



Enhancing Teacher Performance Through Millennial Teacher Characteristics, Work Culture, and Person-Job Fit Mediated by Employee Engagement

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Abstract

Teachers are the key to the success of a nation in improving the quality of life of its people in the future. This research aims to find research gaps with previous research which makes four main points to be used as questions in this research, namely 1. Analyzing the characteristics of millennial employees, work culture, and personal job fit towards lecturer competence. 2. Analyzing millennial employees, work culture, and personal job fit on lecturer performance 3. Analyzing lecturer competency on lecturer performance 4. Analyzing the extent to which the role of lecturer competence mediates the characteristics of millennial employees, work culture, and personal job fit on lecturer performance. This research method uses quantitative research with an explanatory research approach. The number of samples in this study was 105 selected using the census method. To test the hypothesis in this study, structural equation model analysis techniques were used. The results of this research show that the findings show that efforts to increase Employee Engagement through millennial employee characteristics, work culture, and personal job Fit have the potential to make a positive contribution to improving employee performance. The following recommendations are for teachers to increase employee engagement, so teachers need to be focused and stimulated to encourage teachers to be more innovative in their work so they can improve teacher performance and for future researchers to evaluate the variables of this research on different populations and increase the population size.

Keywords: Teacher Performance, Characteristics of Millennial, Work Culture, Person Job Fit, Employee Engagement.

Abstrak

Guru merupakan kunci dari keberhasilan suatu bangsa untuk meningkatkan kualitas hidup masyarakatnya dimasa yang akan datang. Penelitian ini bertujuan untuk mencari gap research dengan penelitian terdahulu yang menjadikan empat poin utama untuk dijadikan pertanyaan dalam penelitian ini adalah 1. Menganalisis karakteristik pegawai millennial, budaya kerja dan person job fit terhadap

kompetensi guru. 2. Menganalisis pegawai millennial, budaya kerja dan person job fit terhadap kinerja guru 3. Menganalisis kompetensi guru terhadap kinerja guru 4. Menganalisis sejauh mana peran kompetensi guru memediasi karakteristik pegawai millennial, budaya kerja dan person job fit terhadap kinerja guru. Metode penelitian ini menggunakan penelitian kuantitatif dengan pendekatan eksplanatory research. Jumlah sampel dalam penelitian ini berjumlah 105 yang dipilih menggunakan metode sensus. Untuk menguji hipotesis pada penelitian ini menggunakan teknik analisis structural equation model. Hasil penelitian ini menunjukkan bahwa temuan menunjukkan bahwa upaya untuk meningkatkan Employee Engagement melalui karakteristik pegawai milenial, budaya kerja, dan Person Job Fit berpotensi memberikan kontribusi positif terhadap peningkatan kinerja pegawai. rekomendasi sebagai berikut bagi guru guna menaikkan employee engagement maka guru perlu difokuskan dan diberi rangsangan agar memantik guru memiliki inovatif lebih untuk bekerja sehingga bisa memperbaiki kinerja guru dan untuk para peneliti selanjutnya melakukan evaluasi variabel-variabel penelitian ini pada populasi yang berbeda serta memperbesar dari jumlah populasi.

Kata Kunci : Kinerja Guru, Karakteristik Milenial, Budaya Kerja, Person Job Fit, Employee Engagement

INTRODUCTION

Teacher performance is a work achievement achieved based on the conformity between the learning plan and what is achieved.¹ Meanwhile, millennial teachers are teachers whose birth years are between 1981 and 1996.² Currently, the number of teachers is mostly filled by millennials. This millennial group has striking differences in the meaning of work and has an advantage in the use of technology.³ Research conducted by Hutagalung,⁴ The results showed that the characteristics of millennial teachers have a positive influence on teacher performance. Teacher performance is also influenced by employee engagement as stated by Solechan.⁵ According to Sinambela, employee engagement can be interpreted as an individual manifestation that shows deep emotional and intellectual commitment to the organization.⁶

¹ David N. Figlio dan Lawrence W. Kenny, "Individual Teacher Incentives and Student Performance," *Journal of Public Economics* 91, no. 5–6 (Juni 2007): 901–14, <https://doi.org/10.1016/j.jpubeco.2006.10.001>.

² Ria Norfika Yuliandari, "Pola Pendidikan dan Pengasuhan Generasi Alpha: The Education And Care Patterns Of Alpha Generation," *INVENTA: Jurnal Pendidikan Guru Sekolah Dasar* 4, no. 2 (30 September 2020): 108–16, <https://doi.org/10.36456/inventa.4.2.a2438>.

³ Muhammad Umair Khan Usman dkk., "Fostering Islamic Personality Students through The Role of Islamic Religious Education Teachers," *At-Tadzkir: Islamic Education Journal* 3, no. 1 (11 Februari 2024): 15–25, <https://doi.org/10.59373/attadzkir.v3i1.34>.

⁴ arif qaedi hutagalung dkk., "pengaruh kemauan untuk mencapai tujuan, kebutuhan dan tujuan dosen dan hubungan interpersonal terhadap kinerja dosen generasi milenial universitas sumatera utara," *jurnal ilmu manajemen* 9, no. 4 (21 desember 2021): 1406–19, <https://doi.org/10.26740/jim.v9n4.p1406-1419>.

⁵ achmad solechan dan ira setiawati, "pengaruh karakteristik sistem akuntansi manajemen dan desentralisasi sebagai variabel moderating terhadap kinerja manajerial (studi empiris perusahaan manufaktur di kabupaten semarang)," *fokus ekonomi : jurnal ilmiah ekonomi* 4, no. 1 (1 juni 2009), <https://doi.org/10.34152/fe.4.1.%p>.

⁶ Isabel Buil, Eva Martínez, dan Jorge Matute, "Transformational Leadership and Employee Performance: The Role of Identification, Engagement and Proactive Personality," *International Journal of Hospitality Management* 77 (Januari 2019): 64–75, <https://doi.org/10.1016/j.ijhm.2018.06.014>; Laura L. Lemon dan Michael J. Palenchar, "Public Relations and Zones of Engagement: Employees' Lived Experiences and the Fundamental Nature of Employee Engagement," *Public Relations Review* 44, no. 1 (Maret 2018): 142–55, <https://doi.org/10.1016/j.pubrev.2018.01.002>; Brad Shuck, Thomas G. Reio Jr, dan Tonette S. Rocco, "Employee engagement: an examination of antecedent and outcome variables," *Human Resource Development International* 14, no. 4 (1 September 2011): 427–45, <https://doi.org/10.1080/13678868.2011.601587>; Dominick D Viloria, "Exploring a Socially-Constructed Concept and Precursors of Employee Engagement in the Philippine Setting" 7, no. 4 (2018).

