THE IMPACT OF SERVANT LEADERSHIP ON
THE BEHAVIOR OF YOUNG LEADERS
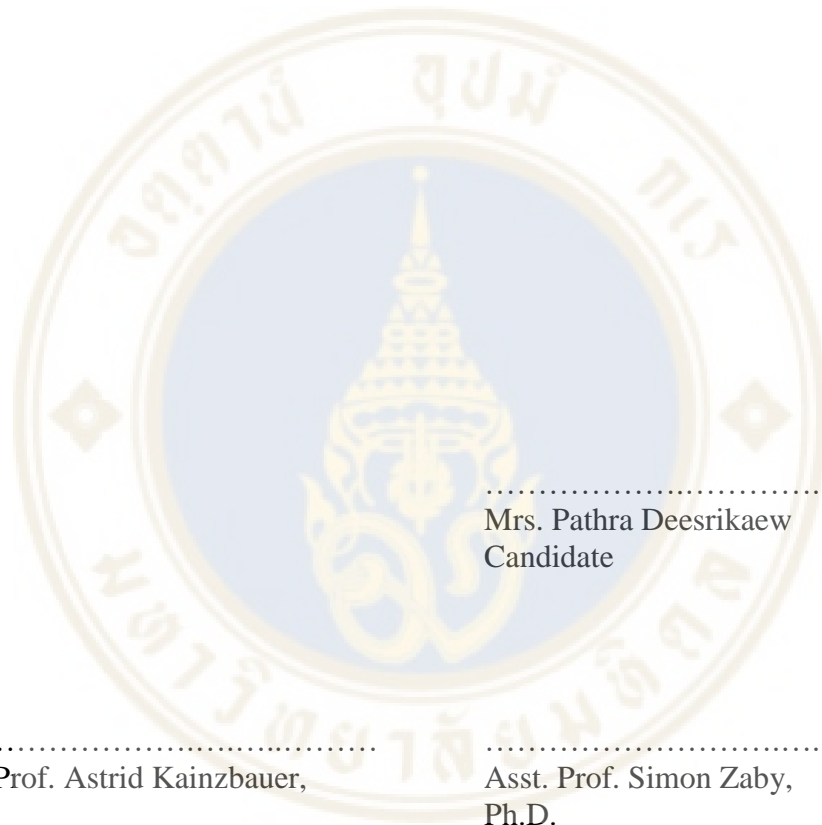
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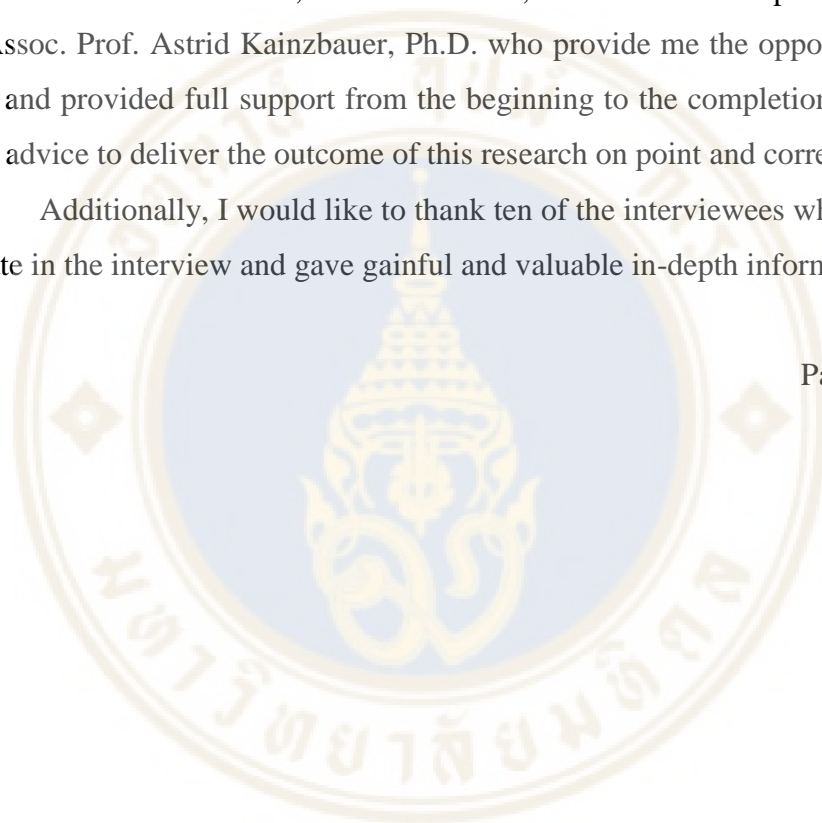Ph.D.
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THE IMPACT OF SERVANT LEADERSHIP ON THE BEHAVIOR OF THE YOUNG LEADERS

