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Millennial Transformational Leadership on Organizational Performance in Indonesia Fishery Startup

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Abstract

This study aims to understand the effect of millennial transformational leadership (MTL) on organizational performance in Indonesian Fishery startups. The population of this study included select fishery startups in Indonesia based on the data released by the Ministry of Marine Affairs and Fisheries of the Republic of Indonesia and Digital Fishery Network. This study used the statistical method of PLS-SEM to analyze the data. The findings show that the MTL has no direct positive relationship with organizational performance; MTL has a direct positive relationship with organizational agility; MTL has a direct positive relationship with IT capability; IT capability has a direct positive relationship with organizational agility; organizational agility has a direct positive relationship with organizational performance in fishery startups in Indonesia during this pandemic era. It is suggested that future researches use covariance-based-structural equation modeling which is able to test the research model's feasibility. Roles of mediating variables in addition to the main variables—for example, organizational agility as a mediating variable on the relationship between MTL and organizational performance – are also suggested to be examined. In spite of the limitations, the model developed is still interesting to investigate and is expected to enhance the literature on transformational leadership.

Keywords: Millennial Transformational Leadership, IT Capability, Organizational Agility, Organizational Performance

JEL Classification Code: L25, Q22, O15, M13

1. Introduction

The COVID-19 pandemic has brought about unimaginable changes in economic activity and lifestyles around the globe, including Indonesia. Apart from protecting public health, it has also made access to income and food more risky. One way to resolve these problems is to

increase the participation of fishery startups to contribute to the community by increasing their standardized fishery products and processes with the right technology and access to the market. Interestingly, founders of fishery startups are mostly led by young entrepreneurs under 40 years of age (89.5% of all respondents). Most of the previous studies and papers discuss transgenerational leadership including baby boomers and generation X as leaders, and millennials as their employees. Only a few studies focus on millennials as leaders (Rony, 2019), (Daud & Wan Hanafi, 2020). Transformational leadership potentially results in performance beyond expectations (Breevaart & Bakker, 2018), (Nguyen et al., 2019), (Kittikunchotiwut, 2020). However, many scholars studied by Jing and Avery (2016), argue that leadership and performance relationship is not conclusive and needs further research. This study discusses these questions: Does millennial transformational leadership (MTL) influence organizational performance, organizational agility and IT capability? Does IT capability influence organizational agility? Does organizational agility influence organizational performance?

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2. Literature Review

2.1. Theoretical

Millennials are nurtured in the digital era, considered as a technology savvy generation, easy to connect with other individuals, and able to access information quickly. They have e-mail and cell phones which are easy to access, and they use social media anytime and anywhere regardless of where they are. They can reduce the time spent by doing face-to-face interactions, occurring in a more typical workplace scenario. Recent studies (Akmalaputri et al., 2018) found that MTL refers to a type of leadership that provides an understanding of the performance target of organizations to their teams - opportunities for teams which are inconsistent with the decisions taken for open dialogue, gives reasons for the disagreement. This kind of leadership also strongly tolerates conflicts in a working relationship.

The organizations consider developing their IT capability as critical in building strategic value to attain sustainable competitive advantages. Mao et al. (2015) explained the impact of IT capability in increasing organizational agility. The IT capability is defined as the ability of a company to accumulate, organize, combine, and reconfigure IT resources to upkeep and boost business strategies and work processes. Lu and Ramamurthy (2011), had given a combination of frameworks by categorizing IT capability as its infrastructure capability, IT business spanning capability, and IT proactive stance.

Chen et al. (2014) said that characteristics needed in agile organizations include the ease and speed of sensing and responding to changes. The organizational agility refers to the capability of organizations to understand changes in the environment and react rapidly, resourcefully, and efficiently to increase competitive advantages. The agility widens the idea of flexibility with sensing and reacting to prospects and dangers in the business setting. It can be both offensive and defensive (Tallon et al., 2019), and considered as the capability of organizations to thrive in a constantly shifting and uncertain corporate context.