According to Azizah and Gustomo, the indicators for Employee Engagement are as follows, positive attitude, commitment, and initiative.⁷

Teacher performance is not only influenced by employee engagement and the characteristics of millennial teachers but also by many other factors, including organizational culture and person-job fit. Organizational culture is the result of mutual agreement in an organization.⁸ Organizational culture influences performance, this was revealed through research.⁹ Meanwhile, person-job fit does not influence performance.¹⁰ This research was conducted at the Surabaya Regional Education Office Branch Office. Person job fit is assessing a person's characteristics in adapting to the work environment, especially their job.¹¹ stated that the dimensions of person-job fit consist of abilities, attitudes, and interests.

Based on the description above, 4 questions can be asked as follows. What is the analysis of millennial teacher characteristics, work culture, and person-job fit on teacher competency? 2. What is the analysis of millennial teachers, work culture and person-job fit on teacher performance? 3. How does the analysis of teacher competency affect teacher performance? 4. How does the analysis of millennial teachers, work culture, and person-job fit affect teacher performance through employee engagement? This research aims to look for gaps or differences

⁷ Muhamad Ekhsan dan Muhamad Taopik, "Peran Mediasi Employee Engagement Pada Pengaruh Talent Management Terhadap Employee Retention | Ekhsan | Jurnal Pengembangan Wiraswasta," 24 Desember 2020, <http://dx.doi.org/10.33370/jpw.v22i3.484>.

⁸ Dimitrios Belias dan Athanasios Koustelios, "Organizational Culture and Job Satisfaction: A Review," *International Review of Management and Marketing* 4, no. 2 (1 Juni 2014): 132–49; Ari Kartiko dkk., "Improving Teacher Job Satisfaction Through Organizational Commitment and Organizational Citizenship Behavior in The Digitalization Era," *Nidhomul Haq : Jurnal Manajemen Pendidikan Islam* 8, no. 2 (15 Oktober 2023): 315–27, <https://doi.org/10.31538/ndh.v8i2.3960>; Ari Kartiko dkk., "Peningkatan Kinerja Guru Melalui Budaya Organisasi Dan Kepemimpinan Servant Kepala Madrasah," *Urvatul Wutsqo: Jurnal Studi Kependidikan Dan Keislaman* 13, no. 1 (2024): 1–14, <https://doi.org/10.54437/urvatulwutsqo.v13i1.1323>; Ari Kartiko dan jaya Roza Azzukhrufi, "Pengaruh Budaya Organisasi Dan Kompensasi Terhadap Kinerja Pendidik Di Madrasah Aliyah Nahdlatul Ulama Mazro'atul Ulum Paciran," *Nidhomul Haq : Jurnal Manajemen Pendidikan Islam* 4, no. 2 (5 September 2019): 207–26, <https://doi.org/10.31538/ndh.v4i2.351>; Olu Ojo, "Organisational Culture and Corporate Performance;" *Journal of Law and Governance* 5, no. 2 (1 Agustus 2010): 1–12, <https://doi.org/10.15209/jbsge.v5i2.180>.

⁹ Nurul Komariah dan Ishmatun Nihayah, "Improving The Personality Character of Students Through Learning Islamic Religious Education," *Al-Tadzkir: Islamic Education Journal* 2, no. 1 (27 Maret 2023): 65–77; Dita Dzata Mirrota, Moch Sya'roni Hasan, dan Qurrotul Ainiyah, "Increasing Understanding of the Islamic Religion Through Interactive Methods for Children with Special Needs," *Tafsir: Interdisciplinary Journal of Islamic Education* 5, no. 2 (18 April 2024): 285–300, <https://doi.org/10.31538/tjie.v5i2.998>; Imron Fauzi dan Ari Kartiko, "Pengaruh Promosi an Produk Terhadap Pengambilan Keputusan Memilih Madrasah," *Munaddhomah: Jurnal Manajemen Pendidikan Islam* 4, no. 2 (15 April 2023): 242–51, <https://doi.org/10.31538/munaddhomah.v4i2.435>.

¹⁰ Musdalifah Alwi dan Lusia Mumtahana, "The Principal's Strategy in Improving the Quality of Teacher Performance in the Learning Process in Islamic Elementary Schools," *Kharisma: Jurnal Administrasi Dan Manajemen Pendidikan* 2, no. 1 (17 April 2023): 66–78, <https://doi.org/10.59373/kharisma.v2i1.18>; Rizki Akmalia, Wahyuddin Nur Nst, dan Amiruddin Siahaan, "Influence of Self-Efficacy, Organizational Culture, and Job Satisfaction on The Performance of Madrasah Aliyah Teachers," *Nidhomul Haq : Jurnal Manajemen Pendidikan Islam* 8, no. 3 (27 November 2023): 437–53, <https://doi.org/10.31538/ndh.v8i3.4091>; Wahyu Sri Ambar Arum dkk., "Development of Learning Supervision Model Website Based on Improving Teacher Performance at Elementary School," *Nidhomul Haq : Jurnal Manajemen Pendidikan Islam* 9, no. 1 (17 Februari 2024): 43–54, <https://doi.org/10.31538/ndh.v9i1.4325>.

