THE IMPACT OF LEADERSHIP STYLE ON STAFF'S PERFORMANCE AND JOB SATISFACTION OF GENERATION Y IN THE COMPANY

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ABSTRACT

The purpose of this study is to guide appropriate leadership over Generation Y, which is the best way to lead them and which one should avoid and understand about the relationship between leadership styles and performance and job satisfaction. Moreover, this paper aims to explore about the impact of leadership styles across generations which will focusing on Gen X leaders and Gen Y staffs by using several leadership theories and in-depth interview as methodology. The main result is different leaders will have different leadership styles depend on their personality, competence and qualification which are impact on staffs' satisfaction. However, leadership has insignificantly impact on staffs' performance in which performance depend staffs' personal responsibility and effort. Effective leadership could increase satisfaction and effort to work among staffs as well as relationship with their leaders in order to get good outcome.

KEY WORDS: Leadership style/ Generation X/ Generation Y/ Performance/
               Job satisfaction

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CHAPTER I
INTRODUCTION

As time goes by people have change, they changing all the time because they grow up. People live their life in a circle, starting from them born then go to school, work, have their own family and have kids which means that they create a new life to redo these steps again. Therefore, there are people from many different ages in society. We can separate them into groups by the year they born called generation. In each generation, there are different names such as Baby boomer, Generation X (Gen X), Generation Y (Gen Y) etc.

Everyone has live together with different generations since we were born because in one family there always at least two different generations. Then in school which all teachers are definitely from another generation and again when work life begins, but during this time we have to deal and connect with people from different generation a lot because they might be one of your leaders or even your colleagues. Generations that visible the most in work place these days are Baby boomer, Gen X and Gen Y.

Each generation has its own set of characteristics and values, which make them unique. Baby boomers are those born between 1946 and 1964, Gen X are those born between 1965 and 1980 and millennial or Gen Y are those born between 1981 and 2000 (Tishma, 2018). As times pass, society has move from one generation to another where different generations have different lifestyle, attitudes towards work, behavior and even likes or dislikes which is very different from the past. In addition, in the workplace, every generation will be overtaken by the next one for example Baby boomers will be replaced by Gen X and Gen X will be replaced by Gen Y, however, each generation could not replace entire organization because there will be new people from new generation keep coming in. Thus, they need to work together and help each other. It is better to understand each characteristic and try to adapt in order to work with other easier and avoid conflicts.

Many organizations are focusing on effective leadership and employee satisfaction as potential influences on organization success because they believe that staff is the key to success. Therefore, leadership is an important part in order to drive staffs in the same direction to reach company's goal. However, this is also the hardest part especially when the leader who is different generation from the staffs because if leaders could not understand characteristic of generation that the staffs belong or how to motivate them or make them satisfied with what they are doing, that could bring failure to the company because job satisfaction could affect the performance of employee as well.

These days Gen Y is considered as a majority of all generations especially in the workplace and these people will be the important assets of the company and somehow the company's future might depend on them because some will become the leader and replace the past generation. Moreover, new generation will bring new things such as ability and specific skills on technology which could result in faster and better work because they grow up with new technologies so it much easier for them to learn when compared with the past.

In an organization that has established for many decades ago like ABC Company with more than ten thousand employees, thus it is normal that there consist of many generations in workplace including Baby Boomer, Gen X and Gen Y. Most of the staffs these days are from Gen X and Gen Y, however, the leaders mostly are Baby Boomer and Gen X because they have been working for long time and the company's culture always supports these people first while the staffs mostly are Gen Y. As I working in ABC Company as Gen Y and having leaded by Gen X can feel some spaces between generation and I heard that there are some dissatisfactions among employees in workplace that caused by leadership. Therefore, this lead to my personal interest about what factors that makes them feel dissatisfaction and what is the problem, is it because of leadership style or any policy by leadership.

The number of in Gen X staffs in ABC Company is highest than other generation, which is about 38.3% of overall employee, while Gen Y is about 37.2% which almost the same rate and the rest is Baby boomer which is about 24.5%. However, the top managements mostly are Baby boomer who is about to retired and somehow they do not work directly with the staffs from the low levels, who normally

are Gen Y, but the generation that is occupying the majority of leadership roles is Gen X and they usually work among Gen Y.

