (Shamir, 1995). Much of the published leadership literature has been proposed in research contexts in which leaders and followers are proximally located to one another.

Instant and leadership can go together. By the time you have tried some of the Leadership like any skill is something that improves significantly with practice, is a continuum and some will always be better than others, and can be taught and that the teaching need not involve years of self-denial and dedication. Instant leaders always rely on social media or gadgets every time they make orders or make decisions. All considerations and thoughts are based on the literature of the gadget.

Millennial Leadership

Millennials are specifically those individuals born between 1982 and 2005, further compounding the destructive power of the crisis in talent the business skills of these emerging gen y leaders will be insufficient for the high-level roles they will soon be taking on (Semb, 2007). According to (Izquierdo, Novillo, & Mocha, 2019), the managers or leaders of such microenterprises have, as a primary challenge, to maintain or enhance the level of available human talent.

As mentioned by (Hernández, 2019), it must be considered that there are two ways of human thinking, as proposed by Douglas McGregor, the X, and Y theories. Theory X think of workers as working animals, who only respond to the yoke, control, and threat, while theory Y is based on the premise that people want and need work, and they are self-motivated, which makes these behaviors an influence on leadership styles.

(Graham, Daniel, & Doore, 2019), Virtual spaces continue to infiltrate themselves into various aspects of both our personal and professional lives. Millennials in particular know this having lived their whole lives immersed in the Internet. Some of the activities Millennials have done and continue to do include: social networking, synchronous real-time video gaming with friends who are geographically separated from them, and retrieving answers to every imaginable question they've ever had thanks to Internet search engines. Millennials have now reached the age in which they are graduating from colleges and joining the workforce. Giving the ubiquitous nature of the Internet as a platform to communicate, coordinate, collaborate, and share information.

Thus, the objective of this paper is to improve theoretical and practical understanding of distance leader and instant leader. Several types of leadership can be followed by the employees of a company, who according to (Cardona, 2000) in the twenty-first century, where change will be the only constant, reactive managers will be of little use. Proactive leaders will be the ones to drive organizational change and development. (Esguerra, 2017) also coincides, he states that relational leadership is a framework for identifying the factors that make up these interrelations, such as assets, resources and complementary skills. The aim of this research is to measure between distance leader and instant leader in millennial leadership effectiveness related to young people and social media.

We are guided by the following research question: how is millennials leadership effectiveness influenced by distance leader and instant leader in young people and social media perception?

Research Method

This research is to measure the comparison of distance leader and instant leader and the consequences or effects of millennial leadership effectiveness related to young people and social media. Quantitative methods were selected to analyse the data generated from the questionnaire study. The subjected to analysis using SPSS v.22. ANOVA one ways analysis was used to analyze the influence of distance leader and instant leader in millennial leadership effectiveness.

The researcher examined the internal scale reliability and the scale was found to have good internal consistency ($\alpha = 1.978$). The number of samples was 132 (33 provinces x 4 respondents) among the youth in Indonesia. A questionnaire was designed to assess their perception about distance leader and instant leader in millennial leadership effectiveness.

Participants involved at this stage in the data collection process reflected a cross section of youth from a number of 33 province in Indonesia. Participants were asked to indicate their agreement with each of the 12 items of distance leader and instant leader perception and questionnaire was assessed using 5-point Likert scale (1 = ineffective and 5 = effective).

Data and Analysis

ANOVA between-groups analysis was conducted statistical significance test between distance leader and instant leader towards millennial leadership perception scores. For Distance leader and Millennial leadership [$F=0.838 < 2.283$, $p=0.525 > 0.361$], Instant leader and Millennial leadership [$F=0.769 < 2.283$, $p=0.008 < 0.361$] as showed on table 1.

Table 1: Output Generated from the Independent Between Group ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
<u>Millennial Leadership * Distance Leader</u>	Between Groups (Combined)	5.310	5	1.062	.838	.525
	Within Groups	159.682	126	1.267		
	Total	164.992	131			
<u>Millennial Leadership * Instant Leader</u>	Between Groups (Combined)	2.923	3	.974	.769	.513
	Within Groups	162.070	128	1.266		
	Total	164.992	131			

These results indicate that both distance leaders and instant leaders on average do not differ significantly in their influence on millennials leadership. This confirms the opinion (Howard, 2019) that virtual managers will need more experiences in virtual management competencies.

