

Millennial in the Workplace: Relationship between Intrapersonal Skills and Leadership Performance

Catherine Marbun

* Master of Business Administration, Centro Escolar University, Makati, Philippines

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Abstract- Intrapersonal skills are integral to human lives. As applied in a management setting, intrapersonal skills are fundamental to leaders. Assessment on relationship between intrapersonal skills and leadership performance as well as relation to leaders' profile can help management to prepare their millennial leader on develop their soft skills to be better leaders in the future. Based on big five theory on Intrapersonal Skills of Leaders, the five elements (conscientiousness, agreeableness, neuroticism, openness and extraversion) were required to a very large extent in millennial leadership. The five elements were significantly related to gender, and only some elements having significant relation to age, educational attainment, and length of service of millennial leaders. Management together with human resource department should constantly review the soft skills of millennial leaders by evaluating their teams' performance.

Index Terms- Intrapersonal skills, leadership, millennial

I. INTRODUCTION

Each generation contributes to different personality characteristics. Individuals born in the 1981 and 1996 are considered millennials said Dimock (2019). According to Fore (2012), millennials will constitute the majority of the workforce this decade, therefore organization should start preparing for the need of their future leaders.

Several researchers defined millennial personality characteristics especially about millennial. Millennials are often characterized as narcissistic, upbeat, impatient, intolerant, overconfident, egotistical said Chopra (2016) but they also can provide fresh and innovative ideas according to De la Cruz (2016). Relative to these realities, the study will provide insights into an organization on how important the two variables (intrapersonal skills and leadership performance) are in the workplace.

This study guided by 4 theories which is big five theory of personality, leadership theory, trait theory of leadership and transformational theory. The Big Five Theory by Blish (2009), defined five factor of personality which are conscientiousness, agreeableness, neuroticism, openness, and extraversion. In 1948, leadership theory by psychologist Ralph Melvin Stogdill said leadership is interaction between individual and social situation according to Cherry (n.a). Stogdill was one of the first to declare that a person does not

become an effective leader just because he or she has certain traits. Trait theory of leadership found by Thomas Carlyle in mid-1800s indicated that ability to lead is something that people are simply born with, in article of Cherry (n.a). Key characteristics or common leadership traits identified are knowledge, initiative, tenacity, energy, decision making skills, flexibility, creativity, charisma, emotional control, motivation, confidence, honesty, and integrity. Transformational theory found by James V, Downton and the concept further developed by leadership expert James MacGregor Burns described transformational leaders are able to inspire followers to change expectations, perceptions, and motivations towards common goals, to make them supportive, effective and efficient employees according Berkovich (2016).

1.1 Objectives

- To determine the relationship between millennials' intrapersonal skills and leadership performance
- To determine intrapersonal skills millennial leaders possess
- To identify challenges affecting millennial intrapersonal skills
- To provide an assessment of millennial leadership performance
- To identify development training that will help improve the intrapersonal skills of leaders

1.2. Null Hypotheses

- There is no significant differences in the assessment of millennial intrapersonal skills between manager, supervisor, and employee
- There is no significant relationship between intrapersonal skills and leadership performance
- There is no significant relationship between intrapersonal skills and demographic characteristics

II. RESEARCH METHODOLOGY

This study used descriptive and comparative techniques of research to collect data, facts, ideas and any related information. The companies chosen as research locales of the study were those that exhibit a 24/7 multicultural service business and are located in the city of Makati, Metro Manila, Philippines. The respondents of the study were chosen using purposive sampling techniques. Approximately 240 respondents participated in answering the survey questionnaires from both companies. Respondents were consisted of 20 leaders and 220 rank and file. Only leaders participated in answering interview questions. Structured survey questionnaire and interview were used to collect data.

The instruments were validated by three (3) experts in millennial leadership, 5 selected millennial leaders and 35 millennial employees under their supervision to test its validity and reliability. Total of forty (40) consist of 5 leaders and 35 rank and file involved in the validation of the instrument were included as respondents who were asked during pilot test. They were not included in final respondents. Cronbach's alpha was used to test its reliability with the result is 0.884.