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ABSTRACT

Leadership has many theories to be adopted for managing followers. Servant leadership is one of the leadership approaches to managing followers. This concept aims to serve and develop followers more than control them. Servant leaders manage their followers according to the differences that might depend on age, gender, and personality style. Young leaders in general prefer a style that focuses on relationships, teamwork, and two-way communication. Therefore, it is interesting to find out how young leaders deploy the servant leadership concept to manage their followers, how they behave with their followers, and what is the outcome for them and their followers.
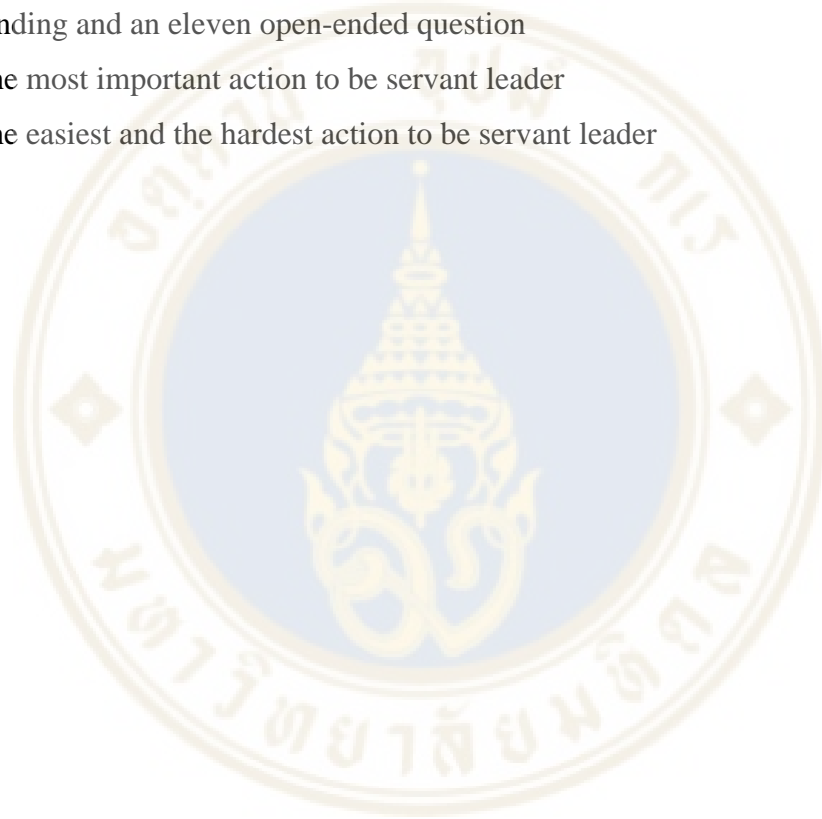
KEY WORDS: SERVANT LEADERSHIP / YOUNG LEADER

30 pages

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CHAPTER I
INTRODUCTION

From generation to generation, the terms of a good leader and leadership styles are different. The values of work among generational cohorts are believed to be different and have an impact on the workplace based on their shaping of beliefs, values, goals, work attitudes, world views, and attitudes toward leadership. From the perspective of Millennial employees, the work-life balance seems to be the most important factor (Twenge, 2010). It means they emphasize the value of time, prefer more vacation or time off than wages. In addition, more flexibility will not only enhance the ability in their personal life but also the motivation to be more productive. They also expect meaningful work and opportunities to grow. Additionally, millennials focus on the social aspect of work e.g. having friendly colleagues, and an interesting work environment. Millennials are also found to be hard-working responsible, team-oriented, altruistic, self-esteem, and extraordinarily confident (Chou, 2012). Millennial leaders perform two-way communication and emphasize the importance of having mutual relationships with followers. They are expected to demonstrate high levels of participative leadership style.

Servant leadership is a timeless concept of a leadership approach that involves followers in multiple dimensions such as relational, ethical, emotional, and spiritual (Eva, Robin, Sendjaya, van Dierendonck, & Liden, 2019). The leadership seeks first and important to develop followers on the basis of leaders' altruistic and ethical orientations. Servant leaders should focus on the growth and well-being of individuals in their communities (Greenleaf, 1970). Servant leadership can occur naturally. Its definitions and characteristics continue to be improved. Some may be adapted to a different context – particularly when millennials become leaders.

Millennials leaders have a style to focuses on relationships, teamwork, and two-way communication while the servant leadership concept delivers the result in growth with

well-being. It is an interesting point to find on how millennial leaders deploy the servant leadership concept to manage their followers, how they do with their followers, and what the impact outcome to them and their followers.

This study attempts to evaluate the impact of servant leadership on the behavior of young leaders by answering these research questions:

Research Question 1: How do young leaders deploy the concept of servant leadership?

Research Question 2: What are the actions that young leaders do to deploy servant leadership?

Research Question 3: What is the outcome of servant leadership for young leaders and their followers?

The qualitative method is used as a methodology to meet the objectives of this study. Ten millennial leaders who had received training in the servant leadership concept were interviewed by using semi-structured interviews. The findings of this paper could contribute to developing young leaders' behaviors to be a servant leader who could serve the team for sustainable results.

CHAPTER II
LITERATURE REVIEW

There are several definitions to describe the terms of leadership. The definitions have been conceptualized and involved four components which are process, influence, groups, and common goals. According to these components, the definition of leadership is a process whereby an individual influences a group of people to achieve their common goal (Northouse, 2010). The person who takes the role of leadership is called a leader, and individuals whom the leadership is directed are called followers. Some evidence shows that gender, age, and education may affect leadership behaviors (Barbuto, Fritz, Matkin, & Marx, 2007; Bartholomew, 2006).

2.1 The Behavior of Young Leaders

The values of work among generational cohorts are believed to be different and have an impact on the workplace based on their shaping of beliefs, values, goals, work attitudes, world views, and attitudes toward leadership. The difference in their characteristics may causes a conflict in the workplace which is commonly associated with management and leadership style (Sessa, Kabacoff, Deal, & Brown, 2007). The terms of a good leader and their leadership styles differ from generation to generation. Therefore, some studies mention the differences in the behavior of older and younger leaders. A study among generations of Veterans, Baby Boomers, Xcers, and Nexters to determine how each generation viewed leadership found significant differences in the leadership characteristics of honesty, caring, determination, and ambition (Arsenault, 2004).

