



DIGITAL LEADERSHIP IN MANAGING WORK MOTIVATION OF MILLENNIAL EMPLOYEES: (STUDY CASE : OIL AND GAS INDUSTRY IN INDONESIA)

Fatimah Malini Lubis*

Politeknik LP3I Jakarta
Indonesia

Zahara Tussoleha Rony

Universitas Bhaya (Sandel, 2013)ngkara Raya
Indonesia

Tossy Aryanto

Universitas Negeri Jakarta
Indonesia

*Corrospoding author's Email: lubisfm@gmail.com

Author's Biography



Dr. Fatimah Malini Lubis, S.T., M.M is a doctor of human resources management and currently as employees in the multinational oil and gas company at Indonesia. Her experiences in the oil and gas industry since 2007 in various section such logistic, material management, operation engineering and procurement department, She is in active as lecturer in Politeknik LP3I Jakarta since 2016. She graduated in doctoral program in January 2019. She has journal publication in European journal with subject Employee Working Motivation Development Post Organizational Changes (Case Study at Female Prison Class IIA East Jakarta). She also in waiting publication in journal Scopus at Espacios journal at Venezuela with subject Organizational Citizenship Behavior of Female Prison Class IIA Jakarta Employees in Social Reintegration Process.

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lat 306 Savoy Residencia, Block 3 F11/1,44000 Islamabad. Pakistan,
info@readersinsight.net*

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Research Highlights

The uncertainty in the oil price, the role of the leadership is very important in maintaining employee motivation especially for millennial employees at oil and gas industry in Indonesia. Digital leadership is one of the leadership styles that a leader must possess in anticipating the current uncertainty in oil prices. The results showed that digital leadership was one of the leadership styles that could maintain the work motivation of oil and gas employees in an unpredictable oil price condition through the digital characteristic are the creativity leader, inspiring leader, credibility leader, wider knowledge leader, collaborative and interactive leader and trust the subordinates (Sandel, 2013)

Research Objectives (Yvonna & Norman, 2009)

Indonesia's high economic growth in the past 10 years has made this country with a population of approximately 280 million people worthy of being considered economically in the Southeast Asia region and in the world especially with its active participation in the world G-20 organization. Outside tax revenue, according to the state revenue and expenditure budget 2018, Oil and gas contribute 90% of state revenues and high consumption levels contribute to very significant economic growth rates. The objective of the research is to investigate how the digital leader motivate the millennial employees in oil and gas industry in Indonesia. Especially in the current situation, during the oil price in the uncertainty condition, the millennial employees needs a leader can be motivated their employees to maintain work motivation. The significance of this research is the oil and gas industry do not as popular industry in 21th century rather than telecommunication industry, meanwhile the leader has responsible to maintain motivation of the employees. Thus, digital leadership should be used in the organization to anticipate the uncertainty condition in oil and gas industry at Indonesia as a key in maintaining of employees motivation.

Methodology

This research used qualitative method with study case approach. Denzin and Lincoln explain that qualitative research is brikolase, a series of practices that are integrated and arranged neatly so as to produce solutions to problems in real situations. Qualitative research, according to him, produces a complex, dense, reflective and clipping creation that represents the image, understanding, and interpretation of researchers about the world or phenomena being analyzed (Yvonna & Norman, 2009).The informan are millennial employees in oil and gas industry at Indonesia. The method and procedure of this study used Yin case study design with the following stages: first, study questions (research questions); second, research theorem or theoretical framework (proportion of studies); third, identification of the analysis unit; forth, logical connection of data with theorem or theoretical (logical relationship); and fifth, criteria for interpreting (Yin, 2015). The sampling method chosen was purposive sampling. 12 informants interviewed were candidates who include in millennial generation employees.

Results

Based on the results of interviews conducted by researchers, the following are the results of the informant's expression most of millennial employees revealed that one of the conditions of the uncertainty condition was fluctuating oil prices. This had an impact on the demands of the company to make frequent changes. Some revealed that the frequent changes caused millennial employees to not know the purpose of the direction given by their superiors. Thus, this factor causes demotivation of employee work because they are not ready to deal with changes in a





fairly frequent period of time. Another condition expressed by employees is that the oil and gas industry is not a high work profile anymore in the workforce, but they revealed that in the current uncertainty condition, it is very difficult to change jobs from one company to another. This is very different while oil prices are at a peak and stable where employees can easily move to get very attractive financial offers. This has caused a turnover phenomenon that is quite a concern in all oil and gas companies. Therefore, this condition requires the attitude of a leader who is able to adapt to the demands of a very fast and unavoidable digital era. Digital leadership has become a leadership style that can answer the challenges faced by companies. What can be done by responding to this situation is be digitally intentional; become a digital leader, define your digital strategy; assess your firms digital readiness; take stock of your digital investments; prioritize when change is needed most; invest a landmark profit; foster a strong digital culture; set a common digital language; prepare your people and be agile in your focus (Reddy, 2018).

Findings

Uncertainty condition in the oil and gas industry is a challenge for millennial employees, especially in maintaining work motivation. The condition of uncertainty conditions, especially those caused by fluctuations in oil prices, will require the role of leaders in addressing the conditions facing all oil companies in Indonesia. Based on the findings of this study, it shows that 3 factors between uncertainty condition, innovation and adaptability are factors that need to be considered by companies in maintaining employee work motivation. As Baker and Carson explored the use of attachment and adaptation in mitigating the negative effects of uncertainty avoidance in individuals (Baker & Carson, 2011). Digital leaders with the ability to be able to respond to the rhythm of change are relatively quickly expected to be able to answer the company's challenges in maintaining millennial employees work motivation. Another role of digital leadership is being able to make millennial employees have good adaptability in anticipation of attitudes that are often made by companies in responding to market challenges and maintaining the sustainability of the company.

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