III. RESEARCH FINDINGS AND ANALYSIS

3.1 Demographic Profile of Millennial Leader

The profile of the millennial leader was described in terms of selected variables, namely gender, age, highest educational attainment, position, and length of service.

3.1.1 Gender

Based on data gathered, from a total of 240 respondents; 5 or 25 percent were males, while 15 or 75 percent were females who belong to 41.8 percent male leaders and 128 or 58.2 percent female leaders.

Although majorities are female in the management level, the company has more trust in male leader in terms of emotion or behavior.

The data show in table 1, that there are minimal differences in the employee distribution between male and female leaders. The management entrust to male leaders a greater number of subordinates than to the female leaders because they believe that the males are more objective than the female.

Table 1. Gender of the Respondents

Gender	Leader		Rank and File	
	f	%	f	%
Male	5	25	92	42
Female	15	75	128	58
Total	20	100	220	100

3.1.2 Age

From the table 2, it can be implied that most of leaders are in the middle age. The indicates that companies prefer to hire leaders who are well experienced in the field to manage rank and file employees.

The study of Montalbo and Agong (2017) stated that employees aged 31-35 years show high level dedication. The older employees they are more equipped to manage themselves.

Table 2. Age of the Respondents

Gender	Leader		Rank and File	
	f	%	f	%
26 and below (born 1993 onward)	2	10	22	10
27-30 (born 1989-1992)	6	30	92	42
31-34 (born 1985-1988)	10	50	88	40
35-38 (born 1981-1984)	2	10	18	8
Total	20	100	220	100

3.1.3 Highest Educational Attainment

Table 3 reveals that leader respondents who are college and university graduates achieve the same percentage. This indicates that companies consider more an employee's excellent work experience than the highest educational attainment to be hired as part of the management.

In highly competitive corporate world today, having a master's or higher degree would certainly give one an edge in terms of added valuable knowledge and skills. Many companies truly value employees with master's or doctorate degree and consider them to be assets in their company.

Table 3. Highest Educational Attainment of the Respondents

Highest Educational Attainment	f	%
No formal education	0	0
High School	0	0
College	10	50
Vocational training	0	0
University	10	50
Master's	0	0
Doctorate/ PhD	0	0
Other	0	0
Total	20	100

3.1.4 Position

According to Table 4, those with the highest number of leader respondents in the supervisory level are 9 or 45 percent.

The same ranking in the group of rank and file, which is supervisor with the highest number of employee 99 or 45 percent. Supervisory level manages more employees than other position.

Table 4. Position of the Respondents in the Company

Position in the Company	Leader		Rank and File	
	f	%	f	%
Shifting leader	6	30	70	32
Supervisor	9	45	99	45
Manager	4	20	40	18
General Manager/ Senior Manager	1	5	11	5
Total	20	100	220	100

3.1.5 Length of Service

The highest number of respondents belong to the millennials, who have built their career in 24/7 service business from the time they graduated either from college or university.

They are excellent and knowledgeable enough to perform well because the management assigned them in higher position.

Table 5. Length of Service of the Respondents

Length of Service	f	%
Less than 3 years	0	0
4-6 years	13	65
7-9 years	7	35
10 years and more	0	0
Total	20	100

3.2. Assessment of the Level of Intrapersonal Skills of Millennial Leaders

The respondents positively assessed five factors of intrapersonal skills of leaders which are significantly required in millennial leadership.

A significant difference was found in neuroticism and extraversion as assessed by the leader respondents and by the employees.