¹¹ Yuanli Xu dkk., "How Does Person-Environment Fit Relate to Career Calling? The Role of Psychological Contracts and Organizational Career Management," *Psychology Research and Behavior Management* 16 (2023): 1597–1614, <https://doi.org/10.2147/prbm.s404374>; Jian Zhu dkk., "Digital Leadership and Employee Creativity: The Role of Employee Job Crafting and Person-Organization Fit," *Frontiers in Psychology* 13 (2022): 827057, <https://doi.org/10.3389/fpsyg.2022.827057>.

with previous research so that you can find something new both theoretically and practically. To make it easier to achieve the goal, the researcher created 4 problem objectives which will answer the problem formulation as follows: 1. Analyze the characteristics of millennial employees, work culture and person-job fit on the characteristics of millennial employees, work culture and person-job fit on employee engagement. 2. Analyzing millennial employees, work culture and person-job fit on teacher performance 3. Analyzing the characteristics of millennial employees, work culture, and person-job fit on teacher performance through employee engagement 4. Analyzing the extent to which the role of teacher competence mediates the characteristics of millennial employees, work culture, and person-job fit on teacher performance

To provide a temporary answer to this research question, the hypothesis proposed in this research is as follows: 1. There is a significant influence of millennial employee characteristics, work culture, and person-job fit on employee engagement. 2, there is a positive and significant influence of millennial employees, work culture and person-job fit on teacher performance. 3. There is a significant influence of millennial employee characteristics, work culture, and person-job fit on teacher performance through employee engagement. This entire hypothesis will be tested again in the next section. Based on the hypothesis, the following framework can be created:

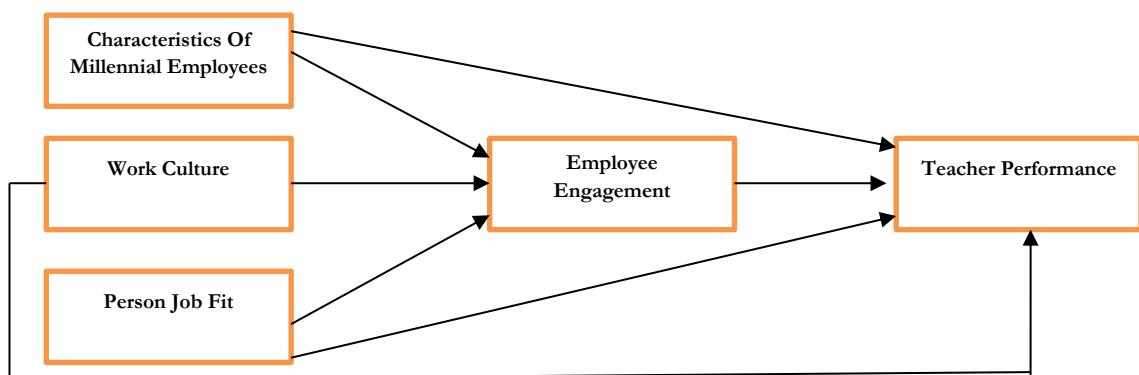


Figure 1 Conceptual framework

METHOD

This research uses quantitative research conducted on samples from a certain population.¹² The data was collected using research instruments, after which data analysis was carried out using statistical testing tools to test the hypotheses that had been prepared.¹³ This research uses an explanatory method using survey techniques to analyze causal relationships, this is aimed at explaining the position of each variable.¹⁴ This research is more focused on

¹² Sandra Groeneveld dkk., “Quantitative Methods in Public Administration: Their Use and Development Through Time,” *International Public Management Journal* 18, no. 1 (2 Januari 2015): 61–86, <https://doi.org/10.1080/10967494.2014.972484>.

¹³ A. Stewart Fotheringham, “Trends in Quantitative Methods I: Stressing the Local,” *Progress in Human Geography* 21, no. 1 (Februari 1997): 88–96, <https://doi.org/10.1191/030913297676693207>.

¹⁴ Bambang Mudjiyanto, “Tipe Penelitian Eksploratif Komunikasi,” *Jurnal Studi Komunikasi dan Media* 22, no. 1 (30 Juni 2018): 65–74, <https://doi.org/10.31445/jskm.2018.220105>; Mutia Sari dkk., “Explanatory Survey Dalam Metode Penelitian Deskriptif Kuantitatif,” *Jurnal Pendidikan Sains Dan Komputer* 3, no. 01 (2023): 10–16, <https://doi.org/10.47709/ipsk.v3i01.1953>.

showing causal relationships between variables, verifying theories, and making predictions. The analytical method is used to evaluate the inherent causality between variables arranged in temporal stages as a value to see the extent of the impact of the exogenous variable on the endogenous dependent variable.

This research was carried out at the Al-Furqon Driyorejo Gresik Indonesia educational institution. The respondents selected as respondents in this research were teachers at the Al-Furqon Foundation. The reason this place was chosen was that not many people had done research in that place and the theme raised was very suitable to be done in that place. Respondents were selected using a probability sampling technique where each teacher had the opportunity to be selected to be a respondent using a systematic sampling approach. The method for collecting data in this research uses primary data obtained from respondents. Questionnaires or research instruments are rated on a Likert scale of 1–5, with a score of 1 strongly disagree (STS), score 2 disagree (TS), score 3 neutral (N), score 4 agree (S), and score 5 strongly agree (SS).¹⁵ Furthermore, the questionnaire was distributed manually to make it more effective and faster in filling out the questionnaire. The completed questionnaires are then collected for processing. The data processing process starts by first taking the results of questionnaire answers from respondents, second grouping the data based on respondents, third tabulating the data in quantitative form, and fourth the answers of each respondent are presented in a distribution table.

The validity test results show the relationship between the research results so that they can be declared valid because the values obtained for the instrument items are valid. Validity testing is very important to carry out before collecting data, to ensure that the research instrument is valid to reveal what you want to reveal. To assess validity, you can compare the calculated r value with the r table for degrees of freedom (df) = $n-k$, where n is the number of samples and k is the number of items. If the r calculated is greater than the r table, the question is considered valid. Conversely, if the r -calculated is lower than the r -table, the question is considered invalid.¹⁶

A reliability test is a test of the reliability of the instrument. Accuracy is the extent to which a measuring scale can obtain a stable answer if the instrument is used continuously. Test success in each variable is measured through the use of Cronbach's alpha. According to Herlina (2019), Cronbach's Alpha reliability level value can be categorized as Cronbach's alpha below 0.60 indicating low reliability, Cronbach's alpha between 0.60 and 0.79 indicating acceptable reliability, and Cronbach's alpha above 0.80 indicating good reliability. Good.