The objective of this paper is to guide appropriate leadership style over Gen Y, what do they think, what should be avoided and what is the better way to lead them as the leader who from different generation or even the same generation. Moreover, this could help to understand the relationship between leadership style and performance and job satisfaction of Gen Y and also guide the leaders on how to treat their subordinates to be more satisfy which can effect on performance as well. Therefore, the research question in this paper is "How leadership styles of Gen X impact on Gen Y staff's performance and job satisfaction in ABC Company".

This paper aims to explore in-depth about the impact on different leadership styles across generations which will focusing between Gen X leaders and Gen Y staffs. The results of the study can be used to suggest the proper leadership skills in ABC Company or other company that have mainly Gen Y employees and also aim to help the leaders to understand their staffs' need at work to make them more satisfy. Since the staffs are satisfy as well as the leaders could increase the work performance. Moreover, it can help leader and staffs work together without conflict because once they understand each other they can help to solve the problem, not the one who creates problems.

CHAPTER II
# LITERATURE REVIEW

2.1 Definition of Leadership

Leadership is processes of a person or a group of people, which has been accept by others, to influence over other members and be able to encourage, direct and motivate others to be willing and engage in doing things as needed to achieve the organization goal with confidence. There are three main components that required effective management which are time management, people and tasks so these are one of the important goals of leadership (Igbaekemen and Odivwri, 2015). Leadership need to consist of at least one leader or more as well as followers.

2.2 Leadership style

The leadership style is the character of leader to guide direction and provide strategies for subordinates to follow which each leader will has different style depend on their ability, personality and attitude. Each leader has their own style in approaching and communicating with the followers, including strengths and weaknesses, therefore they need to know about themselves and bring the best potential to lead others to get effective outcomes. Moreover, leadership plays an important role in an organization because leader's trait can effect on company success, since there is relationship between management and followers that can effect on their feeling and attitude toward job satisfaction and performance (Chang, 2018).

Every employee has different work characteristic, so they need different leadership style to drive them get more effective and productive work. The difference in leadership style is used to indicate leadership preferences. As well as generations which also have different working style and knowledge gained from past experiences, therefore each generation has preferred different leadership style.

Leadership style can explain as below where the amount of authority by leader compare with the area of freedom in decision making by subordinates. The scale shows the different style from autocratic to participative leadership (Iqbal et al., 2015). (Figure 2.1)

Amount of direct authority used by leaders

Amount of decision making by subordinates

Autocratic   Democratic   Laissez-faire
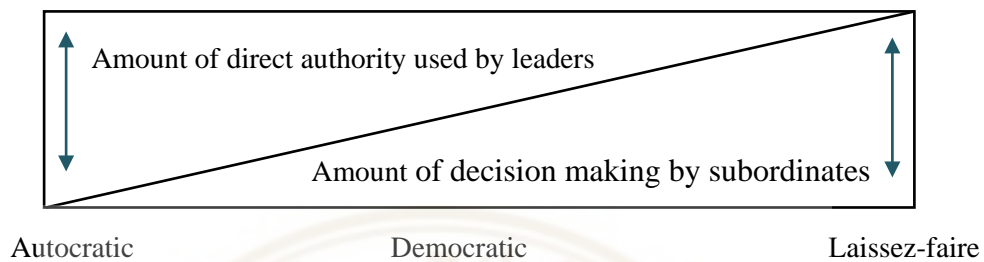
Figure 2.1: Continuum of Leadership behavior

Hollander (1978) has suggested that the leadership process need to include 3 things which are leaders, followers and situations where these interact in order to understand more about leadership style. Sometimes different situations and different subordinates require different approaches to leadership.

2.3 Generation X characteristic

Generation is all people born at the same period of time, so they are in similar age and living in the same era, so when they grow up they will have the same social experiences and history together which brought them have the same attitudes and some characteristics. The characteristic of each age has starting from parenting which make difference between ages. Therefore, it can assume that people from the same generation would prefer about the same things including leadership style in organization.

Generation X is the majority in labor force and occupying as leader in the workplace, since the entire generation is in the age of working. They can be described as those who born between in 1965 to 1980. This generation tends to be more ethnically diverse and better educated than Baby Boomers. The parent of this age does not have many children like the past. They live in the era of two-income families because during that time women start to join the workforce, increase divorce rate and

unsteady economy (Kane, 2018). Therefore, Gen X is independent, self-reliance, and strict to the rules. Moreover, this generation has increase the understanding or knowledge of technology since they having grown up with the computer age, thus they are comfortable with technology and changes.