Table 6. Assessment of Level of Intrapersonal Skills of Millennial Leaders

Intrapersonal Skills	X	SD	V.I
Conscientiousness	3.71	0.52	Very Large Extent
Agreeableness	3.58	0.61	Very Large Extent
Neuroticism	2.29	0.49	Large Extent
Openness	3.62	0.63	Very Large Extent
Extraversion	3.17	0.48	Large Extent

3.3 Comparison of Responses of Millennial Leaders and Employees

Table 7. Comparison Leader’s Assessment of Intrapersonal Skills when Grouped According to Position

Evaluation	Position	X	s.d	t-value	P-value	Sig
Conscientiousness	L	3.63	0.41	0.51	0.47	NS
	E	3.72	0.53			
Agreeable	L	3.5	0.48	-0.75	0.46	NS
	E	3.59	0.62			
Neuroticism	L	2.12	0.25	-2.8	0.01	S
	E	2.3	0.5			
Openness	L	3.6	0.38	-0.24	0.81	NS
	E	3.62	0.65			
Extraversion	L	2.84	0.58	-3.26	0	S
	E	3.2	0.46			

Table 7 discusses the assessment of leader’s perspective and that of the rank and file employees’ interpretation. It shows that both groups have the same demand or understanding on what millennial intrapersonal skills should possess. However, there is significant differences between assessment of the two groups as regards neuroticism and extraversion.

3.4 Assessment of Leadership Performance

According to Patton (2018) leadership performance measured on a significant level of trained employees provides support toward company objective. Leaders should have willing followers. Since they mutually rely on each other; objectives and interactions must be supportive. Leader wants to achieve an outcome, and followers will support a leader who will satisfy common desires. Leaders should have mission and vision to accomplish, and be able to visualize a realistic and obtainable goal and solution.

The leader’s assessment on neuroticism gets interpretation of being required to a moderate extent as intrapersonal skills of a leader. This indicates that leaders are fully aware that as leaders they should be able to control their emotions. Stress management is required for leaders, because people with high neuroticism panic easily, frequently demonstrate mood swings and feels upset.

Effective leaders simply accomplish whatever is needed to be done, and as leaders they should consistently grow and expand their leadership capabilities by using the skills that they have.

Participants strongly agree in all the items except for that on “under pressure”. Both leader and rank and file participants strongly disagree that they are under pressure. They have clear understanding of standard working process in their company. It is because their leaders give a clear instruction to them, so they work efficiently.

There were different characteristics between male and female

Table 8. Leadership Performance

Leadership Performance	X	SD	VI
Under pressure	1.66	0.93	Strongly disagree
A clear understanding of SOP	3.62	0.65	Strongly agree
Have clear instruction	3.62	0.65	Strongly agree
Good collaboration/ teamwork	3.50	0.78	Strongly agree
Work efficiently	3.64	0.60	Strongly agree
Valued	3.53	0.72	Strongly agree
Free to express ideas	3.49	0.83	Strongly agree
Plan for career advancement in the organization	3.50	0.75	Strongly agree
Supported by a superior	3.49	0.79	Strongly agree
Heard	3.48	0.77	Strongly agree
Mentored	3.47	0.80	Strongly agree
No favoritism	3.34	0.92	Strongly agree
Given second chance	3.51	0.77	Strongly agree
Feel sincerity from leaders	3.50	0.80	Strongly agree
Recommend friends/ relative to work in the organization	3.45	0.89	Strongly agree
Overall	3.39	0.57	Strongly agree

millennial leaders. (b) Age: neuroticism was significantly

3.5 Relationship Between Millennials’ Intrapersonal Skills, Demographic Profile and Leadership Performance

3.5.1 Relationship between Intrapersonal Skills and Demographic Profile

Findings showed the relationship level between intrapersonal skills and demographic profile in terms of: (a) Gender: all criteria such as conscientiousness, agreeableness, neuroticism, openness and extraversion are significantly related to gender.

relationship to the millennial leaders' length of service; (4) Openness with an overall mean of 3.60 and standard deviation of 0.38 was not significantly related; (5) Extraversion, on the other hand, was significant having achieved an overall mean of 2.84 and standard deviation 0.58.