This research uses a causality model of the influence of exogenous variables on endogenous variables.¹⁷ To test the hypothesis that will be proposed in this research, the SEM

¹⁵ Harry Boone dan Deborah Boone, "Analyzing Likert Data," *The Journal of Extension* 50, no. 2 (1 April 2012), <https://doi.org/10.34068/joe.50.02.48>; Gerald Albaum, "The Likert Scale Revisited," *Market Research Society. Journal*. 39, no. 2 (Maret 1997): 1–21, <https://doi.org/10.1177/147078539703900202>.

¹⁶ Ceren Kabukcu dan Lucie Chabal, "Sampling and Quantitative Analysis Methods in Anthracology from Archaeological Contexts: Achievements and Prospects," *Quaternary International* 593–594 (Agustus 2021): 6–18, <https://doi.org/10.1016/j.quaint.2020.11.004>.

¹⁷ Christian Y. Lumenta, John S. Kekenusa, dan Djoni Hatidja, "ANALISIS JALUR FAKTOR-FAKTOR PENYEBAB KRIMINALITAS DI KOTA MANADO," *Jurnal Ilmiah Sains*, 31 Oktober 2012, 77–83, <https://doi.org/10.35799/jis.12.2.2012.556>.

analysis method is used together with the AMOS (Moment Structure analysis) and SPSS version 25 (Statistical Product and Services Solutions) program packages. SEM analysis stages This research analysis uses AMOS 18 for Windows to answer the proposed research hypothesis, with the following stages: 1. Developing a model based on concepts and theory 2. Constructing a path diagram 4. Data input matrix 5. Standard model solution and evaluation of goodness of fit index 6. Interpretation and Modification¹⁸.

RESULTS AND DISCUSSION

Findings

The validity test is obtained by using the r product moment table, then determining $df = n-2$, namely $105-2 = 103$ with $sig. \alpha = 0.05$ then we get a two-sided r table of 0.1515, the condition is that if the calculated r is greater than the r table then the statement item is valid, the test results can be seen in Table 1.

Table 1 Validity Test Results

Variable	R-count	R-table	Information
Characteristics of Millennial Employees			
X1.1	0,357	0,1515	Valid
X1.2	0,524	0,1515	Valid
X1.3	0,566	0,1515	Valid
X1.4	0,663	0,1515	Valid
X1.5	0,661	0,1515	Valid
X1.6	0,642	0,1515	Valid
Work Culture			
X2.1	0,430	0,1515	Valid
X2.2	0,362	0,1515	Valid
X2.3	0,318	0,1515	Valid
X2.4	0,375	0,1515	Valid
X2.5	0,396	0,1515	Valid
X2.6	0,403	0,1515	Valid
X2.7	0,372	0,1515	Valid
X2.8	0,432	0,1515	Valid
Person Job Fit			
X3.1	0,536	0,1515	Valid
X3.2	0,641	0,1515	Valid
X3.3	0,599	0,1515	Valid
X3.4	0,504	0,1515	Valid
X3.5	0,687	0,1515	Valid
X3.6	0,630	0,1515	Valid
Employee Engagement			
Y1.1.1	0,627	0,1515	Valid
Y1.1.2	0,624	0,1515	Valid
Y1.2.1	0,519	0,1515	Valid
Y1.2.2	0,575	0,1515	Valid
Y1.2.3	0,609	0,1515	Valid

¹⁸ Joseph F. Hair dkk., "An Introduction to Structural Equation Modeling," dalam *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R: A Workbook*, ed. oleh Joseph F. Hair Jr. dkk., Classroom Companion: Business (Cham: Springer International Publishing, 2021), 1–29, https://doi.org/10.1007/978-3-030-80519-7_1.

Y1.3.1	0,721	0,1515	Valid
Performance			
Y2.1.1	0,486	0,1515	Valid
Y2.1.2	0,511	0,1515	Valid
Y2.1.3	0,547	0,1515	Valid
Y2.1.4	0,527	0,1515	Valid
Y2.2.1	0,671	0,1515	Valid
Y2.2.2	0,572	0,1515	Valid
Y2.3.1	0,651	0,1515	Valid
Y2.3.2	0,643	0,1515	Valid
Y2.4.1	0,600	0,1515	Valid
Y2.4.2	0,666	0,1515	Valid
Y2.5.1	0,690	0,1515	Valid
Y2.5.2	0,713	0,1515	Valid

Sumber : Data Primer Yang Diolah, 2023.

The results of the validity test show that the calculated r value for each question item is greater than the r table value. The validity of these question items as metrics indicates that the instrument effectively measures the desired concept or variable. This validity strengthens the belief that the data produced from the instrument can be relied upon to show an accurate picture of the variables being measured. Thus, the totality of each question from all variables can be considered valid as a metric.

Reliability measurement is carried out through the use of Cronbach's alpha, where if Cronbach's alpha points exceed 0.60, then the questionnaire is declared reliable. Information related to reliability test results can be accessed in Table 2 below.

Table 2 Reliability Test Results

Variable	Cronbach's Alpha	Reliability Standards	Information
Characteristics of Millennial Employees (X1)	0,742	0,60	Reliable
Work Culture (X2)	0,853	0,60	Reliable
Person Job-Fit (X3)	0,753	0,60	Reliable
Employee Engagement (Y1)	0,762	0,60	Reliable
Performance (Y2)	0,752	0,60	Reliable

Source: Processed Primary Data, 2023.

The results of Cronbach's alpha value for the criteria variables for millennial employees, work culture, person-job fit, employee engagement, and performance show a figure that exceeds 0.60. Therefore, it can be concluded that the question items from these five variables are considered reliable, so they can be relied upon as valid measuring tools to measure these variables.

Structural equation modeling test results

According to the results of confirmatory factor analysis of exogenous variables, the value of the holding factor indicator variable for millennial employee characteristics is $X1.1 = 0.82$, $X1.2 = 0.77$, and $X1.3 = 0.70$. When the five indicators are combined, the constructs that form the millennial employee characteristics variable appear unidimensional, because the overall

factor load value is more than 0.50. The work culture variable indicator has a holding factor value of $X2.1 = 0.64$, $X2.2 = 0.58$, $.3 = 0.80$, $X2.4 = 0.72$, $X2.5 = 0.30$, and $X2.6 = 0.31$. The total value of the holding factor is more than 0.50, so the four indicators show the construct that forms the work culture variable. The indicator variable for people who are suitable for work has factor loading values of $X3.1 = 0.65$, $X3.2 = 0.72$, and $X3.3 = 0.79$, respectively. The overall factor loading value is more than 0.50, which shows that the three indicators form a unidimensional structure for the variable person suitable for work.