2.4 Generation Y characteristic

Generation Y can describe those whose year of birth between year 1981 to 2000 which can say that this group is the latest generation that entering into workforce. They are largely the children of Baby Boomers, the generation before Gen X, and will replacing Baby Boomers who are into retirement. They are the most technology practical understanding of all generation groups due to the digital age that they were born into and have grown up surrounded by smartphone and other devices. Moreover, they living in a world that rapidly changing since the technology has become a part of their everyday live for example the Internet which allows people to connect anywhere globally at all times through social media. Therefore, they tend to be simply adapting, confident, more emphasis on extrinsic values such as money and image, and more flexible in workplace including when and where they work and also allow them to complete tasks on their ways with no directing. They are generally are open-minded, more support in equal rights and need constant feedback.

2.5 Performance and job satisfaction

Performance is ability of an individual to use its knowledge and skills to perform the tasks with efficiently and effectively in what they have assigned. The employees' performance is related directly with effective leadership style because they have to follow what their leader has decided. As well as the job satisfaction including employees' physical and mental health, sense of happiness and social well-being (Grant, Christianson and Price, 2007) is also very important and can affect by leadership style. Job satisfaction can also described as a positive emotional condition of employees' appreciation on their work experiences. The outcome will be satisfied or unsatisfied depends on their personal's expectation. However, the performance and

satisfaction are relate to leader and their traits of leading which need to be suitable with the followers' preference and work characteristics in order to create good environment and better work result in the company.

2.6 Leadership Theories

There are many leadership styles that can be used in reality and it can be changed over time since generation has been replacing by new generation. However, there are several leadership theories that can be seen in workplace and the concept will be explained as follow:

2.6.1 Autocratic Leader

Autocratic or another word, authoritarian leadership is the type of leader who gives order and make almost all the decisions which the followers need to follow without argument. Sometimes the orders are given without explanation, so followers can only do follow the leader's plans and expectations with few participate in decision making. They rarely accept any advices from followers but only direct it, so the creative ideas tend to be discouraged (Cherry, 2018).

2.6.2 Democratic Leader

Democratic or participative leadership is style that allowing followers more participate in decision making process where they can exchange ideas freely and discuss openly. However, leaders still have a role of supportive that provide guidance, encourage followers to share ideas and also control the process in order to make sure that they follow the objectives and goals. Even this style focus on group decision making but the final approval is still belong to the leader. Democratic leadership style is one of the best types of leader because it tends to be the most effective and higher productivity, thus using this style can increase job satisfaction as well.

2.6.3 Laissez-faire leaders

Laissez Faire in French means 'leave alone' or 'let you do', therefore this style is to minimize involvement of leaders in decision making process but will allow

followers to make their own decision and engage more on their role and job responsibility, even the leaders still have responsible for the results. However, the followers need to solve problems on their own along the working processes with very little guidance from the leader. Laissez - Faire leadership is about giving employees freedom which will works best when the followers are capable, loyal and motivated in making decision. The jeopardy of this style is that the manager may uninvolved, indifferent or unengaged at all with the subordinates for work. Laissez – Faire is not suitable with the follower who requires feedback and direction.

2.6.4 Transactional Leader

The concept of transactional style is transaction between leaders and subordinates in which the leaders will motivate by exchanging rewards or punishment for performance. Transactional leaders use power and incentive to motivate the subordinates to perform at their best (Ingram, 2019). This style will work best for short-term motivation because once a transaction is completed the relationship between leader and follower may end. The main objective of the follower is follow and obeys to leader's instructions because what they will get in return at the end is depend on their performance. This style is more focus on maintain the operation flow. The traits of these leaders tend to value order and structure which is similar to commander. It can be found in large company with traditional workplace rather than creative or small one. Moreover, these leaders are directive and always make sure that everything follows the plans and rules through clearly command and structures at the beginning.

