

# ADOPTION LEVEL OF INFORMATION TECHNOLOGY IN COMPANIES WITH MILLENNIAL LEADERSHIP: THE URGENCY OF ONE ON ONE TRAINING AND INTERPERSONAL COMMUNICATION

JAM

20, 2

Received, January '22

Revised, March '22

Accepted, April '22

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**Abstract:** This study aims to determine and analyze the influence of millennial leadership style, one-on-one training, and interpersonal communication on the adoption level of information technology. This study uses quantitative methods. The population of this study is employees of PT. Apparel One Indonesia, Semarang. The sample amount in this study is 100 samples, but only 92 samples could be processed. The data analysis method used is Smart PLS 3.0 - SEM. The results show that the millennial leadership style and one-on-one training significantly and positively affect interpersonal communication. In contrast, the millennial leadership style has no significant impact on the adoption level of information technology. One-on-one training and interpersonal communication significantly and positively affect the adoption level of information technology. Interpersonal communication can mediate millennial leadership style and one-on-one training on adopting information technology. For future research, it is recommended to use other leadership styles and different training methods and add more sample quantity. The implications of this research are interpersonal communication and one-on-one training methods formed in the work environment have been going well. Therefore, communication through interaction between individuals and training methods in the form of discussion should be maintained and improved.

**Keywords:** Millennial Leadership Style, One-on-one Training, Interpersonal Communication, Adoption Level of Information Technology

**Cite this article as:** Marelda, R. and T. Wikaningrum. 2022. Adoption Level of Information Technology in Companies with Millennial Leadership: The Urgency of One on One Training and Interpersonal Communication. *Jurnal Aplikasi Manajemen*, Volume 20, Number 2, Pages 289–303. Malang: Universitas Brawijaya. <http://dx.doi.org/10.21776/ub.jam.2022.020.02.07>.



Journal of Applied Management (JAM)  
Volume 20 Number 2,  
June 2022  
Indexed in DOAJ -  
Directory of Open Access  
Journals, ACI - ASEAN  
Citation Index, SINTA -  
Science and Technology  
Index, and Google  
Scholar.

The industry is growing rapidly in the 4.0 era, making information technology even more important. Where more technologies will be introduced and adopted, human resources must be ready to accept the technological

changes to support their work. The technology adoption level of trained employees is faster than untrained employees (Nakano et al., 2018). Meanwhile, De Leeuw et al. (2020) research shows that the level of technology adoption through training does not provide positive results for employees lagging in digital or technology knowledge. The research of Waziri et al. (2015) only considered transformational

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[http://dx.doi.org/10.21776/  
ub.jam.2022.020.02.07](http://dx.doi.org/10.21776/ub.jam.2022.020.02.07)

leadership style in predicting the adoption of information technology, it is recommended that further research use other constructs or models. Research by Waziri et al. (2015), millennials are the givers of opinion in adopting information technology, and the research sample is taken from the millennial generation. Still, it has not made the millennial style an attribute of leadership style at the level of information technology adoption with different populations (multi-generational).

There is a difference between research results from Nakano et al. (2018), which state that trained employees quickly adopt technology information. Meanwhile, De Leeuw et al. (2020) research shows the opposite results. The trained employees are not quick in adopting technology information—both types of research show inconsistent results. Previous research from Waziri et al. (2015) states that transformational leadership style influence the level of information technology adoption, and they recommended that future result use another research model.

PT. Apparel One Indonesia (AOI) is a garment manufacturing industry that prioritizes the millennial leadership by prioritizing information technology. Leadership style at PT. Apparel One Indonesia (AOI) adapts to employees' character, most of whom come from the millennial generation. Innovative millennial leadership style, prioritizing collaboration at work, inspiring, encouraging the achievement of company targets more than what has been set, daring to take risks in several decisions, and preparing a plan to minimize the risk. The digital mindset of leaders is a major supporting factor in the level of information technology adoption, where information technology is currently being developed and implemented at AOI. The technology related to ordering and recording systems for material and finished goods inventory (end to end process) is called ERP (Enterprise Resource Planning).

When implementing ERP information technology in the employee's work process, it was found that non-millennial employees lacked information technology adoption. The obstacles found were that they felt that ERP complicates their work processes for the following reasons. First, the ERP work pro-

cess is not the same as the old way (manually). Second, some menus in ERP cannot be adapted to their work needs. Third, in sending goods through customs, the data in the ERP must be accurate because it is directly connected to customs data.

