

# Impact of Coping Stress, Digital Leadership and Learning Culture on Employee Engagement of Millennial Generation in Ditpolair Polda Metro Jaya

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## Abstract

*The purpose of this study is to measure the employee engagement level of millennial generation employees at Ditpolair Polda Metro Jaya and compare with millennial generation outside Ditpolair Polda Metro Jaya, then prove the influence of stress coping, digital leadership and learning culture on employee engagement of millennial generation employees at Ditpolair Polda Metro Jaya. The research method used is survey with questionnaire distribution to 104 respondents, analyze data by kruskal-wallis test, and multiple regression. The results obtained are stress coping are not significantly different between Ditpolair Polda Metro Jaya and comparison institution, while employee engagement, digital leadership and learning culture are significantly different. The results showed that stress had no significant effect, while digital leadership and learning culture had a significant effect on employee engagement.*

## Keywords

employee engagement; coping stress; digital leadership; learning culture



## I. Introduction

The Ditpolair is in charge of carrying out the functions of the marine police which include patrols, TPTKP in the waters, SAR in the waters, and coastal or marine community services as well as fostering the functions of the water police within the regional police. In carrying out the tasks as referred to in paragraph (2) of the Indonesian Police Law, the Ditpolair carries out the following functions: (1) Maintenance and repair of ship facilities and facilities within the Polda area; (2) Implementing patrols, escorting law enforcement in the territorial waters, and coastal Community Development in the jurisdiction of the Regional Police; (3) Providing SAR assistance at sea/water; (4) Implementation of Police transportation in waters; (5) Implementation of telecommunications and information technology in the waters; and (6) Collecting and processing data as well as presenting information. In order to complete their job, Ditpolair Polda Metro Jaya requires best talents of human resources in Indonesia. Every organization must consist best talent employees while having good work ethic to achieve organization's visions and missions (Dessler, 2014).

Today, Indonesian workforce is being dominated by millennial generation who were born between 1981 until 1999. This generation has unique characteristic that differs them from the previous generations, and can be divided into positive and negative characteristics. The positive characters are: (1) familiar and mastering digital technologies, (2) work in a team-oriented style, and (3) loves to learn new things. Otherwise, the negative characters are: (1) easily stressed, (2) less engaged, and (3) impatient to wait (Bohl, 2008; Feiertag & Berge, 2008; Meister & Willyerd, 2010; Shaw & Fairhurst, 2008).

According to survey by researchers in Gallup (2016) shows that 55% of millennial generation are not engaged to their job and company. They are not putting their best effort and passion into their jobs, and can results into desire to quit the job. After two years, they likely to move to other company. The lack of engagement in millennial generation could have a detrimental impact on a company, because they need to invest their money to recruit and train new employees.

These engagement issue of millennial generation also can be found in Ditpolair Polda Metro Jaya that reflects in pre-survey that we do to 30 random employees. The result was they were not physically, emotionally, and spiritually engaged to their organization according to Saputra (2016). The mean total of employee engagement is 2,34 which was in the low category.

Several empirical study has individually learned about these issues. Babakus, Yavas, & Karatepe (2017) conclude that coping stress has an impact on employee engagement, while Prabowo & Fathoni (2017) and Dwi Rahayu & Surjanti (2018) concludes that coping stress has no impact on employee engagement. Larjovuori, Bordi, Makiniemi dan Heikkila-Tammi (2016) concludes that strategical leader in digital era (digital leader) has impact on employee engagement. Hussein, Abdul Razak, & Omar (2017) concludes that organizational learning culture has impact on employee engagement.

Based on those arguments, this research aims to define the impact of coping stress, digital leadership, and learning culture on employee engagement of millennial generation in Ditpolair Polda Metro Jaya.

## **II. Review of Literature**

### **2.1 Employee Engagement**

Kahn (1990) explains that employee engagement is conditions when employees carry out work, they feel meaningfulness, a sense of security, and have enough resources to work (availability). Schaufeli & Bakker (2014) said that employee engagement is the anthesis of work burn-out which is an affective motivational condition of someone who is sufficient for his work and is reflected by the elements of vigor, dedication, and absorption. From another perspective, Ahmed, Arshad, Mahmood, & Akhtar (2016) explained that engagement needs to pay attention to the spiritual dimension regarding wisdom, meaningfulness, sense of community, humanity, compassion and mutual relations. Saputra (2016) defines employee engagement as a condition of the individual which is a unified whole between physical, intellectual, emotional, and spiritual when doing their work.

