

Millennial Generation Communication Style of State Civil Apparatus; Performance Improvement and Work Quality

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Abstract

This study aims to find out how the millennial generation's State Civil Apparatus (ASN) communication style is at the Office of Manpower and Transmigration of East Java Province (East Java Disnakertrans) by examining work culture aspects. The method used in conducting this research is using qualitative methods and post-positivism paradigm. Five research informants were taken as East Java Disnakertrans ASN employees. Data collection techniques were carried out using in-depth interviews with informants by including media recordings, videos, photos and notes as evidence of the results of conducting interviews in assisting the research process. The study results show that the communication style of the millennial generation ASN at the East Java Manpower Office is The Relinquishing Style due to their preference to collaborate with teams and deliberations so they could exchange thoughts, input or ideas with other team members. As well as wanting a conducive working atmosphere so every ASN could work more calmly and quickly. The millennial generation of ASN tends to prefer to hold discussions in order to gain insight, knowledge, or ideas that could add to their quality and performance. In addition, even though ASNs carry out work in a relaxed manner, ASNs are asked to be thorough in carrying out a job, so there are no mistakes in doing it even under pressure from superiors. in addition, ASNs are also more inclined to meet face-to-face when carrying out or completing a job because according to them face-to-face meetings are more effective than social media or other electronic mail. When ASNs are asked for their opinion or input, they tend not to beat around the bush thus their work gets done quickly.

Keywords: Communication Style, State Civil Apparatus, Millennial Generation.



INTRODUCTION

In an organization consisting of many people who have their respective roles and duties, which are connected to one another, the organization needs good communication thus an organization could run smoothly and goals could be achieved properly.(Fauzan Ahmad Siregar & Lailatul Usriyah, 2021). Communication is an activity that could not be separated by humans.(Fauzan Ahmad Siregar & Lailatul Usriyah, 2021). Therefore, communication is an activity that is very important for humans. Not only in organization, communication is also very important for human life in general. Communication could also be done simply or complexly, technology has also made the development of communication change drastically from time to time.(Pohan & Fitria, 2021).

Communication is an interaction among God's creatures either using symbols, signals, or behaviour and actions. Communication is also not limited to just speech, but could use body language such as smiles, head nods. Communication is also the most important element in an organization; organizational effectiveness depends on the quality of good communication from members of the organization to leaders and vice versa or among members of the organization. Communication also has an important role for an organization when facing both internal and external changes.(Fauzan Ahmad Siregar & Lailatul Usriyah, 2021).Communication style is a problem that could not be separated from efforts to understand the communication style that exists within an organization. Communication style is interpersonal behaviour that appears in a particular situation.(Adyawanty, 2022).

The Relinquishing Style namely a style of communication that is surrendering to accept suggestions, opinions of others, rather than the desire to give orders, even though it has the right to give orders to other people.(Martianto & Toni, 2021). Based on its function, the flow of communication that occurs in a formal organization consists of two flows, namely, vertical flows from top to bottom, from bottom to top and horizontal or lateral flows.(Kamil Hasbar et al., 2020). In the communication process there should be some obstacles in the process, both verbal and nonverbal, not all messages could be received and understood properly.(Siti Rohmah, 2021).

Communication is also important to learn or develop both individually and organizationally.(Kurniati, 2023). Communication in the government environment is important because Human Resources (HR), which are the wheels of the bureaucracy or services for people throughout Indonesia, have various differences in terms of culture, language, character and age.(Kurnia Sari & Manafe, 2021). Government has the function of providing services to the community.(Kamil, 2018). HR in the government environment

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is better known as the State Civil Apparatus (ASN) and is divided into two, namely Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). ASN consists of several generations, namely the Millennial Generation and Generation Z. (Sasmita et al., 2019)

Generations are all people born in the same year. (Subandowo, 2017). In the era of the industrial revolution 4.0 as it is today, the rapid development of information technology, such as smartphones and social media, could change human lifestyles and one's thoughts to the most fundamental point. With the development of technology could facilitate human work both directly and indirectly have an impact on changes in human lifestyle. Changes in lifestyle encourage people to become more modern, currently changes in a consumptive lifestyle are very visible in the modern generation. (Fauzan Ahmad Siregar & Lailatul Usriyah, 2021). Regeneration is a transfer of opportunities to grow and develop. (Subandowo, 2017).