Based on the value of the results of the analysis of the supporting factors of the intervention variable, the analysis of the supporting factors of the intervention variable shows the following results: the value of the factors supporting employee involvement is 0.53, $Y1.2 = 0.63$, and $Y1.3 = 0.72$, respectively with the supporting factor value is more than 0.50. Thus, the four indicators used together show that the construct forming the employee engagement variable is unidimensional.

Confirmatory factor analysis of endogenous variables shows the values of employee performance accommodating factors as follows: $Y2.1 = 0.78$, $Y2.2 = 0.81$, $Y2.3 = 0.20$, and $Y2.4 = 0.17$. Indicators $Y2.1$ and $Y2.2$ have a holding factor value of more than 0.50, so they are suitable as indicators of employee performance variables.

To test the causality model that has been stated previously on various cause-and-effect relationships, the Full Structural Model technique is used. The results of the Full Structural Model technique can be seen in the following image. Full Model Analysis will determine the suitability and causality of the model being tested.

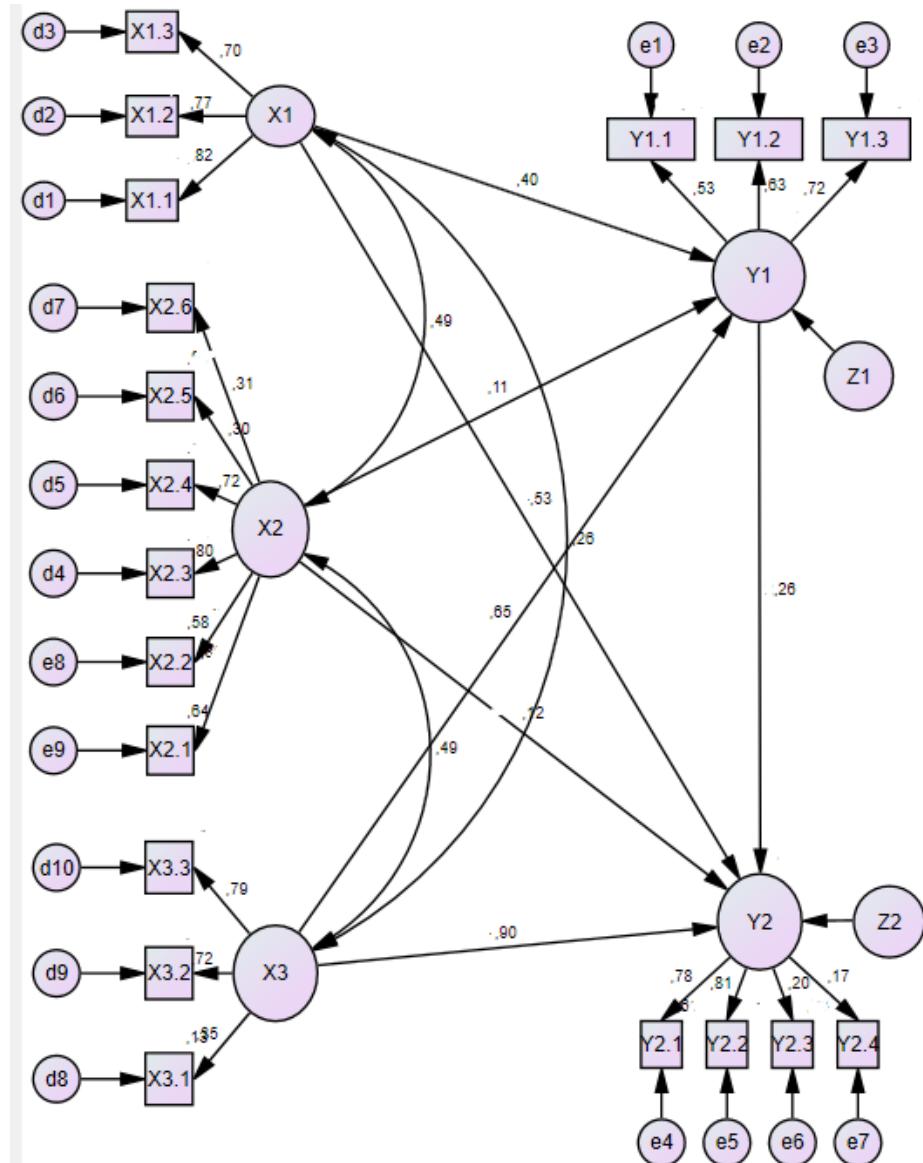


Figure 1 Full SEM model

Source: Processed Primary Data, 2023

Large standardized regression coefficient values (called "beta" or "beta" in SPSS) are shown in the results of the full model SEM analysis. The coefficient of millennial employee characteristics on employee engagement is 0.40, the coefficient of the influence of work culture on employee engagement is 0.11, the coefficient of the influence of people who are suitable for the job on employee engagement is 0.65, and the coefficient of millennial employee characteristics on employee performance is 0.53, and the coefficient of work culture on employee performance is 0.12.

The results of suitability tests and statistical tests on the full SEM model can be seen in Table 3 below.

Table 3 SEM Full Model Fit Test Results

<i>Goodness of fit index</i>	<i>Cut off Value</i>	Analysis Results	Model Evaluation
Chi-Square	It is expected to be smaller than Chi-Square (X ² table), with sig. $\alpha = 0.05$, and df = 188.656 then X ² table = 220,990.	188,656	Good
Probability	$\geq 0,05$	0,480	Good
CMIN/DF	≤ 2.00	1,329	Good
GFI	$\geq 0,90$	0,900	Good
AGFI	$\geq 0,90$	0,866	Marginal
TLI	$\geq 0,95$	0,957	Good
CFI	$\geq 0,95$	0,964	Good
RMSEA	$\leq 0,08$	0,045	Good

Source: Processed Primary Data, 2023

The results of the pattern fit test show that the chi-square value is 188.656 from the chi-square table of 220.990 with sig 0.480 $> \alpha = 0.05$, which explains that the covariance matrix between predictions and actual observations is the same. On the other hand, the model fit test results show that the CMIN/DF, TLI, CFI, RMSEA, and GFI values correspond to the specified cut-off values, but the AGFI values are smaller than the specified cut-off values. The results show that the SEM model used can be categorized well to describe the casualty relationship of the factors used.

