

**PREFERENCE LEADERSHIP STYLES of GENERATION Y**



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**ABSTRACT**

Generation Y see things differently. Until very recently, they have grown up with full employment, unprecedented economic growth and high disposable income. Their view of employment is based on options and flexibility. If they do not get what they want from their leaders or their role, they simply leave. In generation Y's, it is particularly true. While there are genuine differences in attitudes, values and preferences between the generations, there are probably far more similarities. For example, members of every generation appreciate being able to play to their strengths at work, being trusted and given responsibility – in other words we all appreciate good leadership. The difference is that Generation Y demand these things while other generations are conditioned not to expect them and will struggle on regardless, grateful to have a job. So the research here is that reflect the leadership preference of generation Y collect and many of the actions organizations must take to retain and motivate their Gen Y employees will also engage and motivate employees from other generations. Sadly it is easy to make mistakes as leaders of Gen Y. But mistakes are less likely if we understand the generational preferences.

**KEYWORDS:** Generation Y/ Leadership preferences

24 pages

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## CHAPTER I

### INTRODUCTION

The business environment is ever changing, and the war for talent continues to exist. It is also a known fact that the future does belong to the Generation Y. Organizations can either view Generation Y as a growing challenge, which they must overcome or as a strategic opportunity to invest in an opportunity that increases short-term profitability and creates long-term competitive advantage. As Generation Y continues to mature and enter the workforce, it is imperative that organizations and leaders develop an understanding of how to maximize their contribution to the workplace. It is important that employers have an understanding of what this generation expects from all aspects of their employment, from leadership preferences to work-life balance. It is of particular interest to understand the impact of generational differences on preference for leadership styles that leaders can adjust their behaviors in practical ways to enhance subordinates' organizational commitment and performance, to increase organizations productivity.

In addition, there are tremendous growth in older worker population, particularly, "Baby boomer" are the oldest working group at the present. Many of them have now retired, However, others continue to work full time and part time, consulting, volunteer, training and mentoring roles. "Boomer" have long been dominant group in business. Some are starting to consider alternative to full time work. Others do not want to retire or cannot afford to retire for the foreseeable future. Whereas "Generation X" worker should be take over key role as Boomer move on. However, there seem to be not enough of them. There are only half as many Gen X worker as Baby Boomer and "Generation Y". This leave the gap in age range for management and leadership position vacant in organization. Nevertheless, Gen Y is not ready to move into leadership position. Not only is there a shortage of skill younger employee but there is a shortage of younger worker with the right kind of experiences causing greatest high turnover. Whilst many of them have experienced the

dramatic increase in collective capacity that takes place when they are part of a great leadership team, that leadership effect remains a complex phenomenon to pin down. Some will develop a greater depth of understanding about leadership faster than others. Some will never truly understand it. Since effective leadership involves mastery of self, even those with the most outstanding capacity to comprehend leadership will still feel that it has an element of residual mystery. This makes the study and practice of leadership so compelling. Understanding what distinguishes Generation Y from other generations is also important in order to develop current and future leaders.

Furthermore, much of the current literature examines the strategies currently employed by leaders while failing to investigate Generation Y's perceptions of the ideal leader. Therefore, I would like to study regarding preference leadership toward Generation Y's perception. Leaders should know what is required of them to behave the proper kind of leadership. With the right kind of leadership acquired, leaders should be able to execute the most desired leadership behavior for each generation focusing on Generation Y. More similarity in expected and received leadership will increase employees' satisfaction.

## CHAPTER II

### LITERATURE REVIEW

Leadership exists during the relationship between follower and the leader, and it is impacted by mutual interaction. The importance of the effects of follower characteristics on the preferred leadership style cannot be overestimated. Knowing what kind of wishes followers have for leadership can help leaders to improve their understanding of different individuals and develop their leadership skills. At the same time, companies will need to reinvent themselves to adapt to today's modern communications world. They will have to respond to the changing aspirations and needs of people, and to encourage the creativity of the new generation of people who have grown up in this world. Adapting to this new reality is the key challenge for all organizations.