related to age, while the other four skills, had no significance to age. (c) Position: all of five categories of intrapersonal skills were not significantly related to position of millennial leaders. Different position levels would not significantly affect the personality of millennial leaders. (d) Educational Attainment: data showed that openness and extraversion are significantly related to the educational background of millennial leaders. The more educated the leader is, the more open and extrovert he is. On the other hand, conscientiousness, agreeableness, and neuroticism were not significantly related to educational attainment. (e) Length of Service. Conscientiousness with an overall mean of 3.63, standard deviation of 0.41, showed no significance relationship to length of service; (2) Agreeableness was not significantly related having an overall mean of 3.50 and standard deviation of 0.48; (3) Neuroticism with an overall mean of 2.12 and standard deviation of 0.25 had no significant

Table 10 shows that four (4) intrapersonal skills such as conscientiousness, agreeableness, openness, and neuroticism have no significant relationship with leadership performance,

3.5.2 Relationship between Intrapersonal Skills and Leadership Performance

Table 9. Summary of Relationship between Intrapersonal Skills and Demographic Profile of Respondents

Intrapersonal Skill	Demographic Profile				
	G	A	P	EA	LoS
Conscientiousness	S	NS	NS	NS	NS
Agreeableness	S	NS	NS	NS	NS
Neuroticism	S	S	NS	NS	NS
Openness	S	NS	NS	S	NS
Extraversion	S	NS	NS	S	S

Legend:
G – Gender
EA – Educational Attainment
A – Age
LoS- Length of Service
P - Position

which achieves an overall mean of 3.71, 3.58, 2.29, and 3.62, and standard deviation 0.52, 0.61, 0.49, and 0.63, respectively.

3.6 Challenges Affecting Intrapersonal Skills of Millennial Leader

Based on the interview conducted with 20 millennial leaders in two selected companies of 24/7

service, most of the leaders have managed their respective teams for 4-9 years from becoming a team leader to a senior manager. They also have handled employees of different nationalities in Southeast Asia such as Thailand, Indonesia, Philippines, Vietnam, and Cambodia.

There were asked of their views pertaining to self-esteem, self-discipline, pressure, and work-life balance.

Table 10. Relationship between Intrapersonal Skills and Leadership Performance

Evaluation	Mean	SD	R-value	P-value	Sig
Conscientiousness	3.71	0.58	0.05	0.47	NS
Agreeableness	3.58	0.61	0.04	0.55	NS
Neuroticism	2.29	0.49	0.1	0.11	NS
Openness	3.62	0.63	0.01	0.88	NS
Extraversion	3.17	0.48	0.21	0	S

3.6.1 Self-esteem

The challenges they usually face are those on communication, different culture, age gap, personal attitude and job knowledge. Hence, it is a struggle for them to satisfy both the management

and employees.

Millennial leader respondents deal with these challenges by trying to understand the situation, brainstorm to create new work procedure including punishment and reward strategy. At first, they find a hard time to communicate their plans and vision of the company to the people they manage. But most often they find other strategies and the best approach such that all their subordinates can follow company direction.

Self-esteem is the foundation competency of emotional intelligence skills. Leaders with high self-esteem have no problem in empowering others and encouraging them to be at their level best. They have connection with others and realize opportunities for growth, and allow them to have more empathy for others who are struggling. They believe that they are capable and possess good qualities. They are confident of

their strengths while recognizing areas for self-improvement. Presibtero (2015) posited that proactive personality and involvement in future-oriented actions play a significant role in career planning and career achievement. They seek to improvement their leadership skills in order for them to grow in their career.

3.6.2 Self-discipline

They keep themselves persistent in everything they do by keeping themselves challenged by the surrounding circumstances in their job themselves and keep monitoring team performance. Team performance reflects the kind of leadership they portray. Key Performance Indicator or usually called KPI is set and reported on quarterly basis. It is communicated to the team as well for them to improve themselves and performance including that of the leader. Steyen and Van Staden (2018) said self-management or discipline is an essential managerial competency for managers to contribute success to the business.

3.6.3 Pressure

People's judgement, diverse backgrounds, scrutiny, skepticism are faced by millennial leaders. Millennial leaders are often younger than the other leaders in the organization; Thus it takes longer for them to establish trust and credibility. It is also difficult for them to earn respect and trust from employees with the same age range.