For the above reasons, employees from the non-millennial generation refuse ERP implementation. ERP information technology does not provide benefits and convenience in work for non-millennial employees (generation X). They have been accustomed to using the manual method for years. They felt that ERP being done to hinder their work. It can be said that the adoption level of non-millennial generations of ERP is lower than millennial employees. Employees of the millennial generation are easier to accept and use information technology, and this is because they are familiar with technology from an early age. While non-millennial employees, even though they live in an environment surrounded by technology, need more time to accept and learn (Li, Wang, and Lei, 2020).

Based on the above research and phenomena gap, this research will use interpersonal communication and one-on-one training methods as the novelty to increase the level of information technology adoption. The aims of this study are: (1) Analyzing the effect of millennial leadership style on the level of employee information technology adoption. (2) Analyzing the effect of one-on-one training on the level of employee information technology adoption. (3) Analyzing the effect of millennial leadership style on employee interpersonal communication (4) Analyzing the effect of one-on-one training on employee interpersonal communication. (5) Analyzing the effect of interpersonal communication on the level of employee information technology adoption.

It is hoped that the results of this study can provide solutions for companies in overcoming gaps that occur within the company related to the level of technology adoption by multi-generational employees. As well as provide input for the company in improving human resources from the millennial generation if it is proven that the leadership style that matches with Millennial character brings a positive impact on the process of adopting information technology in the company.

### **Information Technology Adoption**

Technology Acceptance Model (TAM) is an information system model theory that explains how users accept the use of a specified technology. This model explains that when users are presented with new technology, some factors influence their decisions about using it (Davis, 1989). The factors influencing the level of information technology adoption in this study are millennial leadership style, One-on-one training, and interpersonal communication. According to Rozandy et al. (2019) and Taherdoost (2019), indicators for measuring the level of information technology adoption are based on the ability and speed of users. First is the ability to obtain and absorb information about new technologies. The second is the ability to accept new technology. The third is the speed of making adjustments to new technologies. Fourth is the ability to modify the technology. Fifth is the ability to respond to changes in quality or consumer tastes based on new technology. In addition, other indicators can be used to measure the level of adoption of information technology, which are indicators derived from the perceptions of users Aziz et al. (2020), Rahman and Dewantara (2017): First, perceived usefulness, the user's perception of information technology can improve their performance. Second, the perceived ease, the user's perception of information technology can help ease their work.

### **Millennial Generation**

Millennial is a term for the era born in 1982-2000 (Strauss and Howe, 1991). It was first coined by Neil Howe and William Strauss in their 1991 book *Generations: The History of America's Future 1584-2026*. The millennial generation is the generation that currently dominates the workforce. A millennial generation is a group of individuals born in the same period (Long, 2017). Millennials are characterized as a group of people born between 1981 and 2000 (Long, 2017). Millennials tend to be optimistic, multitasking, social, responsible, diverse, and technology savvy. Millennials' leadership preferences include positiveness, mentoring, motivation, organized (Mello, 2015). Generation Y (millennials) are idealistic, optimistic, independent, confident, and

mastering technology. In leadership preferences, generation Y is more likely to have a visionary leadership style preference that focuses on providing long term direction and vision to their subordinates (Kraus, 2017).

### **Millennial Leadership Style**

The leadership style follows the evolving era according to the current generation. They are living in a different world: where there are baby boomers, generation X, and millennials. It brings different values and expectations to the workforce (Iden, 2016). Millennials tend to be more optimistic about leadership and have a stronger interest in leadership roles (Faller and Gogek, 2019). The millennial leadership style is today's leadership that adapts to the style of the generation born in the 1980s. The ability to access information technology for millennials is better than the previous generation. This millennial leadership style has various indicators based on several studies. According to Shrivastava and Savolainen (2017), the millennial leadership style has two attributes: inspiration and contingent rewards.

In contrast, Ren et al. (2018) have identified several attributes of the millennial leadership style: visionary, contingent rewards, inspiration, focus, and collaboration. Aydogmus et al. (2018) stated that millennials tend to have innovative ideas and easily master new technologies. In the millennial era, leaders needed those with a digital mindset to take advantage of technological advances to create effective and efficient work processes. While research from Daud and Wan Hanafi (2020) finds that the attributes or indicators of the appropriate millennial leadership style are as follows: Innovative, inspirational, and visionaries.