2.6.5 Transformational Leader

Transformational leader is the style that leaders can inspire positive change in followers to work towards common goals. According to Burns, who introduced this concept, explain that transformational leadership as a process where "leaders and their followers raise one another to higher levels of morality and motivation." Therefore the leaders will focus on motivate subordinates to deliver the vision and also help them to become success in their work life which beyond what are they expected. Transformational leaders understand that in order to get followers to fully contribute,

they have to empower them and offer support when they need, encourage creativity and challenge followers (Lussier and Auchus, 2007). There is a research evidence clearly shows that the group that lead by transformational leaders has higher levels of performance and satisfaction than other groups that lead by other style, in which this is preference leadership style among Gen Y staffs as well.

CHAPTER III
RESEARCH METHODOLOGY

3.1 Research design

The objective of this paper is to find the impact of leadership style on Gen Y employees' performance and job satisfaction by focusing on positive and negative impacts through leadership style of Gen X leaders in a company. Thus, the research is need in-depth information about how the Gen X leaders are motivate or lead followers and what are the impact on Gen Y staffs. This paper will focus on qualitative research by collecting information from primary data because this will provide specific information. By using qualitative research will allow the interviewees to explore what is in their mind because the questions that will be used are open-ended questions which are very broad and very free for them to answer. In additional, qualitative data provide insight details and also used to expose individual opinions and thought which can drive into deep stories or details of personal problems. Therefore, one of the best research approaches to get the information that already mention is face-to-face interview. Moreover, interview with people will gain more attention and get information specifically direct to the question which can help in getting more detail about the research and perhaps get interesting answer than other methods. Other than that, secondary data from previous research will be helping in analyze and support the outcome of the research questions as well.

3.2 Data Collection and Methodology

The main purpose of this paper will focus on relationship between leadership and followership from different generations. However, the way to answer will be more on telling stories from their experiences about their boss and job satisfaction. In order to get in-depth stories, it need in-depth interview with specific people, therefore this research will select the interviewees who have been working in

ABC Company and also year of birth are fall in Generation Y and have leaders who are from Generation X in order to be more specific answers on the research question. The sample size is 5 respondents who have been working in the ABC Company for a while and from different departments. Each interviewee will be interviewed approximately 20-30 minutes with the same question set.

3.3 Research Question

The main question of this research is "How leadership style of Gen X impact on Gen Y staffs' job satisfaction and performance in ABC Company?" The questions that use to interview the staffs will be open-ended question in order to get more interesting stories from them. The questions that will be asked the interviewees are as followed;

- Could you tell your work background including job position, working year and department?
- Could you tell some stories between you and your boss about how he/she led you and your colleagues?
- When there are problems, how do you and your boss resolve it?
- How do you feel about your boss's leading ways and what do you think?
- What style of leadership would you prefer?
- Does your boss's leadership style impact on your work performance?

All interviews were held at ABC Company with different date and time between 8-12 February 2019. This research will use the assumption name of the interviewees in order to be confidential and also the name of the company which in the research will use ABC Company instead.

CHAPTER IV
FINDINGS

After the interview, there are several different leadership styles of Gen X leaders that the interviewees have faced, thus, there are some employees like and dislike with the styles. There are some interesting point of views towards job satisfaction and performance which will be discussed below.

4.1 Leadership Style

The first question was to know what type of their leaders are, so the interview is asking them to explain their leadership style and example of story in order to get more picture about their boss leading styles.

Case A: Ms.Wanwisa who has been working for more than 7 years in Accounting Division. She told many stories of her boss and other details in the company. According to her experiences found that, she does not rely on her boss because she knew that her boss has promoted due to other reasons that is not from her capability. Her boss is new for this department because she has moved from another department, therefore she does not know all the tasks and how to do it in details. *"She never explain me how to do the tasks or help me solve the problems, only give me orders and deadline ,so I pretty much make decisions on my own and complete tasks by myself."* said Ms.Wanwisa. Luckily, Ms.Wanwisa can get supports from her colleagues and her own ability to get through every problem.

Case B: Ms.Chanoknun from budgeting department who has been working for 3 years. Her boss is very smart and can support when she need help. *"I can share my ideas and make decisions sometimes, however, the final decision still from my boss"*, said Ms.Chanoknun. For example, she was assigned to a new task which also new to her boss, then they will discuss about the task together and share ideas how to complete it, sometimes her ideas has used to apply to the job but sometimes does not

but her boss will give the reasons for that. However, at the end her boss will be the one who make the final decision which make she unsatisfied sometimes, because she has to wait for her boss for making decision before continue her work which she think that it waste times but she could not to anything except accept it.