This research activity used 105 samples, which met the minimum requirement of 100 samples for evaluating the goodness-of-fit criteria for SEM assumptions. To ensure that the normality assumption can be met for data collected from questionnaires, the data distribution must be examined. The normality test results are shown in the table. 4.

Table 4 Normality Assumption Test Results

Variable	Min	Max	skew	c.r.	kurtosis	c.r.
Y2.1	2.000	5.000	.300	1.586	-.132	-.350
X2.6	2.000	5.000	.186	.983	-.104	-.275
X3.3	1.000	5.000	.104	.552	.456	1.207
X3.2	2.000	5.000	.402	2.127	.056	.147
X3.1	2.000	5.000	.241	1.274	.360	.952
X2.4	2.000	4.000	-.133	-.706	-.964	-2.551
X2.6	2.000	5.000	.088	.464	-.645	-1.706
X2.5	1.000	5.000	.169	.893	.821	2.173
Y2.4	1.000	5.000	.334	1.770	.421	1.115
Y2.3	2.000	5.000	.131	.694	.179	.474
Y1.3	2.000	5.000	.032	.168	-.269	-.712
Y1.2	2.000	5.000	.162	.859	-.112	-.297

Y1.1	2.000	5.000	.137	.723	.046	.122
Y1.3	2.000	5.000	.339	1.794	.329	.869
Y1.2	2.000	5.000	.171	.905	.104	.276
Y1.1	2.000	5.000	.143	.755	-.323	-.855
X2.3	2.000	5.000	.207	1.097	-.230	-.608
X2.2	2.000	5.000	.192	1.016	.079	.210
X2.1	1.000	5.000	.376	1.989	.260	.688
X1.3	1.000	4.000	-.117	-.621	-.440	-1.165
X1.1	2.000	5.000	.182	.966	-.223	-.589
X1.1	1.000	5.000	.194	1.025	.630	1.668
Multivariate					.655	.131

Sumber : Data Primer diolah, 2023.

All indicators for the variables investigated show critical ratio (c.r.) values in the range of -2.58 to 2.58 in the normality test results. This indicates that all elements in the variable are considered normally distributed.

The multicollinearity test shows results on the determinant of the sample covariance matrix of 0.004. Even though this number is still above zero and there is no warning from the computer regarding multicollinearity and singularity, it can be concluded that there are no problems with multicollinearity and singularity in the analysis.

Hypothesis testing is carried out based on the critical ratio (cr) value and significance level (sig.) on the regression weight. To accept the hypothesis, a CR value greater than or equal to 2.00 is required, and a significance level (sig.) is less than or equal to $\alpha = 0.05$. Information regarding the r-value and significance level between hypothesized variables can be found in the table. 5.

Table 5 Hypothesis Testing Results

Endogen	Eksogen	Estimate	S.E.	C.R.	P	Information
Y1	<---	X1	0.06	0.018	2.056	*** Significant
Y1	<---	X2	0.36	0.107	3.458	*** Significant
Y1	<---	X3	0.34	0.096	3.375	*** Significant
Y2	<---	Y1	0.36	0.052	3.481	*** Significant
Y2	<---	X1	0.33	0.044	2.864	0.005 Significant
Y2	<---	X2	0.14	0.037	2.514	0.004 Significant
Y2	<---	X3	0.20	0.058	3.983	*** Significant

The results in Table 5 show the first hypothesis test regarding the characteristics of millennial employees, work culture, and person-job fit on employee engagement. The critical ratio value shows that millennial employee characteristics are 2.056, work culture is 3.458, and person-job fit is 3.375. All critical ratio values of these variables are greater than 2, meeting the requirements for accepting the hypothesis.

Furthermore, the p-value for each variable is 0.000, which is less than the significance level $\alpha = 0.05$, which is also a condition for accepting the hypothesis. Thus, based on the results obtained, the first hypothesis which states that millennial employee characteristics, work culture, and person-job fit influence employee engagement can be accepted or tested.

The second hypothesis test regarding the characteristics of millennial employees, work culture, and person-job fit on employee performance shows the critical ratio (cr) value of each

variable. The characteristics of millennial employees have a CR value of 3.983, a work culture of 2.514, and a person-job fit of 2.864. All critical ratio (cr) values of these variables exceed the value 2, meeting the hypothesis acceptance criteria.

In addition, the p-values for millennial employee characteristics, work culture, and person-job fit are 0.000, 0.046, and 0.004 respectively. All p values are less than the significance level $\alpha = 0.05$, which is the condition for accepting the hypothesis. Therefore, based on the values obtained for each variable, the second hypothesis which states that millennial employee characteristics, work culture, and person-job fit have a significant influence on employee performance can be accepted or tested.

The third hypothesis test regarding employee engagement on performance shows that the critical ratio (cr) value for employee engagement is 3.481, exceeding the hypothesis acceptance requirement set at value 2. The p-value obtained at 0.000 is also smaller than the significance level of $\alpha = 0.05$, and meets the hypothesis acceptance criteria. Based on these results, it can be concluded that the third hypothesis which states that employee engagement has a significant influence on performance can be accepted or tested.

In the fourth hypothesis test regarding the characteristics of millennial employees, work culture, and person-job fit on employee performance through employee engagement, the analysis was carried out by paying attention to the direct and total effects listed in Table 6.

Table 6 Standardized direct and total effects

Variable	X1	X2	X3	Y1	Y2
<i>Standardized Direct Effect</i>					
Y1	0.358	335	0.06	0	0
Y2	0.219	0.140	0.337	0.379	0
<i>Standardized Total Effect</i>					
Y1	0	0	0	0	0
Y2	0.324	0.262	0.358	0.360	0

Based on the analysis of direct and total influence, it can be stated that the direct influence of millennial employee characteristics, work culture, and person-job fit on employee performance is as follows: millennial employee characteristics are 0.219, work culture is 0.140, and person-job fit is 0.337. Meanwhile, the total influence of millennial employee characteristics, work culture, and person-job fit on performance through employee engagement shows a value of millennial employee characteristics of 0.324, work culture of 0.262, and person-job fit of 0.358. Considering that the total effect is greater than the direct effect, it can be concluded that the fourth hypothesis which states that millennial employee characteristics, work culture, and person-job fit have a significant effect on performance through employee engagement has been tested.