### **2.2 Coping Stress**

Kelly (2015) revealed a person's resilience in dealing with stress is closely related to millennial generation employee engagement because one's effort in dealing with the pressure that implemented in the work, if you can get past that pressure than a sense of satisfaction and tends to engage with his job and organization will arises. Lazarus & Folkman (1984) explained that coping stress is an attempt by someone to deal with both internal and external pressures to sets the stress levels with the aim of reducing stress and changing negative stress to be positive, characterized by dimensions of problem focus and emotional focus.

Hypothesis 1: Coping stress has a direct impact on employee engagement.

### **2.3 Digital Leadership**

The leadership model that first emerged was Great Man Theory by Thomas Carlyle (1847), who said that leaders are people who are born with the ability and potential to become leaders, not formed (Nawaz & Khan, 2016). Then came the Trait Theory / Behavioral Theory which explains that effective leadership is largely determined by personal nature (Goff, 2003). After that, came the Contingency Theory / Situational Theory developed by Woodward (1959) which states that there is no leadership model that is most appropriate due to internal and external factors of the environment, so leaders are required to adjust with those conditions. Transformational Theory, popularized by Bass & Riggio (2006), says that leaders are seen from their ability to identify the need for change, gain trust from others, and create a vision that can guide change in the organization or its environment.

The emergence of situational theory and transformational leadership triggers many types of leadership that adapts to the situation faced by the organization. In this research we will focus on digital leadership. Digital leadership is triggered by technological disruption that not only affects the daily life, but also the business life of an organization (Westerman, Bonnet, & McAfee, 2015). According to Rudito & Sinaga (2017), digital leadership is the ability of company leaders to identify strategic digital technology for the organization and bring all employees to realize it so they produce strategic digital capabilities for the company, characterized by dimensions of digital attitude and leadership skills.

Hypothesis 2: Digital leadership has a direct impact on employee engagement.

### **2.4 Learning Culture**

Rebelo & Gomes (2011) explained organizational learning culture is where the organization through culture promotes and values individual learning with this learning goal, does the sharing process, turns into learning groups in organizational learning and thus an employee can contribute to organizational success. Characterized by the dimensions of external adaptability and internal adaptability.

Hypothesis 3: Learning culture has a direct impact on employee engagement.

### **2.5 Coping Stress, Digital Leadership, and Learning Culture as Antecedents of Employee Engagement**

In their research, Bailey, Madden, Alfes, & Fletcher (2017) explains to increase the employee engagement level, we need to observe based on the engagement antecedents, which are (1) individual psychology condition, (2) perceived leadership, (3) organizational perception, (4) job experience, and (5) organization activity. However, this research only using the first three antecedents, which are individual psychology condition which can be explained by coping stress concept, perceived leadership which can be explained by digital leadership concept, and organizational perception which can be explained by learning culture concept.

Hypothesis 4: Coping stress, digital leadership, and learning culture simultaneously have an impact on employee engagement..

## II. Review of Literature

### 2.1 Measurement and Procedure

This research is an explanatory research that aims to explain the influence of all variables through hypothesis testing. The research method used is survey with random distribution of questionnaire to the population. The results will be analyzed using Kruskal-Wallis test for comparisons, and multiple linear regression for the hypothesis testing.

### 2.3 Sample

Samples are taken by using simple random sampling. The population are millennial generation of Ditpolair Polda Metro Jaya (1102 people). Using Slovin's sampling formula, the targeted sample are 92 people. This study has collected successfully data from 104 respondents. The profile of respondents is dominated by men (64,4%), born between 1981-1999 (91,3%), not married (80,8%), with bachelor degree (89,4%), lived in Jakarta (63,5%), less than five year to work in Ditpolair Polda Metro Jaya (86,5%).

## IV. Result and Discussion

### 4.1 Instruments Validity and Reliability

Table 1 and Table 2 shows the validity and reliability test results. The validity test result shows that every items have R statistics above the R table value = 0,19. So, we can conclude that every item of the questionnaire are valid and able to be used as the measuring tools.