Table 2: Coefficients Disntance Leader and Instant Leader to Millennials Leadership

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
	(Constant)	18.282	2.372	7.708	.000
1	<u>Distance Leader</u>	.017	.091	.190	.850
	<u>Instant Leader</u>	-.052	.109	-.481	.632

Table 2 above demonstrates determine the partial effect of each dimension, and the number of variables is 2 independent variables and 1 dependent variable, then the t-table is 1.978 for $n=132$. Using a significance level of 0.05, the result shown that all dimensions both distance leader $0.190 < 1.978$ and instant leader $(-0.481 < -1.978)$, thus the two variables have no effect on millennials leadership. Therefore, coaching and mentoring as a recognized organizational

practice can serve to nurture this confident generation aspirations, dispel ambiguities, and promote the levels of professionalism so strenuously demanded by millennials generation.

Table 3: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.322	2	.161	.126	.882 ^b
	Residual	164.671	129	1.277		
	Total	164.992	131			

a. Dependent Variable: Millennial Leadership

b. Predictors: (Constant), Instant Leader, Distance Leader

Table 3 above indicates the results above provide a standardized value of beta of distance leader $\beta=0.017$ and significant of 0.850 which means that dimension of distance leader such as adaptable, visionary, competent and smart has no affect to millennials leadership. Contrary to (Whelan, 2006), argued that the member of generation Y represent the workforce of the future, as modern progressive organization embrace the use of psychological evaluation to assess and understand the motivations of employees, then seek to exceed them throughout their careers. In an age where the challenges facing are diversifying, the requirement to embrace employee values that in turn thrive on challenge is paramount to the successful achievement of organizational vision. Generation Y will meet and even exceed these challenges in an environment that recognizes, respects, and accedes to its needs. While for the instant leader such as deftness, character, religious, and firmness, have value of standardized beta $\beta= -0.042$ and significant of 0.632 which means has negative impact to millennials leadership.

And the results of simultaneous calculations also show that there is no significant distance leader and instant leader influence on millennials leadership, because of value $F= 0.126 < 2.283$. The perception of young people with social media on instant leader considers that deficiency is the dominant factor in distance leader. While adaptation is something that must be done by Distance leader. In line with (Ahn, Ettner, & Loupin, 2012) that additional traits added or discarded over time to adapt to change. But their view that millennial leaders still have to prioritize face to face with their followers.

This result is different from (Gupta & Upadhyay, 2019) stated that the most important stage followed by —Action Specification, —Evaluation and —Perception and are a set of tangibles artifacts. Inspired, mentored, challenged, and develop relationship can improve communication and motivation (Breevaart, Demerouti, Olsen, & Espevik, 2014). Fair, reciprocal, meaningful, trustful, and open (Thiel, Hardy, Peterson, Welsh, & Bonner, 2018). The finding shows that need more digitally centered communication between supervisors and employees satisfies employees needs regarding the communication with their supervisors and influences employee attitudes toward the leader and the job. In a cross-sectional online study,

employees rated their leaders actual and ideal use of different communication channels (i.e., telephone, face-to-face, email) regarding quality and quantity. Employees job satisfaction and their perceptions of their leader effectiveness and team identification were measured as dependent variables. Employees perceived face-to-face communication to be of higher quality than telephone and email communication, and they indicated a preference for more face-to-face communication with their leaders than they actually had. Moreover, the perceived quality of communication, especially via face-to-face, was strongly and positively related to the dependent variables.

These results provide insights into potential problems of increasing distance leader and instant leader in organizations. We conclude with recommendations to reduce these problems. (Braun, Hernandez, Kirchner - Häusler, Stegmann, & Dick, 2015). (Reza, Rofiaty, & Djazuli, 2018) Situational leadership has significant influence on work motivation.