Discussion

The proven influence of millennial employee characteristics, work culture, and person-job fit on employee engagement can be interpreted as an indicator that teacher performance can increase the level of employee engagement if the organization can provide confidence and certainty regarding the future, respect its members, and create a comfortable work

environment.¹⁹ The characteristics of millennial employees, defined as individuals born between 1980-2000, are characterized by being connected, confident, and creative. These characteristics have a significant impact on employee engagement levels. Organizations need to manage the level of self-confidence of millennial employees so that it is not excessive it does not disrupt a conducive working atmosphere. These findings strengthen the results of previous research conducted by Widjaja.²⁰

Work culture is a series of assumptions or beliefs that are shared by members of an organization, including discipline, openness, mutual respect, and cooperation. The influence of work culture on employee engagement can be explained by the fact that if management emphasizes openness, mutual trust, effective communication, and rewards member performance, this will build emotional relationships between leaders and members while strengthening the commitment of organizational members. This concept is in line with the theory introduced by Robin.²¹

Person job fit is a concept that includes the suitability of individual characteristics, such as abilities, attitudes, and interests, to their work environment. The influence of person-job fit on employee engagement can be explained by a person's comfort in remaining in an organization when these three aspects are fulfilled well. strong relationship between person-job fit and employee engagement. When individuals feel that their abilities, attitudes, and interests match or match the demands and work environment of the organization, this tends to increase their comfort level. In turn, this comfort contributes positively to the level of employee engagement.

Individuals who feel a match between their characteristics and the work they do tend to feel more satisfied and connected with their work. The continuation of this positive working relationship can increase employee engagement, which includes aspects such as emotional involvement, dedication to work, and motivation to make maximum contributions. Therefore, ensuring good person-job fit can be an important strategy for organizations to increase employee engagement levels and, in turn, advance overall organizational productivity and success.

The characteristics of respondents show that organizations that integrate technology in the implementation of the main tasks and functions of their members, and actively carry out technological updates, have a significant positive impact in facilitating organizational members

¹⁹ Yusaini Yusaini dkk., "Covid-19's Effect on Lecturer Performance and Management Functions in Educational Implementation," *Jurnal Ilmiah Peuradeun* 12, no. 2 (30 Mei 2024): 613–38, <https://doi.org/10.26811/peuradeun.v12i2.1185>; Cahyadi Kurniawan, Ulung Pribadi, dan Muhammad Iqbal, "The Role of E-Governance in Improving Local Governments Performance (Case Study: Sumbawa Regency)," *Jurnal Ilmiah Peuradeun* 11, no. 3 (30 September 2023): 1139–54, <https://doi.org/10.26811/peuradeun.v11i3.795>; Altanchimeg Zanabazar dkk., "The Relationship between Mathematics Anxiety and Mathematical Performance among Undergraduate Students," *Jurnal Ilmiah Peuradeun* 11, no. 1 (30 Januari 2023): 309–22, <https://doi.org/10.26811/peuradeun.v11i1.780>.

²⁰ Mirzon Daheri dkk., "The Effect of Principal Leadership and Work Discipline on Teacher Performance," *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam* 8, no. 3 (23 November 2023): 412–23, <https://doi.org/10.31538/ndh.v8i3.3937>; Barnoto Barnoto, "Merespon Perubahan Dalam Pemenuhan Kebutuhan Sumber Daya Manusia Di SMP Negeri 1 Pacet," *Munaddhomah: Jurnal Manajemen Pendidikan Islam* 1, no. 1 (2020): 1–10, <https://doi.org/10.31538/munaddhomah.v1i1.27>.

²¹ Stephen P Robbins, *Teori organisasi: Struktur, desain dan aplikasi*, Ed. 3 (Jakarta: Arcan, 1994), <https://inlslite.uin-suska.ac.id/opac/detail-opac?id=13044>.

in carrying out their duties.²² This is one of the key factors that play a strong role in increasing employee engagement.²³ This statement is in line with the views expressed by Othman et al.²⁴

The results of hypothesis testing show that millennial employee characteristics, work culture, and person-job fit have a significant influence on performance. This finding can be interpreted that teacher performance will tend to be optimal when the characteristics of millennial employees are prominent, which include involvement in self-development by acquiring new knowledge and improving skills, compared to focusing only on routine work tasks. Apart from that, a strong work culture and the existence of suitability between the individual and the job (person job fit) which is reflected in abilities, attitudes, and interests, also make a positive contribution to performance. This finding is in line with the concept that defines Person-Job Fit as harmony between work and individual values, goals, and interests. Furthermore, the results of this study support the results of previous research conducted by,²⁵ which shows that person-job fit influences the performance of organizational members.

The success of a teacher's performance can be seen from the performance achieved by his employees, this is because an employee within the organization tries to determine and form something that can accommodate the interests of all parties so that they can carry out activities. Employee activities are measured by employee performance through, quality of work, quantity of work, cooperation, initiative, and personal qualities, and as a form of employee performance, namely cooperativeness, especially employees who can complete all tasks and responsibilities listed in the job description.

Based on the results of hypothesis testing, it appears that employee engagement has a significant influence on performance. This shows that organizational members who are actively involved dare to voice their opinions, understand the organization's vision and mission, and have clarity in carrying out their duties. They also focus on maintaining and improving the organization's reputation through a proactive attitude in working, providing suggestions, and remaining loyal to the organization, even though they are faced with various offers and career opportunities elsewhere.

²² Fitria Damayanti dkk., "The Excellence of Lecturer HR in Increasing Competition In Research-Based Higher Education Services," *Tajkir: Interdisciplinary Journal of Islamic Education* 4, no. 1 (27 Januari 2023): 37–57, <https://doi.org/10.31538/tijie.v4i1.292>; Fitriyana Fitriyana dkk., "Servant Leadership and Perceived Organizational Support for Lecturer Loyalty Through Empowerment," *Tajkir: Interdisciplinary Journal of Islamic Education* 4, no. 1 (5 Maret 2023): 113–27, <https://doi.org/10.31538/tijie.v4i1.318>; Mauhibur Rokhman dkk., "Consideration of Parents in Choosing Islamic Schools in the Digital Era," *Nazhruna: Jurnal Pendidikan Islam* 6, no. 3 (1 Desember 2023): 403–19, <https://doi.org/10.31538/nzh.v6i3.4026>.