A study on the impact of gender, age, and ethnicity on leadership virtues found that younger leaders, when compared with older ones, are rated higher on being energetic, exciting, and friendly. They usually emphasize short-term results and have production

focuses, and are somewhat self-centered (Green, Hodgson, & Herrera, 2013). Another study on age differences in organizations found that younger leaders were rated higher on strategic thinking and having tactical and managerial focuses (Kabacoff & Stoffey, 2001).

To date, leaders born in Millennial generation called Generation Y are defined as young leaders. The Millennial generation is referred to those who were born between 1982 to 2004. It was set apart from Generation X, Baby Boomers, and Traditionalists. This young generation has been exposed to advanced technology since born (Valenti, 2019). According to a systematic review, the Millennial cohort is characterized as technologically proficient, followed by a preference for collaborative working, actively striving to achieve a work-life balance, a value-oriented approach to work, a need for feedback, and the search for purposeful work in a diverse workplace (Galdames & Guihen, 2022).

Looking at the leadership style of millennials when they supervise Generation Z, a literature review suggests that millennials' traits and skills meet Generation Z's needs and leadership style preferences (Gabrielova & Buchko, 2021). Generation Z followers want positive and communicative leaders who provide mentorship and other developmental opportunities for team members. Therefore, it is what millennials are expected to contribute. Millennials may not have the opportunity to develop their much-needed skills in the areas of navigating corporate politics, leadership, and team building. Whilst millennials voted corporate politics as the second biggest obstacle affecting their work performance (Randstad, 2016).

In terms of communication style, millennial leaders can perform two-way communication and emphasize the importance of having reciprocal relationships with followers (Chou, 2012).. The literature suggests that participative leadership engages with followers in decision making, asking for suggestions, and discussing organizational issues with followers. Millennials are expected to demonstrate high levels of participative leadership style.

2.2 Servant Leadership

Servant leadership is a holistic leadership approach that involves followers in multiple dimensions, such as relational, ethical, emotional, and spiritual (Eva, Robin, Sendjaya, van Dierendonck, & Liden, 2019). The leadership seeks first and develop followers on the basis of leaders' altruistic and ethical orientations. Servant leaders focus on sustainable performance.

The concept of servant leadership was firstly popularized by Robert K. Greenleaf in 1970. Greenleaf said:

"The servant-leader is servant first. It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions. The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature." (Greenleaf, 1970, p.123)

Therefore, servant leaders should focus on the growth and well-being of individuals of their communities, while traditional leadership primarily accumulates and exercises the power of leaders.

Additionally, there are some authors who try to define the term servant leadership. Eva et al. (2019) describes the definition of servant leadership as follows:

"Servant leadership is an (1) other-oriented approach to leadership (2) manifested through one-on-one prioritizing of follower individual needs and interests, (3) and outward reorienting of their concern for self towards concern for others within the organization and the larger community." (p.114)

Since the term servant leadership was introduced, it has been continuously developed by several authors. Many of them had suggested the characteristics of servant leaders. Spears (2010), for instance, had classified the principle into ten characteristics as follows (Spears, 2010).

Listening: Servant leadership should commit to listen intently to others. In addition, what is being said and unsaid must be receptively listened as well. Listening,

combined with the period of reflection, is necessary for the growth and well-being of servant leaders.

Empathy: Servant leaders need to understand and empathize with others. As individuals seek to be accepted and recognized for their special and unique spirit, it is important for outstanding servant leaders to empathetic listeners.

Healing: Servant leader has ability to solve emotional challenges between themselves and others to be stronger. This ability to help others going forward with positive change as it is part of caring and treating.

Awareness: It helps to understand issues involving ethics, power, and values. Both general awareness and self-awareness enhance the strength of servant leaders.

Persuasion: Reliance on persuasion in making decisions within an organization is another characteristic of servant leaders. They should convince others and offer the clearest distinctions between the traditional authoritarian model and that of servant leadership.

Conceptualization: Servant leaders seek an appropriate balance between conceptual thinking and routine operation. Conceptualization is one of the roles of executives who need to develop both perspectives and them.

Foresight: The ability to foresee the likely outcome of a situation is difficult to define, but easier to identify. The characteristics of foresight will allow the servant leaders to understand the lessons from the past, the realities of the present, and the likely consequence of a decision for the future.

Stewardship: Servant leadership is said to be stewardship. It greatly assumes first and foremost a commitment to serve the others' needs. Also, it is to emphasize the implementation of openness and persuasion, instead of controlling.

Commitment to the Growth of People: Servant leaders believe that people have an intrinsic value beyond their tangible contributions as employees. They recognize the tremendous responsibility to do everything in one's power to nurture the personal and professional growth of employees and colleagues.

Building Community: It is suggested to establish the true community that can be created among those who work in local businesses and other institutions. Greenleaf (1977) said:

"All that is needed to rebuild community as a viable life form for large numbers of people is for enough servant-leaders to show the way, not by mass movements, but by each servant-leader demonstrating his or her unlimited liability for a quite specific community-related group". (Greenleaf ,1977, p. 53)

Servant leadership can occur naturally. Its definitions and characteristics continue to be improved. Some may be adapted to a different context – particularly when millennials become leaders.

2.3 Conclusion

After analyzing the literature on the behavior of young leaders and the concept of servant leadership, we can conclude that servant leadership style is aimed on serving follower first to activate positively performance. Millennials leaders differ from older generations by having more energy, flexibility, two-way communication, and participative leadership style.

Therefore, servant leadership with its focus on empathy, listening and growth of employees, could be a suitable leadership concept for millennial leaders.