According to the resource-based view of the firm, organizational performance is greatly influenced by a business' ability to organize its ways to bundle resources effectively and efficiently (Barney, 1991). It reflects in almost all activities of a company, including the adaptability of firms' activities in various business settings (Rekarti & Doktoralina, 2017). Businesses attempt to deal with customers, hasten cash flows, and accept innovative technologies to increase the firm's competitiveness and outperform competitors. Startup businesses act similarly, and it can be seen clearly how well they raise the performance of marketing and sales actions to accomplish their financial objectives (Rompho, 2018).

2.2. Hypotheses

2.2.1. Millennial Transformational Leadership and Organizational Performance

Studies on MTL are limited. The positive impact of transformational leadership on different outcomes are confirmed by Abouraia and Othman (2017) and Malik et al. (2017). Further, studies on transformational leadership have examined the effects on company performance, but not in the millennial context. For example, there is an empirical work studying various meta-analyses which links transformational leadership and performance (Breevaart & Bakker, 2018). Theory of transformational leadership suggests the manner in which and why leaders may impact their businesses' performance. The MTL may help in establishing its organization's performance over individual aspirations, by inspiring development, and contributing to organizational performance. This approach proposes that leaders greatly influence organizational results, and some researchers have suggested that it is their idealized influence that is most likely to alter the firm's results, including performance outcomes.

Meanwhile, transformational leadership suggests the outcomes, such as innovative behavior, creativity, product development and organizational performance (Gashema & Mokuu, 2019). Jensen et al. (2020) explain that leaders are likely to boost their companies' performance by giving a sense of the company mission and becoming role models. The leaders influence the performance of the company through inspirational and stimulating expectations, and by giving a commitment to organizational objectives (Alrowwad et al., 2017). Based on previous researches on transformational leadership and organizational performance, this study investigates the relationship between MTL and organizational performance in an Indonesian context, especially in fishery startups. Thus, the first hypothesis of this study that can be proposed is as follows:

H1: MTL has a direct positive relationship on organizational performance.

2.2.2. Millennial Transformational Leadership and Organizational Agility

Today, significant changes and globalization require a new type of leadership that helps organizations achieving their goals and improving their ability. The leaders who nurture development, generate new ideas, and inspire their teams are considered accountable. They take into account benefits of the sustainability and accomplishment of factors driving their businesses. These leaders are prepared and eager to react once confronted, particularly in a vibrant and exciting situation, identifying, seizing, and shaping opportunities.

They plan and design tasks for their subordinates to handle, take responsibility, and be a part of the organizational agility by using their imagination and suggestions that can be considered to have a contemporary leadership, which realizes the many practices of management and change. Meanwhile, the MTL is also included in the contemporary world. The leaders are advised through the development of a collaborative environment, inspiration, trust and cooperation with their teams to create organizational agility (Akkaya & Tabak, 2020).

The organizational agility helps in corresponding transformational leadership to the altering business situation, and organizational readiness to inverse unsuccessful strategic decisions (Ahammad et al., 2020). They alter the market force businesses to take flexible plans to implement a new strategy, expecting increasing and competitive alterations to the business setting. The leaders may overcome them by meeting the expectations and needs of consumers. In a vibrant and volatile environment, businesses need transformational leadership to boost teams to maximizing their potential and inspire them to innovate (Akmalaputri et al., 2018). This study tries to investigate the relationship between MTL and organizational agility in fishery startups in Indonesia. Therefore, the second hypothesis of this study that can be proposed is as follows:

H2: MTL has a direct positive relationship with organizational agility.

2.2.3. Millennial Transformational Leadership and IT Capability

The MTL focusses on setting expectations and inspiring their team to seize any organizational opportunities. Information technology (IT) is used to facilitate company communication and to improve the search for knowledge developed by the transformational leaders to reinforce their effectiveness. Idealized influence dimensions of transformational leadership are often considered as a crucial facilitator of IT, strengthening the organizational team interactions. Additionally, a millennial transformational leader is a role model who is admired and respected by their subordinates (Ghasabeh, 2020).