²³ Sapna Popli dan Irfan A. Rizvi, "Drivers of Employee Engagement: The Role of Leadership Style," *Global Business Review* 17, no. 4 (1 Agustus 2016): 965–79, <https://doi.org/10.1177/0972150916645701>.

²⁴ Rozana Binti Othman dkk., "Factors Affecting Employee Engagement: A Study among Employees in the Malaysian Construction Industry," *International Journal of Academic Research in Business and Social Sciences* 9, no. 7 (23 Juli 2019): Pages 784-797, <https://doi.org/10.6007/IJARBSS/v9-i7/6178>.

²⁵ Nevin Deniz, Aral Noyan, dan Öznur Gülen Ertosun, "Linking Person-job Fit to Job Stress: The Mediating Effect of Perceived Person-organization Fit," *Procedia - Social and Behavioral Sciences*, 11th International Strategic Management Conference, 207 (20 Oktober 2015): 369–76, <https://doi.org/10.1016/j.sbspro.2015.10.107>; Sethela June dan Rosli Mahmood, "The Relationship between Person-job Fit and Job Performance: A Study among the Employees of the Service Sector SMEs in Malaysia," *International Journal of Business, Humanities, and Technology* 1 (1 Januari 2011).

The test results are consistent with the views put forward by Ekhsan,²⁶ where employee engagement is formed through three main elements, namely positive attitude, commitment, and initiative which have a positive impact on organizational performance. From the results of the SEM analysis, it can be concluded that the overall influence of millennial employee characteristics, work culture, and person-job fit on performance through employee engagement is more dominant than the direct influence of millennial employee characteristics, work culture, and person-job fit on teacher performance.²⁷ These findings confirm that employee engagement acts as an effective intervening variable in improving teacher performance, strengthening the relationship between millennial employee characteristics, work culture, and person-job fit with optimal work results.

The role of employee engagement as a mediator between millennial employee characteristics and employee performance is under research findings conducted by Jolly Sahni,²⁸ The study shows that employee engagement plays an important role in helping employees realize that they are an integral part of the organization. As a result, employees experience an emotional connection with the organization and show high involvement in their work, with great enthusiasm for achieving company success. They tend to work diligently, and this is considered a form of employment contract agreement, where they commit to giving maximum effort for the growth and success that has become part of their identity.

The results of this research show that the connected characteristics of millennial employees reflect the most important aspect in developing cooperation with colleagues (subordinates) when carrying out tasks. The ability of an organizational member to build good relationships with colleagues (subordinates) in the context of tasks can make a significant contribution to building trust and creating transparency in the work environment.

CONCLUSION

Millennial Employees, Work Culture, and Person Job Fit have a significant impact on Employee Engagement. The meaning of this research finding is that organizations can provide confidence and certainty to their members regarding the future, by developing a culture that emphasizes openness, mutual trust, and good communication. effective, and appreciating the performance of its members, can create a strong emotional relationship between leaders and members. Meanwhile, providing technology that makes it easier for employees to carry out their duties is also an important factor. Furthermore, the findings show that the characteristics of

²⁶ Ekhsan dan Taopik, "Peran Mediasi Employee Engagement Pada Pengaruh Talent Management Terhadap Employee Retention | Ekhsan | Jurnal Pengembangan Wiraswasta."

²⁷ Mira Maret dan Muhammad Muhammad, "Contextualization of Islamic Education: Differences in Internalization of Religious Values in Rural and Urban Madrasahs," *Edukasia: Jurnal Penelitian Pendidikan Islam* 17, no. 2 (3 Agustus 2022): 221–40, <https://doi.org/10.21043/edukasia.v17i2.14684>; Syamsul Kurniawan dan Muhammad Miftah, "The Madrasa in Indonesia (Authority, Knowledge and Discourse Surrounding Its Development)," *Edukasia: Jurnal Penelitian Pendidikan Islam* 15, no. 2 (30 Agustus 2020): 231–50, <https://doi.org/10.21043/edukasia.v15i2.7998>.

²⁸ Jolly Sahni, "Employee Engagement Among Millennial Workforce: Empirical Study on Selected Antecedents and Consequences," *SAGE Open* 11, no. 1 (1 Januari 2021): 21582440211002208, <https://doi.org/10.1177/21582440211002208>; Iwan Sukoco, Dian Nur Fu'adah, dan Zaenal Muttaqin, "work engagement karyawan generasi milenial pada pt. x bandung," *AdBisprenre: Jurnal Pemikiran dan Penelitian Administrasi Bisnis dan Kewirausahaan* 5, no. 3 (14 Februari 2021): 263–81, <https://doi.org/10.24198/adbisprenre.v5i3.29953>.

millennial employees, work culture, and individual job fit (Person Job Fit) have a significant impact on employee performance. This indicates that the organization values the achievements of its members, especially in terms of Person Job Fit which allows members to get jobs based on their interests and talents. In addition, the findings show that Employee Engagement has a significant impact on employee performance. This indicates that organizational members who clearly understand their vision, mission, and duties, and are focused on fighting to maintain the organization's reputation, will tend to have high performance. Furthermore, the findings show that efforts to increase Employee Engagement through millennial employee characteristics, work culture, and Person-Job Fit have the potential to make a positive contribution to improving employee performance.

Based on the results of this research, the researcher provides the following recommendations for teachers to increase employee engagement, so teachers need to be focused and given stimulation to trigger teachers to be more innovative in their work so that they can improve teacher performance and further research to evaluate the variables of this research on the population. different and increase the size of the population.

This research has several limitations, including the following, this research is a small part of the scope of human resources so it is necessary to retest this method by adding variables that are not included in this research. The sample size is still relatively small. The research time is relatively short so it can make it less optimal to obtain data. The research was conducted using a questionnaire with Google Forms, so the researchers did not meet the respondents directly. This caused researchers not to pay too much attention to how to fill out the questionnaire.

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