CHAPTER III

METHODOLOGY

Primary data collection method

The analysis of the literature review in chapter II shows that leadership style is the difference among the generation. The young leader has a more participative leadership style. Servant leadership has focused on people more than the customer side. Listening from the real-life experience of a young leader in Thailand will answer the research question on how the young leader deploys servant leadership skills in daily life. The young leader who adopts the servant leader concept could present an action in daily life to interact with their follower. To answer the research question, qualitative research is used for the in-depth interview by getting the deployment concept in their mind and the real-life action of the young leader.

Interview Method

The semi-structured interview is used to collect details when young leaders deploy servant leadership concepts in managing followers. Moreover, we explore interviewees thoughts, feelings, and the reason behind the action from a young leader in each question.

Sample selection

To answer the research question, the young leaders who had trained in servant leadership concepts and adopted the concept in daily managing will be interviewed. The Ten samples of young leaders who was born from 1982 to 2004 are enrolled from different companies in the pharmaceutical or medical devices industry. The interviewees are at the manager level with more than 3 years of experience. They have a managing experience of at least one follower while they are on the manager level.

Table 3.1 Sample selection of ten interviewees

Manager Code	Gender	Industrial	Born' year	Manager experience (Years)	Number of followers (Current in year 2022)
A	Female	Pharmaceutical	1983	5	5
B	Male	Pharmaceutical	1982	11	30
C	Female	Pharmaceutical	1982	13	6
D	Female	Pharmaceutical	1986	4	5
E	Female	Pharmaceutical	1982	3	5
F	Female	Medical Devices	1982	5	5
G	Male	Medical Devices	1986	7	1
H	Male	Medical Devices	1983	3	11
I	Male	Medical Devices	1982	6	6
J	Female	Medical Devices	1983	4	7

Develop Interview questions

To get a deeper reason, open-end questions are developed for interviewing selected young leaders that allow interviewees to provide an answer flexibly.

Table 3.2 Finding and an eleven open-ended question

Finding	Open-ended question
Deploy the concept	1. What is servant leadership in your mind? 2. Why do you adopt the concept to manage your follower? 3. Do you feel comfortable applying the servant leader concept in your managing style? Why or why not?
Impact of servant leadership on young leaders 'behavior	4. Can you give an example of a situation where you used "servant leadership"? 5. What was the situation, why did you decide to use servant leadership, what specifically did you do, what was the outcome? 6. In your opinion, what is the most important action for being a servant leader? 7. Which aspect of servant leadership is the easiest for you to apply? Why? 8. Which aspect of servant leadership is the hardest for you to apply? Why? 9. Have you experienced situations where you decided NOT to use servant leadership? Please explain. Why did you decide not to use it?
Impact outcome of servant leadership on leader and follower	10. What is the benefit to you? 11. What is the benefit to your team? How do you know that this is a benefit to your team (what is the evidence?)

Probing Technique: To validate the answer from interviewees, probing techniques have been used to ask for more deep answers during 2 ways of communication between interviewer and interviewee.

Interview: The way to interview is set by having the sample's face during the interview step which can be a face-to-face conversation, or digital channels such as VDO call through Line, Zoom, or Facetime. This is allowed the interviewer to observe the non-verbal information as well. Each interview took approximately 30 minutes long including an introduction, open-end, and probing each question.

Research Framework: To answer the research question, the research framework will cover young leaders and servant leadership skills to find the impact outcome when a young leader adopts a servant leadership skill to manage the team. The servant leadership from Spears (2010) concept is used to determine the concept deployment. The outcome of this research will be providing the impact outcome of servant leadership on young leaders in terms of both the managing result and young leaders' behaviors when they adopt the concept.
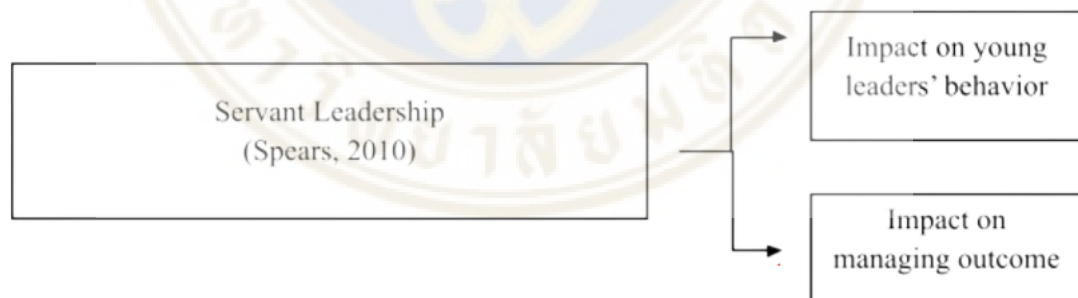
Figure 3.1 Research Framework

CHAPTER IV
DATA ANALYSIS

After conducting the interview from ten leaders who were trained in servant leadership, the data is analyzed and summarized in this chapter by grouping 3 main findings which are how young leaders deploy the concept, the impact of servant leadership on young leaders' behavior, and the impact of servant leadership on managing the outcome.

4.1 The characteristics of the interviewees

Ten of the interviewees are managers who had been trained in servant leadership concepts where the company gives the training to all manager levels in the company. The company empowers and encourages the manager to decide to use servant leadership to be one of the tools to manage followers. The interviewees' range of age is from 36 to 40 years old with an average age of 39 years old. They are in the sales and marketing field of medical devices and pharmaceutical business and have experience at the manager level for 4-13 years with an average period of 6 years. They have adopted the servant leadership concept to manage their followers in daily business life.