The leadership style that follows the millennial character has the following indicators in its leadership according to Ambarwati and Raharjo (2018): the ability to be a good role model, have a sense of responsibility, dare to take and be willing to accept risks, have a sense of belonging from subordinates and a sense of participation, create good cooperation among members.

### One-on-One Training

The human resource management function within the organization is responsible for hiring, developing, rewarding, and retaining human resource skills (Jean M. Phillips, 2013). In the opinion of Noe, R. A. Hollenbeck et al. (2016), the benefits of training for employees are that to acquire knowledge and skills, and training programs must be implemented in a manner that follows the needs of their employees. The one-on-one training method is training through discussion in small groups or individuals (Perdue et al. 2014). Data analysis from Perdue et al. (2014) shows that one-on-one training is the preferred method of achieving all goals. So this method is relevant to overcoming the gap in the level of adoption of information technology across generations. Here are some opinions about the one-on-one training indicator. According to Perdue et al. (2014): knowledge acquisition, changing attitudes, problem-solving, skill development, participant acceptance, and knowledge retention.

### Interpersonal Communication

Communication has several definitions from different sources, including the definition of Brent D. Ruben (2017). Human communication is a process through which individuals in relationships, groups, organizations, and society create, send, and utilize information to facilitate their environment and others. According to the theory of Sydney Marshall Jourad, the type of interpersonal communication is Self Disclosure Theory. Self-disclosure is a process of disclosing information about ourselves to others. DeVito (2011) supports that self-disclosure is also defined as a type of communication where information about ourselves is usually kept secret but is communicated to others.

Interpersonal communication from an Islamic perspective includes communication between individuals, with ourselves, and with groups. All three can be done with verbal or non-verbal language, and all of them are explained in the Qur'an.

So that it can be said that communication in an Islamic perspective complements conventional interpersonal communication, in which there is communication towards ourselves or self-introspection.

More broadly, there is also meta-communication in Islam, namely human communication with Allah SWT. That is the integration of the concept of Islamic interpersonal communication into communication science (Septiningsih, 2019).

According to DeVito (2011), effective interpersonal communication has indicators including openness. Openness or an open attitude is very influential in developing effective interpersonal communication. Empathy is a process of feeling others' feelings or capturing the meaning of those feelings and then communicating them with sensitivity so that it appears that they understand the feelings of the other person. Supportiveness, being supportive is an attitude that minimizes defensiveness in communication. Positiveness is a positive feeling, the ability to encourage others to be more active in participating and have the ability to create a communication situation that is conducive to interacting effectively. Equality is recognition from both parties with mutual respect, benefit, and having something important to donate.

From an Islamic perspective, several indicators of interpersonal communication include communicating in a language that is easy to understand and pleasant, communicating gently, inviting, giving examples, convincing, speaking using good expressions, being friendly, not offending people, and speaking usefully. (Septiningsih, 2019). This is in line with the conventional perspective of De Vito.

### HYPOTHESIS DEVELOPMENT

In this study, three factors influence the level of information technology adoption of employees: millennial leadership style, interpersonal communication, and one-on-one training. There are five hypotheses based on the empirical model in figure 1 below.

#### Effect of Millennial Leadership Style on the Level of Employee Information Technology Adoption

The level of information technology adoption is influenced by the leader and leadership style, and this is in line with previous studies such as the research of Ingebrigtsen et al. (2014), who has con-

ducted research and stated that leadership style has a positive impact on the level of successful adoption of information technology. In addition, Seyal (2015) and Waziri et al. (2015) also conducted research, and the results showed leadership style transformational has a significant impact on the rate of technology adoption information. The research results from Pohan (2019) show that leadership with the millennial style has a positive effect on increasing innovation in this era of millennials through the development of communication. Research (Wanasida et al. 2021) shows that transformational leadership millennials directly affect the level of ability to use technology information. One indicator of millennial leadership style is innovation in research by Ngibe and Lekhanya (2019). Innovative leadership impacts positively on the level of information and communication technology. Daud And Wan Hanafi (2020) research show that millennial leadership has innovative, inspiring, and visionary attributes. It follows the results of research from Winarko et al. (2020). He stated the importance of the role of the millennial generation in providing opinions related to the information technology adoption process.