Similarly, Yee (2020), (Ghasabeh, 2020) and Seyal (2015) said that the leadership was such a giving example by highlighting the importance of the effective use of IT. In contrast, some scholars conducted an empirical research to discover a significant correlation between transformational leadership and the perceived quality of IT (Schepers et al., 2005). Noseworthy (1998) and Chandna and Krishnan (2009) also supported that there was a strategic role of transformational leadership within the success of IT

implementation in organizations. This study tries to examine the influence of MTL on IT capability, the following is the third hypothesis proposed:

H3: MTL has a direct positive, relationship with IT capability.

2.2.4. IT Capability and Organizational Agility

IT capability will produce competitive benefits to attain operational and strategic advantages. The correct, concurrent, and inclusive information is beneficial for creating choices expeditiously and increasing an organization's agility (Weill et al., 2002). Establishing virtual communities and services increases the organization's capability to attain loyalty in customers quickly and accurately, to take advantage of unconventional prospects (Sambamurthy et al., 2003). The IT infrastructure capability delivers a capable platform to organize knowledge in the organization. The IT applications speed up communication, facilitate the observance of changes, and provide tailored products or services. The IT capability for target business processes will create organizational agility.

Further, the IT capability allows the organizations to reply quickly and expeditiously to promote and to change by fine-tuning the internal business processes (Chen et al., 2014; Tallon et al., 2019). A complete understanding of IT and business value will cut back the organization's resistance to change considerably within the competitive surroundings. In such cases, the organizational agility is reinforced and thus, the IT innovation can give several options for organizations to respond to promote changes. Thus, the fourth hypothesis of this study that can be proposed is as follows:

H4: IT capability has a direct positive relationship with organizational agility.

2.2.5. Organizational Agility and Organizational Performance

Organizational agility increases financial and non-financial results of fishery firms (Li et al., 2020). However, the result of organizational agility should not only focus on the financial perspective, but also on modifying the internal process in the shifting market setting. In the end, it will impact financial gain. On the other hand, Li et al. (2020) claimed that the organizational agility is likely to have more potent impact than other capabilities on the firms' performance gains. Therefore, the researchers believe that organizational agility will affect the improvement in performance, and thus, businesses can make investments concerning technologies, business purposes, and market needs.

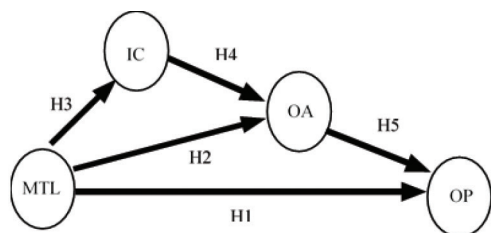


Figure 1: Research Model

Note: MTL: Millennial Transformational Leadership; IC: IT Capability; OA: Organizational Agility; and OP: Organizational Performance

It has been confirmed that the organizational agility is able to improve the firms' performance by rapidly observing and responding to the customers' necessities. It can help businesses by quickly altering operations (e.g., how to order products, variations in supply chain, and portion of dynamic aspects) to fulfill the buyers' needs for fishery products which may also be simultaneously increasing the businesses' results (Zhou et al., 2019). It helps the fishery businesses to toughen their competitive performance and raise their chances of success in a competitive setting (Chan et al., 2017). Therefore, the fifth hypothesis of this study that can be proposed is as follows:

H5: *Organizational agility has a direct, positive relationship with organizational performance.*

Based on the previous explanation and hypotheses in the earlier sections, the following Figure 1 presents the research model proposed in this study

3. Research Methods and Materials

3.1. Methodology

The hypotheses of this study are examined using Smart-PLS. The respondents include the founders, owners, and management of the startups in fishery businesses, started between 1980–2000. The unit of analysis is the business. This study involved 27 startups in the fishery business based on the data furnished by the Ministry of Marine Affairs and Fisheries of Republic of Indonesia and Digital Fishery Network. The data were collected through an online questionnaire with a total of 34 respondents. A 6-point Likert scale was applied, where 1 = strongly disagree and 6 = strongly agree. This research uses measurement based on previous studies, with some modifications to suit the current research.