Furthermore, each variables must have value of Cornbach's Alpha above 0,6 to be reliable. As we can see in Table 2, every variables have value of Cornbach's Alpha above 0,6. So, we can conclude every variables that used in this research are reliable.

**Table 1.** Instruments Validity Results

Variable	Item	R count	R table	Result
Employee Engagement	PD01	.668	.19	Valid
	PD02	.465	.19	Valid
	PD03	.660	.19	Valid
	ID01	.627	.19	Valid
	ID02	.677	.19	Valid
	ID03	.260	.19	Valid
	ED01	.768	.19	Valid
	ED02	.594	.19	Valid
	ED03	.585	.19	Valid
	SD01	.763	.19	Valid
	SD02	.791	.19	Valid
	SD03	.734	.19	Valid
	SD04	.592	.19	Valid
Coping Stress	PF01	.397	.19	Valid
	PF02	.441	.19	Valid
	PF03	.261	.19	Valid
	PF04	.416	.19	Valid
	PF05	.547	.19	Valid
	PF06	.465	.19	Valid

Variable	Item	R count	R table	Result
	EF01	.302	.19	Valid
	EF02	.376	.19	Valid
	EF03	.242	.19	Valid
	EF04	.392	.19	Valid
	EF05	.256	.19	Valid
	EF06	.456	.19	Valid
	EF07	.564	.19	Valid
	EF08	.445	.19	Valid
	EF09	.436	.19	Valid
	EF10	.353	.19	Valid
Digital Leadership	DA01	.770	.19	Valid
	DA02	.768	.19	Valid
	DA03	.815	.19	Valid
	DA04	.675	.19	Valid
	DA05	.765	.19	Valid
	DA06	.771	.19	Valid
	DA07	.775	.19	Valid
	DA08	.808	.19	Valid
	LS01	.805	.19	Valid
	LS02	.819	.19	Valid
	LS03	.689	.19	Valid
	LS04	.633	.19	Valid
	LS05	.427	.19	Valid
	LS06	.765	.19	Valid
	LS07	.688	.19	Valid
	LS08	.749	.19	Valid
Learning Culture	EX01	.680	.19	Valid
	EX02	.783	.19	Valid
	EX03	.804	.19	Valid
	EX04	.767	.19	Valid
	IA01	.825	.19	Valid
	IA02	.740	.19	Valid
	IA03	.764	.19	Valid
	IA04	.730	.19	Valid

**Table 2 .Instruments Reliability Results**

Variable	Cornbach's Alpha	N of Items	Result
Employee Engagement	0,874	13	Reliable
Coping Stress	0,607	16	Reliable
Digital Leadership	0,942	16	Reliable
Learning Culture	0,894	8	Reliable

## 4.2 Level of Employee Engagement, Coping Stress, Digital Leadership, and Learning Culture In Ditpolair Polda Metro Jaya and Compared to PT SMART and PT Samudera Indonesia

As we can see in Table 3 below, employee engagement level in Ditpolair Polda Metro Jaya is high with mean of 3,53, and the greatest score is on intellectual dimension. The coping stress level in Ditpolair Polda Metro Jaya is moderate with the mean of 3,39, and the greatest score is on problem focus dimension. The digital leadership level in Ditpolair Polda Metro Jaya is high with mean of 3,72, and the greatest score is on leadership skill dimension. The learning culture level in Ditpolair Polda Metro Jaya is high with mean of 4,03, and the greatest score is on internal adaptability dimension.

**Table 3.** Level of Employee Engagement, Coping Stress, Digital Leadership, and Learning Culture in Ditpolair Polda Metro Jaya

Variable / Dimension	Mean	Std. Deviation	Category
<b>Employee Engagement</b>	<b>3,53</b>	<b>1,07</b>	<b>High</b>
Physically Engaged	3,40	1,03	Moderate
Intellectually Engaged	3,66	0,99	High
Emotionally Engaged	3,48	1,05	High
Spiritually Engaged	3,57	1,16	High
<b>Coping Stress</b>	<b>3,39</b>	<b>1,35</b>	<b>Moderate</b>
Problem Focus	3,69	1,18	High
Emotional Focus	3,21	1,41	Moderate
<b>Digital Leadership</b>	<b>3,72</b>	<b>1,05</b>	<b>High</b>
Digital Attitude	3,69	1,12	High
Leadership Skill	3,75	0,99	High
<b>Learning Culture</b>	<b>4,03</b>	<b>0,89</b>	<b>High</b>
External Adaptability	3,94	0,93	High
Internal Adaptability	4,13	0,85	High