Based on the above previous studies, we proposed hypothesis 1 as follows:

H1: Millennial leadership style positively and significantly affects employee information technology adoption

### **Effect of One-on-One Training Method on the Level of Employee Information Technology Adoption**

Good technology adoption rates are driven by a good leadership style strengthened by supporting tools in training. It has been proven by previous studies, such as research from Perdue et al. (2014). The results show that one-to-one is the most preferred training method for achieving all goals. Subsequent research from B Lena Nuryanti (2018) shows that training improves employee quality. Further research from Saleem et al. (2011) results shows that training will increase the ability to adopt new technologies and methods. Subsequent research shows that one-on-one ICT training impacts re-

source utilization of digital power, namely information technology (K Lubis, 2020). At the same time, Nakano et al. (2018) state that the level of technology adoption of the employees increases after getting the training. Abdullah's research (2020) shows a significant effect between training and performance. Meanwhile, De Leeuw et al. (2020) study stated that an appropriate training approach is needed to increase technology adoption. And in the process also supported by company leaders.

Based on the above previous studies, we proposed hypothesis 2 as follows:

H2: One-on-one training has a positive and significant effect on the level of employee information technology adoption.

### **Effect of Millennial Leadership Style on the Interpersonal Communication**

The millennial leadership style will be able to create and encourage interpersonal communication between individuals. It is supported by several studies, including Pohan (2019) research. The results show that leadership with the millennial style has an interpersonal communication approach (there is feedback between individuals), so it can be said that there is a positive influence between both. Another research stated that the millennial leadership style has an element of openness in encouraging communication between individuals, where this element is one of the indicators of interpersonal communication (Martianto and Toni, 2021)

Based on the above previous studies, we proposed hypothesis 3 as follows:

H3: The millennial leadership style positively and significantly affects interpersonal communication between employees.

### **Effect of One-on-One Training Methods on the Interpersonal Communication**

Implementation of training within the company will increase interaction between individuals, leading to interpersonal communication to support understanding of information technology knowledge. It was also conveyed by several studies, including research from K Lubis (2020), where training groups are effective in improving interpersonal relationships.

Next, research by Purita et al. (2015) shows that training has a positive impact on improving interpersonal communication. Ariyanto (2019) stated that training related to communication improved interpersonal communication in teamwork. In the study by Marjo et al. (2021), the results of his research show that training improves interpersonal communication between individuals.

Based on the above previous studies, we proposed hypothesis 4 as follows:

H4: One-on-one training positively and significantly affects interpersonal communication between employees.

**Effect of Interpersonal Communication on the Level of Employee Information Technology Adoption**

Interpersonal communication is a theory of self-disclosure of information (Self Disclosure Theory) to other parties. This is a theory from Sydney Marshall Jourad. Self-disclosure is a type of communication in which related information is kept secret but conveyed to others (DeVito, 2011). This is in line with Oyelude and Oladele (2014) research, who said that conveying ideas through polite and good communication is indispensable for a leader to get the adoption rate of good technology. Communication skills are required for performance and success in work in organizations. This is conveyed in the research of Okoro et al. (2017). Then research

from Faqih (2018) and Rushendi et al. (2016) states that interpersonal communication factors significantly affect the technological innovation adoption rate. In contrast, Rushendi et al. (2016) research states that the adoption of technological innovations is influenced by interpersonal communication. These results are in line with Adawiyah (2017), who states that interpersonal communication in small teams positively impacts the delivery of information technology. Likewise, the research results by Magsamen-Conrad and Dillon (2020) show that the process of adopting information technology is influenced by interpersonal communication.

Based on the above previous studies, we proposed hypothesis 5 as follows:

H5: Interpersonal communication positively and significantly affects employee information technology adoption.