Intergenerational interactions in work could make very significant changes because they are unpredictable, so before good communication occurs, you should recognize the character of each generation in order to create good communication for all. According to Mannheim, generations are a group of people who have the same age and historical experience, and each generation has different characteristics according to the development of the era at that time. (Zis et al., 2021). The characteristics of generation Y or what is usually referred to as the millennial generation have characteristics as a generation that is rich, educated, focused on teamwork, simplicity, and better behaviour. And the millennial generation are people born in 1981-1996. And the characteristics of generation Z or what is usually called GenZi have characteristics inversely proportional to the millennial generation. But Generation Z is very tech-savvy. This is because since birth, Generation Z has been in touch with technology. Generation Z is often referred to as the digital generation because from an early age they have been exposed to the world of the internet and cell phones (HP). And Generation Z are people born in 1996-2012.

Regional government is an organization assigned to provide government services to improve people's welfare, such as the Manpower and Transmigration Office, thus the human resources sector is superior and could compete in the world of work. Because there are still many people who lack experience in the world of work which causes a lot of unemployment. Considering that the roles and responsibilities assigned by ASN are quite large, it is necessary to improve the quality of human resources which is a demand that should be met. (Huaxue et al., 2022). ASN is a profession for Civil Servants (PNS)



and Government Employees with Employment Agreements (PPPK) in a government agency, who are given assignments in a government position based on Legislation.

In this study, there are several previous studies that have been conducted with topics similar to this research. *First*, the research was conducted by Rasnindah Abu Rais, 2020. The results showed that the influence of superior HR will improve the performance of an agency thus it runs well and is structured.(Rais, 2020). *Second*, research was conducted by Mia Kurniati, 2023. The results showed that civil servants preferred teamwork to complete a task because they could exchange thoughts, ideas, and ideas from each employee.(Kurniati, 2023). *Third*, the research was conducted by Kurniasih, 2021. The results showed that the influence of a good communication style will improve employee performance in an agency.(Kurniasih, 2021).

METHODS

This study uses a qualitative method and a post positivism paradigm in order to find out perspectives on communication styles from various intergenerational ASN circles at the East Java Manpower Office, through analysis of the findings of the data. Data collection uses the interview method as primary data and secondary data collected from relevant books and journals published on the website. Research with qualitative methods is a method for exploring and understanding the meaning that comes from social or humanitarian issues, this qualitative research process uses methods such as asking various questions and collecting specific data from informants.(Fadli, 2021).

The final report of this research has a flexible structure and framework, anyone could be involved in the process of forming this research.(Manurung, 2021). In this study using a type of interview that is semi-structured thus informants could be more free to express their opinions and ideas.(Kurniati, 2023). Researchers collected data using recorded media, videos, photos, and notes, as evidence of the results of conducting interviews and assisting the research process.(Manurung, 2021). Interviews were conducted with 5 (five) resource persons working at the East Java Manpower Office. The source data is as follows:



Table 1. Informant Data

No.	Name	Gender	Service Period (Year)	Generation	Position
	Bayu Cakra	L	9	Millennial	Assistant Secretary
	Rendi Pratama S	L	1	Millennial	Introduction to Work
	Afrian Enggal L.	L	1	Millennial	First Expert Instructor
	Yanottama Oktabrian	L	1	Millennial	Instructor
	Fajar Syaifuddin B.	L	1	Millennial	First Expert Instructor

Source: processed data

The semi-structured interview topics used in this study could be seen in Table 2 below: (Muqorrobin, 2010).

Table 2. Interview Guidelines

Draft	Dimensions	Derivative	Indicator
Millennial Generation Communication Style	Work Culture	Cooperation	Team work and individual
	Decision-making	Decision-making	Rational or emotional
	Communication Channel	Face to face, online mail, and text messaging	Speak directly, discuss via chat
	Characteristics	argumentative	Critical thinking and logical, Fast against people other
		Weakness	Lack of attitude, not good at communicating

Source:(Kurniati, 2023)

DISCUSSION

This research was conducted on 5 (five) ASN people or resource persons from the East Java Manpower Office with the following research results:



Taking opinions by deliberation and consensus.

According to sources 1 & 4 stated *"with joint consideration and leadership through a forum or internal meeting to take the right steps"*. ASN always asks for input from the leadership to ask for joint consideration thus it runs efficiently. Resource person 2 added by *"making a decision with a new deliberation with reference to the surrounding environment thus the decision taken is the best"*. They also always consult before setting a common goal before they start a particular event. According to sources 3 & 5 stated *"by making decisions by considering the pros and cons of a decision"*. ASN should have the forefront of thinking thus they could consider the pros and cons of the results of the deliberation in order to achieve the desired target each month.