The census conducted in this study is cross-sectional, where the questionnaire covers items on the relationship between: (1) MTL and organizational performance, (2) MTL and organizational agility, (3) MTL and IT capability (4) IT capability and organizational agility, (5) organizational agility and organizational performance of fishery startups in Indonesia.

3.2. Outer Model

In this stage, validity and reliability testing are done before evaluating the structural model. The validity test considers the average variance extracted (AVE) and factor loadings or outer loadings. The minimum values that must be met for AVE and outer loadings are 0.5 and 0.7 respectively (Hair et al., 2014). Similarly, in the validity test phase, the measurement used is discriminant analysis. Hair et al. (2014) stated that the requirement that must be considered is by referring to the Fornell-Larcker criterion where the AVE root value must be greater than the correlation value between constructs.

The results of data processing (Table 1) indicate that the instrument measurements are valid. The result shows that the AVE value ranges from 0.661 to 0.736. Likewise, the value of factor loadings or outer loadings ranges from 0.725 to 0.921. Meanwhile, the outer loadings values between 0.4 to 0.7 can be considered to be maintained as long as they increase the AVE value (Hair et al., 2014). Furthermore, the reliability test is carried out by considering to compute the composite reliability. The results show that the composite reliability value is between 0.869 to 0.946 and has met the minimum requirements of 0.7 (Hair et al., 2014).

Furthermore, Table 2 reveals that the discriminant validity test has been met where the AVE root value is greater than the correlation value between variables

3.3. Structural Model

In the structural model, the phase is to compute R², collinearity test, and hypothesis testing. The greater the value of R², the better the estimation of exogenous on endogenous constructs. Table 3. describes that the constructs of IT capability, organizational agility, and organizational performance has R² of 26.7%, 58.1%, and 43.2% respectively. The constructs of organizational agility can be explained by the constructs of MTL and IT capability at 58.1%; while the rest 41.9% are explained by other constructs. In addition, the organizational agility and MTL describe the organizational performance constructs at 43.2%, and the other constructs define the remaining 56.8%. Finally, the construct of IT capability is explained by the MTL by 26.7%; and the remaining 73.3% is described by other constructs not included in the research model.

Table 1: Reliability and Validity Test

| Construct and item | | Outer loading |
|---|--|---------------|
| Millennial Transformational Leadership/MTL (AVE=0.736; CR=0.917) | | |
| MTL7 | I talk enthusiastically about what needs to be accomplished. | 0.871 |
| MTL8 | I express confidence that goals will be achieved. | 0.773 |
| MTL9 | I get others to look at problems from many different perspectives. | 0.860 |
| MTL10 | I seek different perspectives when solving problems. | 0.921 |
| Organizational Agility/OA (AVE=0.688; CR=0.869) | | |
| OA1 | My organization can make rapid response to fulfill demands. | 0.780 |
| OA3 | My organization can quickly create and implement appropriate decisions in the face of demand changes. | 0.867 |
| OA5 | My organization considers market-related changes and apparent chaos as opportunities to capitalize quickly. | 0.839 |
| IT Capability/IC (AVE=0.661; CR=0.946) | | |
| IC3 | The quality of IT application and services can meet organization needs. | 0.747 |
| IC4 | IT management services can coordinate the physical infrastructure and manage the relationship with business units effectively and efficiently. | 0.730 |
| IC5 | My organization has a clear understanding on how IT contributes to the competitive advantages. | 0.804 |
| IC6 | My organization integrates business strategic planning with IT planning. | 0.820 |
| IC7 | My organization enables functional area and general management ability to understand the value of IT investment. | 0.822 |
| IC8 | My organization has an effective and flexible IT planning process. | 0.888 |
| IC9 | My organization constantly keeps up with new IT innovations. | 0.725 |
| IC10 | My organization supports new ways of using IT. | 0.903 |
| IC11 | My organization constantly seeks new ways to enhance the effectiveness of IT use. | 0.854 |
| Organizational Performance/OP (AVE=0.710; CR=0.907) | | |
| OP4 | The revenue (sales) of our company continues to grow. | 0.809 |
| OP7 | Customers make repeated transactions in our company. | 0.806 |
| OP8 | Complaints from our customers continue to decline. | 0.877 |
| OP9 | There is an increase in old customers providing references to new customers. | 0.875 |