**METHOD**

This research uses quantitative methods. This research was conducted at PT. Apparel One Indonesia (AOI) it's a garment manufacturing industry in Semarang, Indonesia. The population in this study are permanent employees at the staff level who use information technology ERP (Enterprise Resource Planning), a total sample of 100 people. The sampling method in this study uses probability sampling. The sampling technique used is proportional stratified random sampling. Determination of the num-

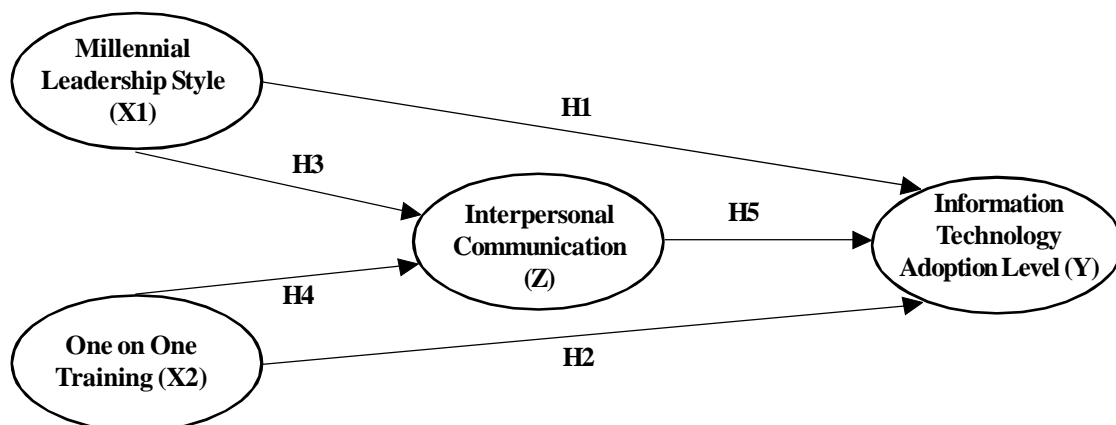


Figure 1. Empirical Research Model

ber of samples using the Slovin formula, with statistical calculations and an error rate of 5%, obtained 100 samples, but only 92 samples could be processed and analyzed. The data collection method uses primary data with questionnaires distributed. Measurement of all variables using a Likert scale with intervals of 1-7 with Partial Least Square 3.0 - Structural Equation Modeling (PLS-SEM).

**Table 1. Respondent Description Statistics**

Description	Frequency	Percentage (%)
<b>Gender:</b>		
Men	35	38
Woman	57	62
Total	92	100
<b>Age:</b>		
21-25 years	19	20
26-30 years	32	35
31-35 years	9	10
>35 years	33	36
Total	92	100
<b>Religion:</b>		
Muslim	78	85
Non-Muslim	14	15
Total	92	100
<b>Level of Education</b>		
Senior High Scholl	16	17
D3	20	22
S1	53	58
S2	3	3
Total	92	100
<b>Years of Service</b>		
1-5 years	64	70
6 - 10 years	24	26
> 10 years	4	4
Total	92	100

## RESULTS

### Description of Respondent Characteristics

The following information from Table 1 is the respondent's data in this study. All respondents are employees who work using information technology.

### Validity and Reliability

The results of convergent validity can be seen in Table 2 below. The value of outer loading factors  $> 0,7$ . It indicates that all variable indicators in this research are valid. The results of the reliability test of the research can be seen in Table 3. The value of composite reliability and Cronbach alpha  $> 0,7$ . It indicates that all indicators of all variables are reliable.

### Hypothesis Test (t)

Hypothesis testing can be analyzed through the t-statistical test with the bootstrapping test procedure. In this study, the significant level used was 5%, using a T-table of 1.662. So the criteria for acceptance of the hypothesis is if the t-statistic  $> 1.662$ . The following are the results of hypothesis testing with smartPLS 3.0, shown in Table 4.

The first hypothesis (H1) is proposed to analyze whether the millennial leadership style significantly affects the level of information technology adoption. The test results of this hypothesis cannot be accepted because the t-statistic is  $0.374 < 1.662$  (t-table) and the p-value is  $0.354 > 0.05$ . So it can be said that the millennial leadership style variable has no significant effect on the level of information technology.

The second hypothesis (H2) is proposed to analyze whether the one-on-one training method has a positive and significant effect. The test results of this second hypothesis can be accepted because the t-statistic is  $4.297 > 1.662$  (t-table), and the value is  $0.000 \leq 0.05$ . So it can be said that the one-on-one training variable positively and significantly affects the level of information technology adoption.