4.2 The concept deployment

To understand why young leaders would like to adopt the servant leadership concept to manage their followers, the interviewees were asked as following points.

4.2.1 Understanding the servant leadership concept

All of the interviewees understand the concept of servant leadership as the leader who can work with followers without ordering. Servant leaders could be people who support the follower by letting them plan the direction and the leader works as a friend to achieve the same goal. Person H said, "I work with his team as a teamwork, not be a commander to order follower do for my goal or not be bossy". Person A shares her thought that "Leader might not like the meaning of servant in Thai which the concept is not the servant people as providing service, but they can know the concept to encourage team".

The interviewee who has experienced during 3-7 years answer similarly that the servant leader is the leader who works as a friend with two ways of communication and encouraging the team to achieve the goal. However, the interviewee who has experience from 11-13 years gives the answer by adding more wording that are support followers, but the leader has to provide direction to followers. No difference in the answer between the pharmaceutical and medical devices fields.

4.2.2 Reason to adopt servant leadership concept to manage followers

Each interviewee has a different reason to use servant leadership. Person F said that "To find a solution which followers will get the best benefit and close the gap for the company at once". Person E said that "I want an opinion from a follower first. We have to adjust to followers. If followers aren't confident, we must guide them until they are fluent. They will see that we help them and feel comfy" Person H said that "While working together, need to suggest and support them. When seeing the challenge point, I can help them." Person B said that "To build trust. Let followers believe that they can take the team across barriers. It comes from everyone having the same goal. Causing the communication that the leader gives to the team successful." Person C said that "Follower is the most important. They specialize in the market, so I use servant leadership to support them to get good outcomes." .

Two of the ten interviewees choose the servant concept to manage followers because they said that they don't need to change their style due to it matches their behavioral style. While one interviewee choose the servant leadership concept to manage his follower

because he would like to build trust from followers, then he could know the real situation to solve the issue or guide the direction. Other interviewees provide their insight that they applied the servant concept because they believe that the follower can achieve the outcome when they work as a friend which means they have a good relationship to support and maximize the followers' capability. In addition, they believe that followers can do with their willingness to work.

All of them are comfortable adopting the servant leadership concept to manage their follower. Most leaders provide the same meaning. Five of the ten interviewees agreed that they used the servant leadership concept because it matches their personality styles. Person G said, "this concept is sustainability to manage followers more than ordering people". Moreover, Person A said, "I want to do the same thing that I wants from my boss, on the other hand, I don't want my boss to command me, so I will not do the same thing that I hate".

4.3 Impact of servant leadership on young leaders' behavior

To understand how the servant leadership concepts impact young leaders' behavior. Interviewees were asked seven questions which the responses can summarize as follows:

4.3.1 Situation to use servant leadership

Person G uses servant leadership concept in situation that he need to work closly with a follower. He would like to work and support follower. Person H said "she use servant leadership in situation that she would like to build a teamwork". Person I uses it in the situation that the team has bad feeling. he would like to closly with follower to help them solve the problem. Person A uses it in the implementation of a new project that is the same as person D. Person D said that "Use in work that has enought of time to let the team have time to digest info and give opinion together. I as the leader have to be a good listener and help the team solve problems as servant leadership. They know that follower will agint to

the change. Person H and person C use servant in the situation that she would like to convince follower to align with company direction. Person E uses it for situation that she would like to serve people achieve the goal. Person H uses with follower who has less experience. Person B uses in a team that has various of generation. Person A said that "Use in the team who already be teamwork. And Followers have potential and suit for team situation"

The suitable situation that they provided could be summarized that the leaders use servant leadership concepts to manage various situations. The common situation that they apply is a situation where they want to work as a team such as new project implementation, working with various generations in the team. Some leaders use it in a situation that needs a high convince the manager's followers to follow a company's direction. The leader would like to gain trust, find the need, and find the solution for solving problems that they are facing in. One of the interviewees suggests that the situation should have enough time to manage, and digest information to get the solution. Two of the interviewees use the concept in a situation where the followers even have less working experience or have the capability to manage the situation.

4.3.2 The situation outcome of managing by servant leadership

After the leaders adopted a servant leadership to manage people, they gain different, and many outcomes as followed. Every interviewee said they received better results and followers can achieve an outcome. For example, Person F's outcome which followers can achieve results to serve oth follower and her company with no exceeding big lot or overstock ordering. Similarly, Person C's gets a good outcome by followers taking customers' insight and planning on the point. According to the interview responses, four of the ten interviewees get increased followers' listening, trust, cooperation, and improved followers' performance. In the sample of person H, the leader is beside the follower to advise and support them. While meeting the challenge point, the leader can help on the point. That causes followers to listen, trust, and cooperate. Person E said she assists her follower to be more confident to express their opinion by adjusting herself to followers. If followers aren't confident, she will guide them until they are fluent. They will see that we

help them and feel comfy, and they get more confidence and better performance. Similarly, two of the ten interviewees; Person I and J said their followers not only listen and trust them, but followers also respond with a reason, not an emotion. In addition, three of the ten interviewees responded that they receive better teamwork along with better solving problems.

The situation outcome of managing by servant leadership, all the interviewees get better results, and their followers can achieve an outcome. This is because of increasing followers' listening, trust, and cooperation, and enhancing followers' performance. Followers also change to interact with a reason, not an emotion, and greater teamwork as well.