Note: AVE=average variance extracted; CR=composite reliability.

Table 2: Reliability and Validity Test

| | IC | MTL | OA | OP |
|--|-------|-------|-------|-------|
| IT Capability | 0.813 | | | |
| Millennial Transformational Leadership | 0.517 | 0.858 | | |
| Organizational Agility | 0.669 | 0.658 | 0.830 | |
| Organizational Performance | 0.386 | 0.451 | 0.657 | 0.842 |

Note: IC=IT Capability; MTL=Millennial Transformational Leadership; OA=Organizational Agility; OP=Organizational Performance.

Table 3: Reliability and Validity Test

| Endogenous Construct | R ² |
|----------------------------|----------------|
| IT Capability | 0.267 |
| Organizational Agility | 0.581 |
| Organizational Performance | 0.432 |

Table 4: Collinearity Test

| As Predictor of OA | | As Predictor of OP | |
|--------------------|-------|--------------------|-------|
| Construct | VIF | Construct | VIF |
| IC | 1.364 | MTL | 1.765 |
| MTL | 1.364 | OA | 1.765 |

Further, the collinearity test aims to determine whether the research model has a collinearity tendency or not. The limit of variance inflation factor, (VIF) value signaling a tendency for collinearity is a maximum of 5.0. If the VIF value is more than 5.0, there is a tendency for collinearity (Hair et al., 2014). Below, Table 4. shows that the VIF value in the model is lower than 5.0. Therefore, it can be concluded that there is no collinearity.

Next, the hypothesis testing is conducted to determine whether the relationship between constructs is empirically supported or not. The statistics test results show that all hypotheses are supported except H1, indicated by the p-value < α -value (=5%). The following Table 5 shows that H1 - which states that MTL has a direct relationship with organizational performance – has a p-value of 43.7%. All path coefficient values have a positive sign. From the table, it can be concluded that the most influential variable on the organizational performance is organizational agility where it has the highest standardized value of 0.636. Then, it is followed by MTL with IT capability with a path coefficient value of 0.517. Furthermore, the influential variable on organizational agility is MTL and IT capability, shown by a path coefficient value of 0.426 and 0.449.

4. Result and Discussion

The results of testing the first hypothesis (H1), which states that MTL has a direct positive relationship with organizational performance, is not supported empirically. Although the MTL improved, it did not necessarily bring any impact on the organizational performance. This result is not in line with previous studies by Breevaart and Bakker (2018) and Gashema and Mokuu (2019). However, the management of fishery start-ups must maintain their leadership, such as by having in-depth discussions about what should be achieved and express confidence that their goals would be completed.