The third hypothesis (H3) is proposed to analyze whether the millennial leadership style positively and significantly affects interpersonal communication. The test results of this hypothesis can be accepted because the t-statistic is  $4.806 > 1.662$  (t-table), and the p-value is  $0.000 \leq 0.05$ , so it can be said that the millennial leadership style variable has a positive and significant effect on interpersonal communication.

**Table 2. Convergent Validity Test Result**

Variable	Indicator	Outer Loading	Information
Millennial Leadership Style (X1)	X1.1	0,796	Valid
	X1.2	0,811	Valid
	X1.3	0,734	Valid
	X1.4	0,830	Valid
	X1.5	0,795	Valid
	X1.6	0,832	Valid
One on One Training (X2)	X2.1	0,785	Valid
	X2.2	0,948	Valid
	X2.3	0,929	Valid
	X2.4	0,924	Valid
	X2.5	0,929	Valid
	X2.6	0,916	Valid
Information Technology Adoption Rate (Y)	Y1	0,902	Valid
	Y2	0,872	Valid
	Y3	0,850	Valid
	Y4	0,859	Valid
Interpersonal Communication (Z)	Z1	0,883	Valid
	Z2	0,921	Valid
	Z3	0,942	Valid
	Z4	0,885	Valid
	Z5	0,826	Valid

Source: Results of data processing Smart PLS

**Table 3. Realibility Test Result**

Variabel	Composite Reliability	Cronbach's Alpha	Information
Millennial Leadership Style	0,914	0,889	Reliable
One on One Training	0,951	0,936	Reliable
Interpersonal Communication	0,965	0,956	Reliable
Information Technology Adoption Level	0,926	0,895	Reliable

Source: Results of data processing Smart PLS

**Table 4. Hypothesis Test Result**

Hypothesis	Influence	T-Statistics	P-Values	Results
H1	Millennial Leadership Style => Information Technology Adoption Level	0,374	0,354	Not Accepted
H2	One on One Training => Information Technology Adoption Level	4,297	0,000	Accepted
H3	Millennial Leadership Style => Interpersonal Communication	4,806	0,000	Accepted
H4	One on One Training => Interpersonal Communication	3,404	0,000	Accepted
H5	Interpersonal Communication => Information Technology Adoption Level	2,221	0,013	Accepted

Source: Results of data processing Smart PLS 3.0



The fourth hypothesis (H4) is proposed to analyze whether the one-on-one training method positively and significantly affects interpersonal communication. The test results of this hypothesis can be accepted because the t-statistic is  $3.404 > 1.662$ , and the p-value is  $0.000 \leq 0.05$ , so it can be said that the one-on-one training variable has a positive and significant effect on interpersonal communication.

The fifth hypothesis (H5) is proposed to analyze whether interpersonal communication significantly affects the level of information technology adoption. The test results of this hypothesis can be accepted because the t-statistic is  $2.221 > 1.662$  (t-

table), and the p-value is  $0.013 \leq 0.05$ . It can be said that interpersonal communication variables have a positive and significant effect on information technology adoption.

**Test Analysis with Mediation Effect**

Then the researchers conducted an analysis test with a mediating effect as described in Table 5 below. The results showed that interpersonal communication variables could mediate the relationship between millennial leadership style and one-on-one training with the level of adoption of information technology significantly. It is indicated by the t-statistic  $> 1.662$  (t-table) and the p-value  $\leq 0.05$ .

**Table 5. Test Analysis with Mediating Effect**

<b>Effect of Mediation Variables</b>	<b>T-Statistics</b>	<b>P-Values</b>	<b>Results</b>
Millennial Leadership Style => Communication Interpersonal => Technology Adoption Rate Information	1,941	0.026	Accepted
One on One Training => Communication Interpersonal => Technology Adoption Rate Information	1,711	0.044	Accepted

Source: Results of data processing Smart PLS 3.0

**DISCUSSION**

**Analysis of the Effect of Millennial Leadership Style on the Level of Employee Information technology adoption**

Hypothesis 1: The millennial leadership style variable has no significant effect on the level of information technology adoption based on the analysis test results from the first hypothesis. The millennial leadership style, one of the independent variables, has not directly impacted the level of employee information technology adoption. The results of the first hypothesis are not in line with research from Ingebrigtsen et al. (2014) and Ngibe and Lekhanya (2019), which states that an innovative leadership style has a significant and positive impact on the success rate of information technology adoption. It can happen due to differences in research locations and characteristics of respon-

dents. Ingebrigtsen et al. (2014) research was conducted in a hospital in Sydney, Australia, and Ngibe and Lekhanya’s research (2019) was conducted in a manufacturing company in South Africa. From their research, leaders directly contribute to adopting new information technology levels because they already have background knowledge related to the applied technology. While the respondents in this study were mostly over 35 years old with leadership positions, most of them came from the non-millennial generation, so they had to adapt first to the adoption process of new information technologies.