4.3.3 The most important action to be servant leader

Table 4.1 The most important action to be servant leader

Interviewee	The most important action
A	Listening
B	Listening
C	Persuasion
D	Listening
E	Awareness
F	Listening
G	Listening
H	Listening
I	Empathy
J	Listening

Seven of ten interviewees agree on listening is the most important action for being a servant leader (Table 4.1). If leaders listen to followers, followers will feel satisfied and trust the leader. The leader also acknowledges followers' needs, emotions, and points of the problem. Person D said active listening is the root for everything to build better relationships within a team. Furthermore, three of ten interviewees, each said empathy, awareness, and persuasion is the most important action for being a servant leader. In the sample of person I, choose empathy because if we work with mercy, we will take advantage of ourselves but do for others instead. Person E, awareness; leaders need to know themselves, their strengths, and their weakness first. The leader also sees through problems to reach solutions. Person C, persuasion; leaders have to convince and motivate followers to want to work and feel they have supporters.

Most of the interviewees choose to listen because of the reasons that they will understand their followers' needs, emotions, and points of the problem. It also builds better relationships within a team. Some interviewees also select empathy because it will make them think about others' benefits more than their benefits. Moreover, interviewees choose awareness because leaders should know themselves well, and adopt for persuasion to motivate followers to desire to work.

Table 4.2 The easiest and the hardest action to be servant leader

Sample	The easiest aspect	The hardest aspect
A	Empathy	Commitment to the Growth of People
B	Listen	Foresight
C	Stewardship	Building Community
D	Empathy	Foresight
E	Empathy	Commitment to the Growth of People
F	Conceptualization	Listening
G	Empathy	Conceptualization
H	Empathy	Foresight
Sample	The easiest aspect	The hardest aspect
I	Empathy	Foresight
J	Persuasion	Healing

4.3.4 The Easiest skill to be applied

According to Table 4.2, six of ten interviewees agree that empathy is the easiest aspect to operate in managing followers. Three interviewees said empathy is their personality, therefore this is the reason why empathy is the easiest aspect. Person G said that empathy is his personality that he wants to see other people happy. Similarly, person A said she is good at knowing people. When meeting people, she feels participant. Person

D said that "I prefer to listen to various ideas and build on and prefer to brainstorm to let everyone participate which causes better ideas and a strong team. Everyone has right on the idea and increases help each other." In addition, four of the ten interviewees, each answered that conceptualization, persuasion, listening, and stewardship aspects are the easiest aspect to operate in managing followers. As followed, person F answers conceptualization because it's her strength. She likes to think and sells ideas. Person J chooses persuasion because sales work needs the motivation to hit the target, get an incentive, and growth. So, the motivation of both managers and followers is the same thing. When on a common goal, it will be easy to empathize and understand each other. Person B answers listening because other aspects used thinking skills, but the listening aspect uses an analyzed skill which is his personality type. Person C chooses stewardship because when followers request her to do something, she'll do it immediately. It seems that she responded to what she already needed. Based on her personality which is introvert type. To conclude, six of the ten interviewee's reasons why choosing those aspects are because it is their personality. Some interviewees said that because it is their strength. It comes from what they prefer and usually does. Besides, it depends on the type of their work.

The respondents select the easiest servant leader skill depending on their personality type. The skills that are matched their style are the easiest of their thinking because they don't need to change their behavior to be a servant leader.

4.3.5 The Hardest skill to be applied

Based on the results from the interview and Table 4.2, there are four interviewees who choose foresight as the hardest aspect to apply. Three of them agree on the reason that they cannot predict the future clearly is because of having less experience. Person H said there are many factors, and he is new in both team and business. He cannot see the long-term image of how the direction will go for the whole team and followers. He cannot set the future plan clearly because have less experience. Person B said that today's situation is fluctuate and many external factors, so old way operations cannot work anymore. Moreover, person D chooses foresight. She said that "I'm a new and young leader,

so I need to increase more experience as a people leader. Especially encourage team, mental helping, and motivate to develop a team."

Two of the ten interviewees answer Commitment to the Growth of People as a hard aspect to manage. Person A gives the reason; it doesn't have the authority to develop teams and followers. The top position should do this. Promoting positions depends on opportunity and situation, not on our decision only. Person E said "there is variety. It has to match that person, their career path, and many factors that know how to grow that person. Also, grow both person and corp."

Four of the ten interviewees, each chose a different aspect as follows: Conceptualization, Listening, Healing, and Building Community. Person G chooses conceptualization because each person has different conceptual thinking. When apply to followers, it will be different. It depends on the situation and experience of the follower and manager. Person F said listening is hard to apply because she usually applies her experience to decide on other situations and applies it with new-gen followers. She has to be active listen and understand them which makes it hard for her. Person J chooses healing, she said that "it's not only come from the manager but also from corporates as well. As Covid period, we still have the same goal, but we have less customer demand that caused less commission, and followers still have the same expense as previous. We cannot help followers' costs. The helping benefit should provide from the company." Last, Person C answers building community aspect because of his personality which is introvert, therefore it's hard for him to create a community that opposes his behavior.

Even though interviewees answer different aspects of servant leadership but most of them choose the foresight aspect because they have less experience and there are many factors. Two of the ten interviewees select Commitment to the Growth of People for the reason that doesn't have authority and there are many factors to consider. Four interviewees choose different aspects such as Conceptualization, Listening, Healing, and Building Community aspects because it's not their personality and the decision not upon the manager but the company. So, the hardest skills for them are the skills that not be their behavioral style and the skills that they can't predict or manage the result regarding the external factor, uncontrollable situations.