Being professional at all the time helps them to handle the pressure. They grew up in the age of search engine and instant access to knowledge. Millennial leaders proactively seek out information on their own. They maximize team collaboration in the workplace to make sure that others are fulfilled with their work. They prioritize company need against adverse situations by understanding the big picture of company objectives, and try to understand the urgency of the company's goals, and these are always communicated down to every member of the establishment and discussed with them the best and realistic approach to be implemented to achieve them.

3.6.4 Work-life Balance

Millennials have consistently been known for making work-life balance which is a high priority for them. According to Smith and Nichols (2015) millennials are family-focused and thus need to have a better work-life balance. Wardani and Firmansyah (2019) said work-life balance is described as minimizing conflicts between time allocated for work and other personal interests. Millennial leader respondents stated that they are more interested in finding career that will support their life outside of work.

Being a leader a 24/7 service business, he is required to supervise the team and operation for 24 hours. To be able to achieve their personal interest, they train themselves to do multitasking, and always have short and long plans for their personal life. They train their second line to assist them in their absence. With competent and well trained assistants, the leaders can have some time off from duty.

Born in technology area, respondents said that maximizing technology enables them to seamlessly work remotely, thus creating more flexibility and a better work-life balance.

3.7 Impact on Leadership Challenges to Intrapersonal Skills and Leadership Performance

The millennial leader respondents were asked how challenges affect their personality and performance. According to them, all the challenges they encounter make them more mature, persistent, understanding, respectful, responsible and less individualistic.

All the pressures create challenges for a leader to become a better person. It allows them to improve through their experience. Most of the millennial leaders treat it as a challenge to be more creative and innovative in leading their team.

3.8 Proposed Development Training Program to Improve Intrapersonal Skills of Millennial Leaders

Successful leaders are able to transform organizations, enhance value creation and efficiency, thus employees deliver better results. Understanding and willingness to implement a standard of leadership skills within the leaders is the reflection of leader's quality.

Development training encourages managers to be more confident, develop communication skills, master emotional control, and influence subordinates to deal with conflicts properly among themselves. Primary level of leadership is being smart with emotions and observes empathy effectively to empower and engage employees. Investing in the development and leadership skills can increase their loyalty to the company and reduce costly recruitment expenses.

IV. RESEARCH CONCLUSION

According to the findings of the study, intrapersonal skills such as conscientiousness, agreeableness, neuroticism, openness, and extraversion are required to a very large extent in millennial leader. Leaders with conscientiousness pay attention to details, meet deadline, are prepared, follow the plan and make sure it is completed. Agreeableness helps leaders trust, respect and accept their employees as they are. Millennial leaders should be able to control their feeling of neuroticism, have full ideas, open to suggestions and able to captive people's attention.

Leadership performance can be seen from good teamwork, almost equal knowledge level among employees, positive competition, and willingness to recommend the company to others.

There is no significant relationship between intrapersonal skills and leadership performance. But, there is significant relationship between intrapersonal skills and gender. Ale and female have different levels of soft skills. Openness and extraversion have significant relationship with educational attainment. The more educated a leader is, the easier he understands abstract ideas, is open to suggestions and faster to

adjust to his surroundings. The longest a leader serves the company; the more comfortable he is with the workplace and the people around him.

The challenges usually encountered by millennial leaders are on the communication, different culture, age gap, personal attitude and job knowledge. Different age range between leader and employee are one of the challenges encountered by millennial leaders. Self-esteem is the key for them to be able to effectively communicate with the team. Pressure about people's judgement and skepticism are experienced by millennial leaders. They consistently try to balance between work and personal life by training assistants who can perform on their behalf when they are absent, and make plans for their personal life.

Lastly, leadership performance is not significantly related to the millennial leaders' conscientiousness, agreeableness, neuroticism, and openness.

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AUTHOR

Author: Catherine Marbun, Centro Escolar University