Table 5: Hypothesis Test

| Hypothesis | Path Coefficient | p-value | Conclusion |
|---|------------------|---------|---------------|
| H ₁ : MTL has a direct positive relationship with organizational performance. | 0.032 | 0.437 | Not Supported |
| H ₂ : MTL has a direct positive relationship with organizational agility. | 0.426 | 0.001 | Supported |
| H ₃ : MTL has a direct positive relationship with it capability. | 0.517 | 0.000 | Supported |
| H ₄ : IT capability has a direct positive relationship with organizational agility. | 0.449 | 0.002 | Supported |
| H ₅ : Organizational agility has a direct positive relationship with organizational performance. | 0.636 | 0.000 | Supported |

The leaders who looked for different perspectives when solving problems would lead to organizational agility. This happened because the results of testing the second hypothesis (H2), which states that MTL has a direct positive relationship with organizational agility, is supported empirically. The greater the MTL, the more positive the impact in increasing organizational agility. This result is in line with previous studies by Ahammad et al. (2020) and (Akkaya & Tabak, 2020) which stated that the MTL tends to make the organization change quickly to meet the demands. Thus, the second hypothesis is also supported where the MTL in terms of the leaders who looked for different perspectives when solving problems, had brought a positive relationship to the organizational agility. Based on the explanation above, it can be concluded that this study has successfully revealed that the leadership that made others see the problems from many different viewpoints would affect organizational agility.

In addition, the results of testing the third hypothesis (H3), which states that MTL has a direct positive relationship with IT capability, is supported empirically. Greater the leadership, higher the IT capability. This hypothesis is in line with the

research results by Sayyadi Ghasabeh (2020), Yee (2000), Seyal (2015), Schepers et al. (2005), Noseworthy (1998), and Chandna and Krishnan (2009), which confirmed that the strategic role of transformational leadership affected the success of IT capability in organizations. The MTL characteristics supported in this study were those of enthusiasm and confidence in finding a solution with a different approach. This leadership significantly influenced the IT capability which made the organization integrate a strategic business plan with the IT plan, supported new methods of using IT, had a strong thoughtful approach of how IT contributed to competitive advantages, and continually came up with new IT improvements.

Meanwhile, the results of testing the fourth hypothesis (H4), which states that IT capability has a direct positive relationship with organizational agility, is supported empirically. Greater the IT capability, higher the organizational agility. This hypothesis is in line with the research conducted by Chen et al. (2014) and Tallon et al. (2019) which found that IT capability helped in reducing the organization's response time and adjusting internal business processes. These capabilities allowed the organization to have an actual and malleable IT planning procedure and ensure that the IT applications and services could meet the organization needs. Then, the IT capability helped the organization to create a quick response.

Finally, testing the fifth hypothesis (H5), which states that organizational agility has a direct positive relationship with organizational performance, is supported empirically. The increase in organizational agility brought a positive impact on the organizational performance. This result is consistent with the study of Li et al. (2020) which confirmed that the organizational agility increased the firms' performance gains. Studies by Zhou et al. (2019) and Chan et al. (2017) also supported that the organizational agility could help businesses to rapidly alter operations to meet the consumers' requirements for the fishery products. The organizational agility could help firms with the ability to customize the fishery products and make the revenue of the company keep growing.

5. Conclusions

This study has introduced a new model in transformational leadership, examined millennials as leaders (not as the employee), and involved almost all the population or players in fishery startups in Indonesia as the respondents. The results of hypothesis testing show that the MTL has no direct positive relationship with organizational performance; MTL has a direct positive relationship with organizational agility; MTL has a direct positive relationship with IT capability; IT capability has a direct positive relationship with organizational agility; organizational agility has a direct positive relationship with organizational performance in fishery startups in Indonesia during this pandemic era.

Despite the newness and strong underlying theories in the model, there are several limitations to the model proposed in this study. For example, the model does not examine mediating effects on the relationships among the main variables. Another limitation is that the statistical examination used in this study is SEM in Smart PLS program, which is not able to test the model's feasibility. Future researches are suggested to use covariance-based-structural equation modeling which is able to test the research model's feasibility. Roles of mediating variables in addition to the main variables—for example, organizational agility as a mediating variable on the relationship between MTL and organizational performance – are also suggested to be examined. Despite the limitations, the model developed is still interesting to investigate and expected to enrich the literature on transformational leadership.

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