Friendly work environment and Team Work

Field data shows that all sources are of the opinion that the millennial generation of ASN prefers to work in teams (Team Work). Many reasons were given by the sources, including being able to exchange ideas between ASNs, being able to speed up work, and being able to increase knowledge between ASNs. According to all sources, teamwork is very necessary to achieve team goals. According to resource person 1 *"reveals that by evaluating an activity it could increase cooperation between employees to achieve the desired goals"*. ASNs will always evaluate all activities so they could learn from the current mistakes and not repeat these mistakes. According to source 2, he added by *"improving performance by making work priority scales thus the completion of work could be well organized so as to improve team performance in a field"*. The millennial generation of ASN often makes a priority scale thus all work is on target and could run well which could make their work easier. According to sources 3 & 5, to *"improve the performance of ASN, further learning is needed, such as webinars, upgrading, and seminars"*. According to resource person 4, he added the opinion *"to work together between fields to work properly and efficiently"*. ASN also always asks to hold webinars or seminars to improve or upgrade their performance thus they are more efficient in carrying out a job. The millennial generation of ASN often makes a priority scale thus all work is on target and could run well which could make their work easier. According to sources 3 & 5, to *"improve the performance of ASN, further learning is needed, such as webinars, upgrading, and seminars"*. According to resource person 4, he added the opinion *"to work together between fields to work properly and efficiently"*. ASN also always asks to hold webinars or seminars to improve or upgrade their performance thus they are more efficient in carrying out a job. The millennial generation of ASN often makes a priority scale thus all

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Communication Channel

Data in the field according to sources to solve problems more efficiently with deliberations so as not to miss communication between work units.

According to informant 1 explained *"by holding a meeting and not rushing to stay calm to make a decision even with pressure from superiors or the work environment"*. ASNs at the East Java Manpower Office are required to always be thorough in doing a job, therefore ASNs are asked not to rush into carrying out their work. According to informants 2, 3 & 5 *"by holding meetings and deliberations between units to achieve good goals"*. In the East Java Manpower and Transmigration Office there are many units that are interconnected with each other which results in a lot of miss communication between units, therefore ASNs often hold work meetings to make all existing units work properly and according to the desired flow. According to resource person 4 *"with two-way communication, thus it could be seen from two different sides"*.

Generation Millennial and Bureaucracy

According to informant 1 explained *"the mindset and point of view should adapt to the latest generation"*. The millennial generation of civil servants tend not to want to socialize with the latest generation because they think that the latest millennial generation is impolite and lacks attitude towards people who are more senior or older. According to sources 2, 3, 4 & 5 explained *"that the millennial generation tends to be selfish, individual, and idealistic who are still at work"*. The millennial generation of ASN are very individual when in the world of work they will do their own work as a sign of asking for help from others, but they could also work in teams. ASN also has a selfish nature because the millennial generation of ASN always thinks that they are the most righteous and no one could justify it. And when working, the millennial generation of ASN is very idealistic thus there are no mistakes in their work and they don't work twice. According to informant 1, the style of communication when asked for opinions or input *"The millennial generation still holds courtesy and attitude compared to generation Z which is very lacking in that*

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regard". The GenZi are not as good as the Millennial Generation, but GenZi really helps the Millennial Generation's ASNs to exchange knowledge related to technology. Resource person 2 added "It's been very good because the opinions requested are always responded to with the thoughts and conditions of today's digital society thus they are in line with the current digital conditions". The ASN Millennial Generation explained that their communication style was very good to be accepted by all groups because they always responded with positive thoughts. According to informants 3 & 4 "Very communicative giving opinions according to ability and well received". According to several sources, according to our abilities, we are more effective in the work environment because we could provide clear input and are based on existing experience. Resource person 5 "More likely to speak frankly when giving opinions without beating around the bush". Many ASNs have this style of communication because they don't like to go around the bush in order to get the job done quickly and dare to be different from other employees 4 "Very communicative giving opinions according to ability and well received". According to several sources, according to our abilities, we are more effective in the work environment because we could provide clear input and are based on existing experience. Resource person 5 "More likely to speak frankly when giving opinions without beating around the bush". Many ASNs have this style of communication because they don't like to go around the bush in order to get the job done quickly and dare to be different from other employees 4 "Very communicative giving opinions according to ability and well received". According to several sources, according to our abilities, we are more effective in the work environment because we could provide clear input and are based on existing experience. Resource person 5 "More likely to speak frankly when giving opinions without beating around the bush". Many ASNs have this style of communication because they don't like to go around the bush in order to get the job done quickly and dare to be different from other employees.