Case C: Ms.Pornchita who has been working for 2 years in Business development division. She told that her boss is very supportive, always listen his subordinates' ideas and if the new idea is works and more effective than the old one, he will accept it and adjust in the new way. "*My boss always guide me and let me make decisions because he want to train his followers to be able to work and try to bring the potential out of us, I really like it that way*" said Ms.Pornchita. She said she lucky that her boss understand his subordinates in which it could help her get good work experiences and satisfied with her job.

Case D: Ms.Wiphada who work in Financial Planning and Analysis Division about 4 years. She told that her boss does not confident in making decisions and when she ask for help, sometimes she says *"I will find out how to do it"* but it turns that she does not give the answer, so Ms.Wiphada need to solve the problem and make decision by herself. Then her boss will come after to see the outcome and approve it later on. *"I don't really trust my boss since I couldn't see confidential in herself and it always disappointed me when I need her support because most of the time she cannot guide anything"* said Ms.Wiphada.

Case E: Ms.Warisa from Finance and Accounting Policies and Strategy Division who works for about 6 years. Ms.Warisa explained that her boss is a working person and smart, she can solve the problems and understand things very fast which is very good to work with. She always make sure that her followers can work in the same direction with the company's goal and support them to become success in this career path together as a team, make sure that there is no one left behind. She will always let her subordinates share ideas and make decision. She will think carefully about her followers' ability before assign tasks to them because she believed that each person prefer different task and has different ability to work. She will keep changing the leadership style depend on experience of followers and situations. *"She trust us, I can feel it, and she never put too much pressure on us which make me more satisfy toward work and want to put more effort"* said Ms.Warisa. Moreover, her boss will assigned

the task step by step which starting from the basic level then getting more difficult which is very challenge for her to increase her work capability.

The leaders whose from Gen X have different leadership styles which are depend on their personality. According to the interview above can analyze that the leaders from case A and case D are using laissez faire leadership because they let their subordinates make decisions by themselves and uninvolved or support their followers in the process. Moreover, Ms. Wanwisa and Wiphada do not seem like they are respect their bosses because they only follow them due to the position and ages which force them to accept the way of leadership.

For case B and case C, the leaders are using democratic leader because they always listen and allow their followers to share ideas and support them all the way from the beginning to the end. However, they are the one who will make the final decision and approve the followers' final works. In addition, the leaders who use this style tend to be easier to adapt with the changes and be able to work with different people and generation with good results.

For case E, the leader is using transformational leadership which is the most interesting and sustainable to the leaders in every workplace nowadays. Since the leader, will looking for the long-term success and not only his/her success but the team's success as well. This leadership style can adapt to the changes and can learn new things in very short period. Therefore, they will understand their followers and can be able to support them in the better way.

4.2 Personal characteristic, competence and qualification

However, the personal characteristic, competence and qualification could relate to leadership style as well because these components could effect on leaders' characteristic about how they approach their subordinates or how they being a role model or even teach them how to complete tasks with effectiveness. For example the leaders in case A and D are lack of understanding about job's details in division and lack of skills to decide or guide their subordinates about how to complete the tasks when they faced issues. Moreover, the leader from case A, who was not promoted by her capability, may lack some qualification to lead others effectively. Therefore, these

leaders have to present the style which could not support the followers well enough to make them satisfied. For case B and C, the leaders are expert in their job field because they know how to guide and support their subordinates about the task processes. However, they did not completely understand their subordinate personally because they did not concern about their followers' personal feelings and needs. Moreover, they still stuck with the same processes that they need to make final decision every time. Therefore the leadership styles of these two cases did not completely make their subordinates satisfied but the followers seem more satisfied than the first two cases.

On the other hand, the leader from case E is different because she understands all processes and details of her division's responsibility since she has been in leadership position about 7 years and has been working in the job field for more than 15 years. Thus this could explain that she is expert in this field and has a lot of experiences to support and guide her subordinates. Moreover, her personality is an open-minded and friendly to all of her colleagues and followers. She will try to get to know her subordinates in person in order to understand their work characteristic and their interest, thus she will know how to motivate and support them in effective ways because each person has different characteristic and interest. She always follows up all jobs that she assigned by asking her followers if there are any problems or not fully understood, and then she will help by guiding to let them think first, instead of tell them what to do. In addition, others accept her abilities that she is an expert in job field and the way that she deals with others, within and outside the division. Therefore, when the leaders understand all job processes, they will know how to guide their subordinates, and if they also know, the ability of subordinates then will know how to guide them and can put them in the right job which is the best way to help them grow in the field with effective outcomes.