Dulin’s (2008) research, which was conducted through an interview process with a large group that explored millennial leadership style preferences, found that communication is one of the important attributes of the millennial leadership style. This is

also reinforced by the results of several respondents in this study regarding effective millennial leadership styles. They stated that communicative leaders are the leaders who are expected to be able to increase the level of information technology adoption within the company.

In addition, according to Pohan (2019), an effective millennial leadership style is a leadership style that can communicate effectively to stimulate the participation of the people they lead, in this case, the adoption level of information technology. Interpersonal communication is one type of communication that is considered effective because it includes a feedback process between individuals.

So it can be concluded that the millennial leadership style does not directly impact the level of employee information technology adoption. Based on the explanation above, the quality of good interpersonal communication is needed so that the adoption level of information technology can run well.

#### **Analysis of the Effect of One-on-One Training Method on the Level of Employee Information technology adoption**

Hypothesis 2: The one-on-one training variable significantly affects the level of information technology adoption based on the analysis test results of the second hypothesis. One-on-one training is one of the independent variables that can significantly and positively impact employee information technology adoption. So if the one-on-one training method is implemented properly, the company's employee information technology adoption will increase.

The results of this hypothesis are supported by the respondents' answers to the questionnaire. Most of them stated that they had previously participated in the one-on-one training method. And one of the factors that can support the successful implementation of this one-on-one training includes a smooth internet connection and the quality of supporting hardware and software.

This is in line with a study from Perdue et al. (2014). The results show that one-to-one is the most preferred training method for achieving all goals. Furthermore, research from Saleem et al. (2011),

Nakano et al. (2018), Lubis (2020), Abdullah (2020), and De Leeuw et al. (2020) the results show that a good training method will increase the capacity to adopt technology information with the support of the ICT (Information Communication Technology) unit.

#### **Analysis of the Effect of Millennial Leadership Style on the Interpersonal Communication**

Hypothesis 3: The millennial leadership style variable significantly affects interpersonal communication based on the analysis test results of the third hypothesis. The millennial leadership style is one of the independent variables that can have a significant and positive direct impact on employee interpersonal communication, so if the millennial leadership style goes well, the quality of interpersonal communication built within the company will increase.

The millennial leadership style with inspiring and collaborative indicators will certainly support the improvement of the quality of interpersonal communication within the company. This is in line with the results of the respondents who stated that interpersonal communication is a form of communication that is suitable to use within the company. The results of this third hypothesis are also in line with the results of research from Pohan (2019), Martianto, and Toni (2021), which states that leadership with a millennial style has a positive and significant effect on the quality of interpersonal communication, in which there is an element of openness between the two parties.

#### **Analysis of the Effect of One-on-One Training Method on the Interpersonal Communication**

Hypothesis 4: The one-on-one training variable significantly affects interpersonal communication based on the analysis test results of the fourth hypothesis. Where one-on-one training is one of the independent variables that can have a significant and positive direct impact on interpersonal communication, so if the one-on-one training method goes well, the quality of interpersonal communication built within the company will increase. This hypothesis is supported by answers from most of the respondents in the questionnaire, stating that they have

participated in the one-on-one training method. And the factors that support the implementation of training related to information technology can run well, including the quality of delivering interesting training, there is two-way communication, and discussion in it (interpersonal communication). Several studies also conveyed this from Lubis (2020), Purita et al. (2015), Ariyanto (2019), and Marjo et al. (2021), where effective training methods will have a positive impact on improving interpersonal communication.

### **Analysis of the Effect of Interpersonal Communication on the Level of Employee Information Technology Adoption**

Hypothesis 5: The interpersonal communication variable significantly affects the level of information technology adoption based on the analysis test results. Interpersonal communication is one of the independent variables that can significantly and positively impact employee information technology adoption. So that if the quality of interpersonal communication goes well, the level of employee information technology adoption within the company will increase.