ASNs at the East Java Manpower and Transmigration Office have a communication style that is The Relinquishing Style. This style of communication could be seen from the work culture of ASNs who prefer to work in teams thus they could exchange ideas, thoughts and knowledge and receive input from others when working with a team to create an activity that is required to collaborate with other units. Consensus is the result of a negotiation, consensus is also meant as the fruit of the deliberation process.(Ghoni & Pujiyono, 2020). Deliberation is a joint or team discussion aimed at reaching a decision to solve the problem.(Fauziah & Kurniawan, 2022). Deliberation is very important in an organization thus members or groups do not miss communication.

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Data in the field shows that ASNs are more likely to consult to make a decision. (Wijaya et al., 2022)

The findings show that when working with the millennial generation and generation Z, the millennial generation ASN chooses to work in a team rather than having to work individually. (Wijaya et al., 2022). The millennial generation of ASN also often consults with leaders or other employees so they could add insight, knowledge, or ideas that could improve their quality and performance. Apart from that, ASNs do work in a relaxed manner, however, ASNs are asked to be thorough in carrying out a job, thus there are no mistakes in doing it even under pressure from superiors.

Team is a formal organization or work group consisting of various people to work together to achieve group goals. (Fathurrahman et al., 2019). A team is also a unit consisting of two or more people who interact and coordinate who need each other to improve performance or certain goals. (Wijaya et al., 2022). In the description above, it is explained that cooperation or teamwork is a cooperative behaviour between individuals in an organization who carry out work, by exchanging information and knowledge that is carried out jointly and coordinating with leaders and teams to complement each other in achieving organizational goals or common goals. (Fathurrahman et al., 2019)

ASNs also tend to prefer face-to-face meetings when doing or completing a job because according to them face-to-face meetings are more effective compared to WhatsApp media or other electronic mail, direct face-to-face meetings could determine the characteristics of each employee by looking at gestures, smiles, or other body language. Communication is an interaction among God's creatures either with symbols, signals, or behaviour and actions. Two-way communication also not only makes work faster but also improves friendship between employees. (Syah, 2020).

ASN Millennial Generation also has weaknesses, namely they don't want to learn to adapt to the current generation and they also tend to be more selfish towards other people. (Arani, 2010). ASN are also more inclined towards individuals because they like to work alone without the help of others except when working with a team, the millennial generation is also very idealistic for doing a job because they don't want or are reluctant to do work twice. (Sasmita et al., 2019). Many civil servants, when asked for their opinion or input, tend to give their opinion and input without thinking about what they are saying first, because according to them this style of communication gets their job done quickly. However, there are still many employees who are more relaxed, think more of an opinion and submit it themselves, do not feel they are the most correct. (Ikrama, 2020).



CONCLUSION

Based on the description that has been explained previously, it could be concluded that the results of the field findings show that Millennial Generation ASN who are employed at the East Java Manpower and Transmigration Office have the Relinquishing Style of communication. This style of communication could be seen from the work culture of ASNs who prefer to work in teams thus they could exchange ideas, thoughts and knowledge and receive input from others when working with a team to create an activity that is required to collaborate with other units.

The millennial generation of ASN tends to prefer to hold discussions in order to gain insight, knowledge, or ideas that could add to their quality and performance. In addition, even though ASNs carry out work in a relaxed manner, ASNs are asked to be thorough in carrying out a job, thus there are no mistakes in doing it even under pressure from superiors.

ASNs also prefer to meet face-to-face when carrying out or completing a job because according to them face-to-face meetings are more effective than WhatsApp media or other electronic mail. When ASNs are asked for their opinion or input, they tend to be straightforward thus their work is done quickly and according to them, this style of communication is different from most other employees who are more relaxed, think more about an opinion and submit it themselves.

Millennial generation ASN and Generation Z at the East Java Manpower and Transmigration Office are expected to become leaders in the future who could change old patterns into patterns that are fresher and more efficient in a fast paced manner with the presence of technology. It is very necessary to have the ability to understand or learn how to deal with communication between generations in order to be able to form a personnel management policy.

There are several efforts to bridge the communication gap between generations, by creating activities that present each generation. Such as by holding outbound or activities that could make you understand the characteristics of each generation.

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