4.3 Job satisfaction

After the interviewees answered about the leadership style, the next question would be about relation of their job satisfaction and the leadership style. Actually, this question can easily answer after asked the first question because the way they shared their stories they has express their feeling as well. Due to different in

leadership styles, it also leads to different job satisfaction. From the case above, which explain about leadership styles can relate to the staffs' job satisfaction. The staffs from case A and D whose boss lead by using laissez faire style are unsatisfied with their jobs and work environment as well. They are unhappy most of the working time but they will be more enjoying their lives outside workplace, which is not a good habit to live life this way. However, the characteristic of Gen Y prefer to do work on their own ways but in reality support from leader would be better because they have not much experiences compared to the Gen X who has been working for long times. Therefore, when they get loss and have to find the way out by themselves with in the limit of time, which is not satisfied for them at all.

On the other hand, there is some leadership styles that the Gen Y staffs satisfied with their job which is from case B, C and E. For case B and C whose boss is using democratic leadership style are more satisfied and happy with their working lives because they can deliver their ideas and get support from the leaders which could help them complete tasks with effective and efficiency than solve the problem alone. However, they can share ideas and make decisions but at the end, the leaders are the one who will make the final decisions. Thus, sometimes it brings unsatisfied among the staffs because they want to make decisions for small issues by themselves, which they think it wasting times to wait for leaders' final decisions. They also want to complete the tasks on their own ways instead of follow the old fashion process that might not effective for current job. In addition, the final decision made by leader is one of the company's cultures, especially in Thai companies like ABC Company, which the followers need to accept and respect the leaders.

For case E whose leader using transformational leadership seems to be the most satisfy among other styles because the leader know her subordinates' character and work capability so she can assign tasks to the right person like the concept of "put the right man on the right job and right time" which can bring the success and good performance to the department or a company. Moreover, Ms.Wasisa (from case E) is very satisfied with her job and enjoyed her works because it is very challenge for her. In addition, most of Gen Y prefers challenges works because they want to be grown up rather than stay in the comfort zone where there is no challenge and every task is the same as routine job. They prefer to do new things and get feedback or compliment

from their boss rather than rewards because that can fulfill the need and satisfaction in their work life.

4.4 Performance

Performance is the key to adjudge the success of a person in workplace, since it can affect career path in the future. In this research concern about the relationship between leadership and performance, therefore another question will relate to staffs' performance. The result from interview is that leadership style has less significant effect on performance. Since, all works have deadline and KPIs to measure performance of each person, which could possibly effect on the future salary and promotion. Therefore, all of Gen Y staffs tend to be focused on their job responsibility to make sure that it done on time even there was no support from their boss but in the end they will find the way to solve the problems and complete the tasks effectively and within the deadline.

However, the Gen Y staffs whose bosses are very supportive, their performance still depends on their responsibility and effort because they believed that the leaders are only guide what the outcome should be like but the one that responsible for all working process and finish it are they, the subordinates that have been assigned tasks. However, this is also depends on the characteristic of the staff as well, so leadership style can be a tool to get positive performance but not always like this. Each employee has different work characteristic, thus, in order to make the work more effective and productive different leadership styles are required (Tulgan, 1996). Moreover, a good leadership style can motivate employees to increase their job performance as well as job satisfaction.

The interviewees also have been asked the question about what leadership style do they prefer to be used by their leaders, most of Gen Y staffs tend to satisfy with transformational leadership where can be found very rare in workplace among Gen X leaders. The Gen Y work characters basically want to do everything at their best with challenge and support from leaders and also be a part of decision making process as much as possible with feedback after the tasks done. However, form some interviewees' point of view; they did not expect to be success in the company so they

do not want to be inspired because they did not have passion to work in this company at the beginning, they work for other reasons except for themselves. Therefore, they prefer to work on their own with some supportive. On the other hand, for those who have passion to work in the company they want to be inspired and success, transformational leadership is the most suitable leadership style for them because it challenge which can help them grow up and successful in their career path.