4.3.6 The situation that servant leadership concept could not be used

In some situations, the leader can't use the servant leadership to manage followers. Eight in ten interviewees agree with that. Three of them said they have to finish and make a decision in a short and limited time. There's no time to brainstorm or reach every follower's demand. The leader also has to make a decision in a rush or critical time as well. Three of them also said because of followers' behavior cause them to change into a dictatorship or commander. Person G said he helped and teach everything to followers but followers still let him mainly talk with customers. Person H said their followers don't pay attention and have discipline, so we need to use command way and give feedback to push them. Similarly, in person J's followers don't take an action after planning, therefore we change the operation into commander and dictator." I think the servant leadership suit for followers who has responsible and know their duty." Person J said. Person F said there is 2 situations in which she can't use servant leadership; First, new followers; she said it has to give a direct and command to make new followers adapt and know the direction. Second, followers who have bad performance and low motivation. If we continue to do active listening, we still don't have the right answer. So, we must talk based on job description to make results in a limited time by using the commander aspect. Furthermore, Person A said that servant leadership can't use with a bad attitude team which is anti-working when we give a direction. They are also weak in experience, in case we give a direction, but they don't have enough experience to handle the current situation. However, there are two in ten interviewees apply servant leadership in every situation. Person B said he always listens and explains to followers because it's his personality.

To sum up, most interviewees said they can't use servant leadership in some situations in which the leader needs to make a decision or do an operation in a limited time such as a crisis situation. In addition, they can't adopt servant leadership skills to manage the followers who have less experience, low capability, low motivation, and bad attitude.

4.4 The outcome of servant leadership in managing follower

To understand how the servant leadership concept benefit both leaders and followers. There are divided into 2 parts as follows:

4.4.1 The benefit of servant leadership for leader

According to the interview, two interviewers said after applying servant leadership. It makes them feel happiness because of achieving goals successfully. Person B responded that using the concept brings us to the goal and makes us successful. "If I told followers to do the same as Ido, it won't work. After using the concept, it has various and can bring the potential of followers." Person B said. Three interviewees said after using the concept, they developed their leadership skills as well. Person D said "I got to train to be people leader and facilitator, catalyst to develop in the team, including practice to be a listen-leader. Learn from everyone's ideas and see other aspects which enhance our experience and develop a conceptual framework and also increase a vision." Five interviewees' responses got different benefits as follows; Person G said he can apply servant leadership in a different situation to both junior to senior followers. The concept help leaders reduce conflict with followers. Person F said she can adapt the concept to use in daily life with surrounding people. Person A answered, "I got a reputation as a leader who builds people." Person J said "I got less ego. Followers can talk the fact with me, and I can fix it on point." Person C answered that it's easy to work because it makes followers have a plan to work by themselves. I'm not always following up or convincing followers all the time. Person E said applying the concept makes followers open minds to get ideas and direction from her different from giving a direction to them. It also increases relations, teamwork, and harmony and gets more facts from followers.

Based on interviewees' answers they receive many benefits from using the servant leadership concept. They feel happy due to achieving the goals of followers and got develop their leadership skills. They also got a reputation. Moreover, the concept can use in different situations and adapt to daily life, and make followers open their minds, increase teamwork and reduce conflict with followers.

4.4.2 The benefit of servant leadership for follower

Applying servant leadership not only benefit leaders but also followers as well. Six of ten interviewees responded that their team gain better relationships. In the sample of person F, some followers also apply servant leadership among followers. Four interviewees said there is interdependence within the team that caused teamwork. Each follower helps other followers increasingly. For example, in the sample of persons J and E; when sales are under the target, followers are willing to help even though they close their sales already to close whole team sales. Four interviewees' responses got different benefits as follows; Person B said his team get more understanding of communication which increasing understand of each other for both in team and customers causing achieve success. In case, when we release a new policy, normally followers will defy. We will understand followers by using active listening, then we are able to handle them. Person A answered that "Followers have more freedom to give an opinion. They don't worry or scare to give an opinion and get results that exceeded expectations. When leaders empower followers, it makes them happy and grows. "Person A said. Person G responds that his team show empathy among the team. Empathy between each other both followers and leaders. Person H said that there are two benefits. First, success as a team. Everyone succeeds in their goal and team goal. The servant leadership concept cause knowing where problems are and can fix. Followers also see their own value as well. Second, in terms of development, in case of followers seek growth. They will know how to manage and cope with followers from what their team and leaders have done.

Most of the interviewees provide their idea that their followers have a benefit such as a good team relationship, more interdependence within the team, followers' happiness, and a growth mindset. In addition, they have a successful task as a team, and followers see their leadership value as a role models to develop themselves into high positions.

CHAPTER V

RECOMMENDATION AND CONCLUSION

5.1 Conclusion

From the in-depth interview on the impact of servant leadership on the behavior of the young leaders, we concluded the 3 main findings as follows.

5.1.1 Deploy the concept

The young leader who was trained and comfortable to deploy the servant leadership concept to manage followers. They understand exactly the concept that would like to support others to achieve followers' goals. In their mind, they would like to build followers' trust by working with followers as a friend. They don't want to be a commander to one-way ordering followers. The key action to work like as a friend is a two-way communication for sharing and exchanging ideas. Young leaders don't need to change their personality style when applying the servant concept to managing style.

5.1.2 Impact of servant leadership on young leaders' behavior

Most young leaders would like to gain trust, confidence, and cooperation, get better followers' performance, and works with them with happiness. The goal of a leader is to achieve the teams' goals and followers' goals. Young leaders use empathy and active listening to identify the issue and explore the followers' needs, demands and goals. They think that the easiest skill to be applied is empathy because it is a personality style. They don't need to change the style, therefore they think it is easy to use. While the hardest skill is foresight because it is an unpredictable and uncontrollable factor. However, the most important skill of being a servant leader is active listening which they need to have to be a servant leader.