Measurement of employee engagement in Ditpolair Polda Metro Jaya results in mean value of 3,53. This findings means that the level of employee engagement in Ditpolair Polda Metro Jaya is high. Measurement of employee engagement in PT SMART results in mean value of 3,72. This findings means that the level of employee engagement in PT SMART is high. Measurement of employee engagement in PT Samudera Indonesia results in mean value of 3,83. This findings means that the level of employee engagement in PT Samudera Indonesia is also high. If we see from the Sig. value, it shows that employee engagement levels in all three companies are significantly different.

**Table 4.** Employee Engagement, Coping Stress, Digital Leadership, and Learning Culture In Ditpolair Polda Metro Jaya and Compared to PT SMART and PT Samudera Indonesia

Variables	Mean			Sig	X <sup>2</sup>	Description
	BI	SMART	Sam-In			
Employee Engagement	3,53	3,72	3,83	0.050	5.90	Significant
Coping Stress	3,39	3,36	3,39	0.948	0.160	Not Significant
Digital Leadership	3,72	3,90	3,89	0.007	9.954	Significant
Learning Culture	4,03	4,18	4,11	0.013	8.745	Significant

Measurement of coping stress in Ditpolair Polda Metro Jaya results in mean value of 3,39. This findings means that the level of coping stress in Ditpolair Polda Metro Jaya is moderate. Measurement of coping stress in PT SMART results in mean value of 3,36. This findings means that the level of coping stress in Ditpolair Polda Metro Jaya is moderate. Measurement of coping stress in PT Samudera Indonesia results in mean value of 3,39. This findings means that the level of coping stress in PT Samudera Indonesia is moderate. If we see from the Sig. value, it shows that coping stress levels in all three companies are not significantly different.

Measurement of digital leadership in Ditpolair Polda Metro Jaya results in mean value of 3,72. This findings means that the level of digital leadership in Ditpolair Polda Metro Jaya is high. Measurement of digital leadership in PT SMART results in mean value of 3,90. This findings means that the level of digital leadership in Ditpolair Polda Metro Jaya is high. Measurement of digital leadership in PT Samudera Indonesia results in mean value of 3,89. This findings means that the level of digital leadership in PT Samudera Indonesia is high. If we see from the Sig. value, it shows that digital leadership levels in all three companies are significantly different.

Measurement of learning culture in Ditpolair Polda Metro Jaya results in mean value of 4,03. This findings means that the level of learning culture in Ditpolair Polda Metro Jaya is high. Measurement of learning culture in PT SMART results in mean value of 4,18. This findings means that the level of learning culture in Ditpolair Polda Metro Jaya is high. Measurement of learning culture in PT Samudera Indonesia results in mean value of 4,11. This findings means that the level of learning culture in PT Samudera Indonesia is high. If we see from the Sig. value, it shows that learning culture levels in all three companies are significantly different.

So, we can conclude that level of employee engagement, digital leadership, and learning culture in Ditpolair Polda Metro Jaya have the lowest level among all three companies. While level of coping stress in all three companies are not significantly different.

#### 4.3 Impact of Coping Stress on Employee Engagement of Millennial Generation in Ditpolair Polda Metro Jaya

Table 5 shows the t statistics and p-value from relation of coping stress on employee engagement. We acquired t statistics = 1,316 which is lower than the t table 1,66, and supported by p-value = 0,191 which is greater than alpha value = 0,05.

**Table 5.** Impact of Coping Stress on Employee Engagement

Independent	t Statistics	p-value	Result
Coping Stress (X1)	1,316	0,191	Not Significant

Based on the table above, we can reject H1 and accept H0. So, we can conclude that there is no significant impact of coping stress on employee engagement.