CHAPTER V
CONCLUSION & RECOMMENDATION

5.1 Conclusion

This research paper aims to understand the impact of different leadership styles in Gen X on job satisfaction and performance of Gen Y staffs. The methodology of this paper is using face-to-face interview in order to get qualitative data that allow the interviewee to explore their past experiences and get in-depth information.

According to the case of five interviewees show that Gen Y staffs normally prefer to do things on their ways with few supports and rather work with more challenge than routine because they want to use their abilities as much as possible to complete the tasks and also become a part of new generation who can drive the company to be sustainably successful. Due to the company has been established for 50 years, there are many things that need to be changed in order to drive the company to move forward in order to catch up with others. Therefore, they need others from the prior generations to accept the new things and let them show what they can do for example allowing them make final decisions and be a part of making big decisions in the company.

The results from interviewed the Gen Y staffs show that the leaders who use laissez-faire style did not have a good outcome among employees because too much amount of decision making in employees turns out that the boss did not care about the job and let the subordinate do on their own. For those whose boss leading by using democratic leader, they are more satisfy with their boss rather than the previous one because the bosses always support them when they needed but there are some points that the followers do not satisfy such as when they need to wait for the boss making final decisions which sometimes they think it unnecessary. Transformational leader seems to be the style that Gen Y is expected for their bosses to lead this way which found from the case E (Ms.Warisa) that is the most satisfy than other cases and

the answer of the question about leader style that they mostly prefer can used to analyze that they prefer this leadership style.

The findings could use to suggest the leaders who take care of Gen Y staffs about leadership style in which style they are satisfy and which are not. Moreover, the performance can be insignificantly affected by leaders. However, a good leadership can be a tool to create a good performance among employees. The findings could also help the leaders in managing their Gen Y subordinates with more satisfy and get good outcomes. In addition, this research did not show the specific characteristics and behavior of transformational leader in the findings.

To conclude, different work characteristic need different leadership style to value the individual satisfaction. Leadership is one of the key to success, so using a good leadership style which match with the followers is significantly impact. Work as a team is also very important, thus it would be better if both leaders and followers could help each other. Even one leader takes care of many followers, which is difficult to focus on their followers individually, but it would be better if they understand and know the majority need from followers. According to the case in ABC Company which most subordinates are Gen Y and leader from Gen X, therefore having a chance to understand them could assist in getting good performance and also increase job satisfaction among them as well. In addition, the followers need to put more effort and responsible for their work, by helping each other will easier bring the success to the team and company.

5.2 Recommendation

According to the finding that Gen Y staffs prefer their leaders to use transformational leadership, so there are some specific behaviors that leaders should follow in order to become effective transformational leaders. The following is recommendation and some examples that could help leader begin leadership style with effectiveness.

First of all, the leaders and followers need to know each other sometimes personal information is required because things will get easier when we know and understand each other. The team including leaders and followers should join activities

called 'ice breaking' or hang out together outside workplace or any events where they can interact with each other in personal or other things apart from work. By this could bring them closer and be able to know each other than superficial. After that it is the role of leaders which they should follow at least these six keys behavior for transformational leader including identify a vison, providing an appropriate role model, be able to inspire and motivate, expect for high performance, providing individual support and intellectual stimulation (Pierce and Newstrom, 2011).

- Identify a vision, the leaders should be able to identify opportunities in department and inspire other to get through the vision.
- Providing an appropriate role model, the leaders set an example to followers, which not force them to do what they do not want and create mindset of "I want to be like my leader".
- Ability to inspire and motivate followers, the leaders should be able to inspire and influence followers for cooperation to work in order to meet the common goal.
- Expectation for high performance, the leaders should expect their followers to work with an excellence and qualities outcomes which could enforce them be more careful and do their best.
- Providing individual support, the leaders should show the respect and concern about followers' personal feelings and needs.
- Intellectual stimulation, the leaders challenge their followers to be outstanding and higher than they expected.

Transformational leader could make the followers realize the important of tasks and values of the outcomes. It also creates trust and respect to the leaders and can motivate followers to do tasks beyond their expectation where they can bring all skills and capability to complete tasks. However, the followers should work at their best with more effort and hardworking for the leaders in return.

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