In some situations, leaders can't choose the servant leadership concept to manage followers are the situation that is crises, instant decisions, and followers who are not performing well and have low performance, low motivation or bad attitude.

5.1.3 The outcome of servant leadership in managing follower

The young leader who adopts servant leadership gets the benefit that is the happiness of working, achieving the goal, successful job, and better relationships. From a literature review, we found a positive correlation between servant leadership and the leader-member relationship (Hanse, Harlin, Jarebrant, Ulin,& Winkel, 2015). In addition, they could gain followers' trust to achieve the goal which is in line with the literature that servant leadership could influence the affective trust of followers, and task performance (Saleem, Zhang, Gopinath, & Adeel,2020). The additional benefit of their mind is to apply the servant leadership concept in daily life, not only in the working space.

Not only benefit the leader, but the team also gets the benefits. The team got improving team relationships and established well teamwork that is from good communication, and team empathy to help each other. This is in line with a systematic review that servant leadership is related to the follower's behavioral, attitudinal, and performance outcome (Eva, Robin, Sendjaya, van Dierendonck, & Liden, 2019).
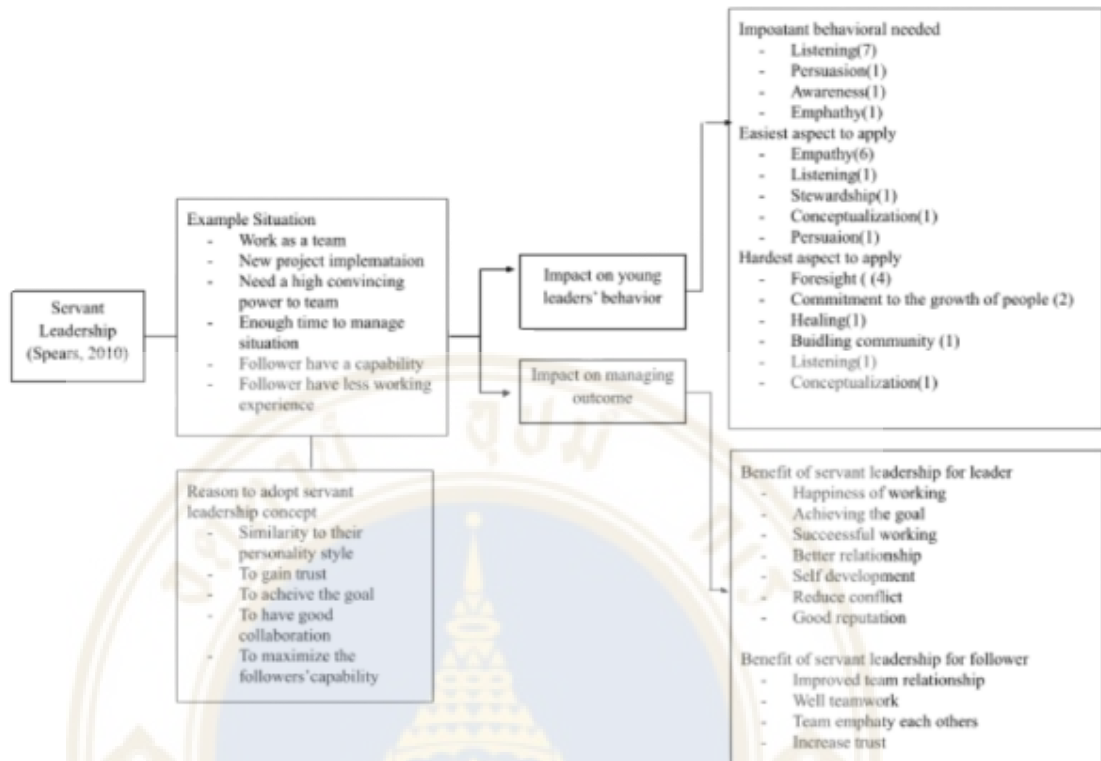
Figure 5.1 Impact on young leaders' behavior and managing outcome of servant leadership

5.2 Recommendation

Based on the conclusion, we realize that servant leadership can provide benefits to both young leaders and teams. The skills need to be developed and trained to young leaders widely to get the benefit broader. The recommendation to the company that would like to adopt the concept of servant leadership for the leadership level is as follow:

- Effectively train servant leadership concept in the young leader who was born between 2004-2016 because they would prefer collaborative working and have a participative leadership style.
- Identify the personality of leaders to guide them to use the skill effectively. Servant leadership could be adopted by a young leader who would like to

serve other people. The personality style should not be the person who wants to control followers instead of supporting them.

- For ensuring the adaptation, we need to identify the hardest skill from their feedback to close the gap. The company could provide a dept training in the hardest skill to ensure leaders can adopt the servant concept successfully.

- The company should provide a training on the application of foresight, commitment to the growth of people, healing, building community, listening that young leaders think it is not easy to adopt in managing followers.

- Listening is the most important part to make leaders clearly understand for application. The company should provide training such as a workshop, and role-play to ensure that young leaders deeply understand this skill.

- Emphasize the benefit of applying servant leadership to a leader to encourage them to apply the servant leadership concept, then the young leader and company will get a better working outcome.

- The company should provide a training on how to use servant leadership in crisis situations or situations that have less time to make a decision, as most leaders in this study could not apply the concept in this situation.

5.3 Limitations of study

The limitation of this research is studied only a group of young leaders who were trainned in a big corporate companies. Besides, the research focuses on young leaders who work in commercial business. Therefore, this study doesn't include various generations of leaders and leaders who work in other departments such as legal, finance, and academic.

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