#### 4.4 Impact of Digital Leadership on Employee Engagement of Millennial Generation in Ditpolair Polda Metro Jaya

Table 6 shows the t statistics and p-value from relation of digital leadership on employee engagement. We acquired t statistics = 3,653 which is greater than the t table 1,66, and supported by p-value = 0,000 which is lower than alpha value = 0,05.

**Table 6.** Impact of Digital Leadership on Employee Engagement

<b>Independent</b>	<b>t Statistics</b>	<b>p-value</b>	<b>Result</b>
Digital Leadership (X2)	3,653	0,000	Significant

Based on the table above, we can reject H0 and accept H1. So, we can conclude that there is significant impact of digital leadership on employee engagement.

#### 4.5 Impact of Learning Culture on Employee Engagement of Millennial Generation in Ditpolair Polda Metro Jaya

Table 7 shows the t statistics and p-value from relation of learning culture on employee engagement. We acquired t statistics = 3,504 which is greater than the t table 1,66, and supported by p-value = 0,001 which is lower than alpha value = 0,05.

**Table 7.** Impact of Learning Culture on Employee Engagement

<b>Independent</b>	<b>t Statistics</b>	<b>p-value</b>	<b>Result</b>
Learning Culture (X3)	3,504	0,001	Significant

Based on the table above, we can reject H0 and accept H1. So, we can conclude that there is significant impact of learning culture on employee engagement.

#### 4.6 Impact of Coping Stress, Digital Leadership, and Learning Culture on Employee Engagement of Millennial Generation in Ditpolair Polda Metro Jaya

Table 8 shows the t statistics and p-value from relation of coping stress, digital leadership, and learning culture simultaneously on employee engagement. We acquired F statistics = 25,347 which is greater than the F table 2,70, and supported by p-value = 0,000 which is lower than alpha value = 0,05.

**Table 8.** Impact of Coping Stress, Digital Leadership, and Learning Culture on Employee Engagement

<b>Independent</b>	<b>F Statistics</b>	<b>p-value</b>	<b>Result</b>
Coping Stress (X1), Digital Leadership (X2), Learning Culture (X3)	25,347	0,000	Significant

Based on the table above, we can reject H0 and accept H1. So, we can conclude that there is significant impact of coping stress, digital leadership, and learning culture simultaneously on employee engagement.

#### 4.7 Discussion

From Table 3, we can see that the employee engagement level of millennial generation in Ditpolair Polda Metro Jaya is high. Furthermore, if we see the details, they were engaged from intellectual, emotional, and spiritual dimensions. They were moderately engaged from physical dimension. This means that to increase their engagement, they need facility or activity that will enhance their intellectual, emotional, and spiritual aspects. Facilities such as gym, recreational rooms are not important to them.



They tend to be more engaged if organization could provide them facilities such as development and trainings, family gathering events, or religious events.

The coping stress level is moderate. This means that millennial generation employees are quite well in handling their personal problems. Then, the digital leadership and learning culture levels are high. These means that their leaders are good at managing digital technology into their work, and the organization has encourage them to keep learning based on the organization's culture.

Compared to PT SMART and PT Samudera Indonesia, the level of employee engagement, digital leadership, and learning culture in Ditpolair Polda Metro Jaya are the lowest. Meanwhile, the coping stress level between the three companies are not significantly different.

In this research, we find that coping stress has no significant impact to employee engagement while digital leadership and learning culture are individually proved to have significant impact on employee engagement. These findings means that their mindsets are mature enough as if they were stressed about something, that didn't influence their engagement to the organization. Also, they felt that their leaders are giving them comfort in workplace by applying digital technologies into work and recognized individual's work effort. They also felt that the organization have enabled them to continuously learn about new things. However, we find that coping stress, digital leadership, and learning culture are simultaneously have significant impact on employee engagement.

## V. Conclusion

The employee engagement, digital leadership, and learning culture level in Ditpolair Polda Metro Jaya are high but have the lowest score compared to PT SMART and PT Samudera Indonesia while coping stress level is moderate and not significantly different between the three companies.

Coping stress is not significantly impacting employee engagement while digital leadership and learning culture are individually has a significant impact on employee engagement. However, we also find that coping stress, digital leadership, and learning culture simultaneously have significant impact on employee engagement.

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