Interpersonal communication has an important influence on the process of the adoption of information technology; openness in the delivery of information related to new technologies will support the adoption of information technology. In addition, communication through sharing will also be very helpful in the socialization of new technologies that will accelerate the adoption rate of employees. This is based on the answers from respondents.

### **Analysis of the Effect of Interpersonal Communication as the Mediation Variable**

The analysis of the mediation effect shows that interpersonal communication variables can mediate the relationship between millennial leadership styles and one-on-one training with a significant level of technology adoption. It can be said that interpersonal communication can be a solution to the first hypothesis. The millennial leadership style will positively and significantly affect information technology adoption, with the good quality of interpersonal

communication built within the company. Based on the respondents' answers, they also agree with this and expect open communication in the millennial leadership style through two-way discussions, empathy, and support.

In addition, the quality of good interpersonal communication within the company will also improve the quality of the one-on-one training method, which will accelerate the level of employee information technology adoption. The one-on-one training method in which there is a discussion process will stimulate open communication between individuals in sharing the knowledge, which will lead to increased adoption of information technology. The results of this hypothesis analysis are also in line with research from Pohan (2019), which states that an effective millennial leadership style is a leadership style that can communicate effectively. It can stimulate the participation of the people they lead in this case the level of adoption of information technology. Samsinar (2017) and Septiningsih (2019) research was based on the Islamic perspective and supported this study's results where interpersonal communication is communication between individuals, communication with ourselves, and with groups or organizations, and everything is explained in the Qur'an. It can be said that communication in an Islamic perspective complements conventional interpersonal communication, in which there is communication towards ourselves or self-introspection. The Islamic concept of interpersonal communication is also in line with the employees at PT. Apparel One Indonesia, where most of them are Muslim.

### **CONCLUSIONS**

Based on the results of the analysis and discussion presented above, the following are the study's conclusions. First, there is an insignificant effect between the millennial leadership style and employee technology adoption level. Second, there is a positive and significant influence between one-on-one training on the level of information technology adoption of employees. Third, there is a positive and significant influence between the millennial leadership style on interpersonal communication.

Fourth, there is a positive and significant influence between one-on-one training on interpersonal communication. Fifth, there is a positive and significant influence between interpersonal communication on the level of information technology adoption of employees. Sixth, interpersonal communication can mediate millennial leadership style on the level of employee information technology adoption. Seventh, interpersonal communication can mediate one on one training on the level of information technology adoption of employees

## RECOMMENDATIONS

The following are suggestions for future research: 1) Further researchers can use other leadership style variables to increase the adoption level of information technology. Based on the respondent's information, transformational, democratic, affiliative, and charismatic leadership can be considered in future research. 2) Increase the size of the research sample so that the research results will better represent the characteristics of the population. 3) Further research can use a different training method approach to the same topic.

## IMPLICATIONS

The theoretical implications can be stated as follows: First, the data processing results show the indirect effect of millennial leadership style through interpersonal communication has a higher coefficient value on information technology adoption than the direct effect of millennial leadership style. Second, the indirect effect of one-on-one training through interpersonal communication has a smaller coefficient value on the level of information technology adoption than the direct effect of one-on-one training on the level of information technology adoption. Third, further research can add indicators that have not been included in the variables of this study.

In addition, there are managerial implications as follows: First, the leaders who use the millennial leadership style should be equipped with good interpersonal communication skills and mastery of information technology to support the increasing level

of information technology adoption. Second, train the millennial generation, who already understand information technology, to become an effective leader in the future by encouraging the use of new technology. Third, interpersonal communication formed in the work environment has been going well. Therefore, communication through interaction between individuals should be maintained and improved. Fourth, the implementation of the one-on-one training method went well. Still, the use of professional consulting services from other parties will be able to increase new knowledge related to new training methods.

## LIMITATIONS

The limitations of this study are as follows. First, this research is limited to millennial leadership styles. In contrast, there is also a role for non-millennial leadership styles in companies, which may be a confounding factor in the level of information technology adoption. Second, this research is limited to units within companies that adopt information technology. So the results cannot be generalized to other populations.

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