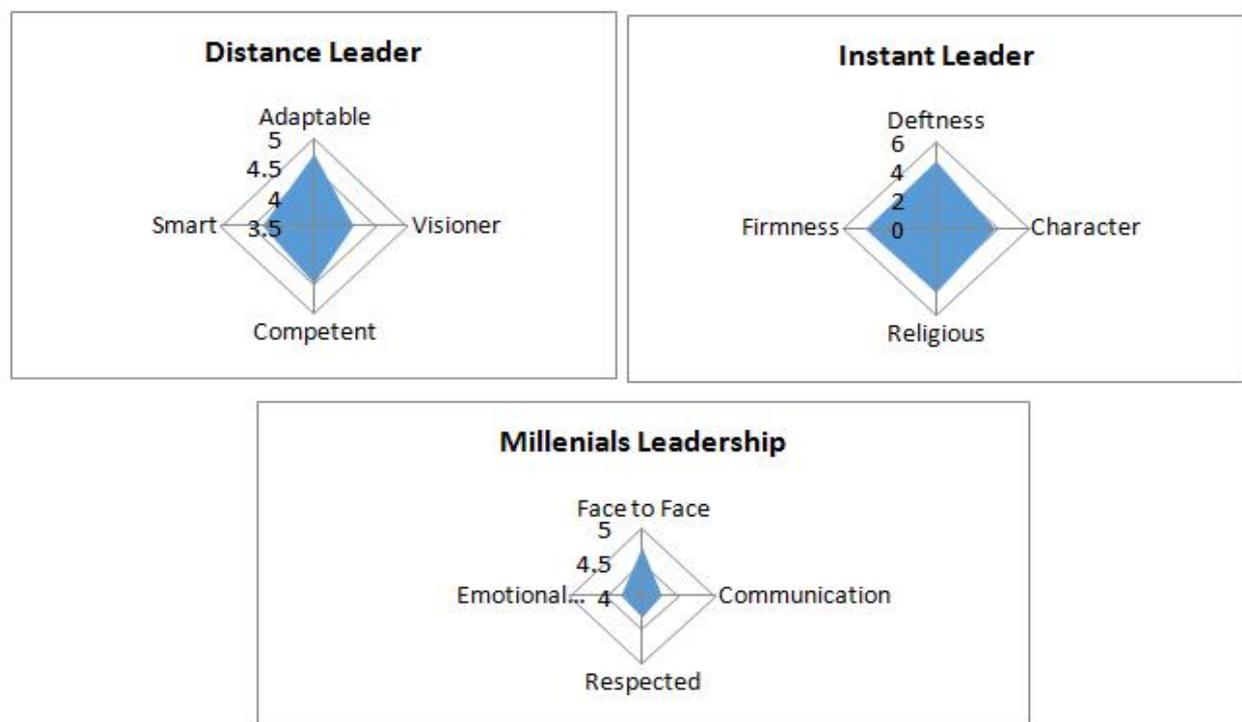


Figure 1 : Respondents to the type of leader

This indicates that the better the leader understands the situation faced by the millennial then the motivation of his work will be better because they feels heard and understood in every situation.



Conclusion

The result shows that young people in the future are highly dependent on social media. And this is the novelty, that millennial leadership effectiveness is not influenced by distance leaders and instant leaders but influenced by how they understand and mastering social media in leading. However, this research contributes to the leadership literature by highlighting the effects of social media on millennial leadership effectiveness. In addition, companies should encourage strong internal social networks, and utilize technology to further this effort when possible, these networks can help retain achieving-goal-focused emerging millennials leadership.

Implication

The implication of this finding is that leaders who are perceived to demonstrate strong leadership behaviors, whether transformational or transactional, will also be seen as engaging in effective communication behaviors. This is an important finding because it empirically establishes a link that is often assumed in the leadership literature (Neufeld, Wan, & Fang, 2008). Indeed, the high correlations between leadership behavior and communication effectiveness constructs suggest substantial conceptual overlap, such that the act of leadership appears to be tied intrinsically to the act of communication.

Limitation

This research has limitations, because only use a limited number of respondents and on the perception of young people who are actively Using social media. Future research needs to be deepened in the context of practical leaders who experience two generations: generation X and millennials generation.



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