Therefore, it is important to begin my analysis of generational distinctions especially Generation Y. This briefing analyzes some generalized characteristics of Generation Y that they are prefer to work and can be inspired them as the leader. Generation Y are described as an ethnically diverse generation who are team players, optimistic, confident, trusting of authority, rule-followers, achievers in school, and generally achievement-oriented in everything they undertake. The Millennial generation offers diversity in a variety of ways. Their racial and ethnic profile is far more diverse than in previous generations. In addition, there are more students today from single-parent homes, blended families, and families with same sex parents than ever before. Most significantly, Generation Y are the first generation in history to have been immersed in technology throughout their lives, which will have a significant impact on the way they will communicate as leaders.

## **Generation Y**

A generation is a group of people who were born around the same time and who share important historical and social life experiences. Because people from a generation grew up in the same political and socio-economical era, they have a similar attitude towards organizations and their authority figures. Therefore it is expected that people who were born in the same time period also share the same values and attitudes.

Generation Y is the term given to describe the most recent generation of entrants into the labor force. While the birth dates that have been used to define this generation vary to some extent, Generation Y can generally be described as those whose birth years fall between 1980 and 1994. It is important to identify what sets Generation Y apart from other generational cohorts in an organizational context in order to determine how to best manage this new generation of worker. Generation Y tend to be self-reliant, independent and like to be allowed the freedom and flexibility to complete tasks at their own pace and in their own style. They are the most technologically savvy and educated generation to enter the workforce Generation Y likes to think in the short term, expecting immediate feedback and rewards for their efforts. They have developed just-in-time work habits and prefer to have smaller, shorter-term deadlines which allow them to complete projects in smaller segments. As this generation has grown up in a rapidly changing environment, having experienced technological advances such as the Internet and mobile phones, they not only expect change but desire it. They need opportunities to grow and develop inside and outside of the organization, and if their needs are not being met they will not hesitate to find somewhere that will accommodate them (Martin, 2005).

The tendencies and preferences of Generation Y create a number of problems for organizations with one major issue being low levels of organizational commitment. In order to obtain affective organizational commitment from this generation, Generation Y seeks flexible work schedules in order to accommodate their other life and goals and ambitions. Organizations also need to form a more personal relationship with this group, eliminating barriers to communication caused by hierarchical structures. As these employees require greater job autonomy, these employees as colleagues rather than subordinates enables employers obtain increased



commitment and performance, benefiting both parties (Martin, 2005). The goal of this study is to examine the leadership preferences of Generation Y in order to help maximize their contribution to an organization. More specifically, this study aims to identify preferred leadership styles, and specific leadership attributes valued by Generation Y. The research will contribute to the current knowledge by focusing on Generation Y when they are at a stage in their lives where leadership preferences are more established.

The figure below are the summarize of Generation Y, which are consisted of six main categories; General characteristics, Core values, Patterns/Focus, Motivational preference, Leadership Preferences and Definition Characteristic.

General Characteristics	Core Values	Patterns / Focus
<p><b>MOTTO: “Work as part of lifestyle”</b></p> <ul style="list-style-type: none"> <li>• Realistically optimistic</li> <li>• Confident</li> <li>• Personally goal oriented</li> <li>• Undisciplined and unstructured</li> <li>• Cooperative</li> <li>• Curious and novelty seeking</li> <li>• Technology experimenters</li> <li>• Fun seeking</li> <li>• Environmentally concerned/ social conscience</li> <li>• Education orientated (self and others)</li> </ul> <p><b>Determined</b></p>	<p><b>Achievement</b></p> <ul style="list-style-type: none"> <li>• Empathy</li> <li>• Cooperation</li> <li>• Openness</li> <li>• Community</li> <li>• Creativity</li> <li>• Originality</li> <li>• Adventurousness</li> <li>• Competence</li> <li>• Knowledge</li> </ul> <p><b>“Value my expertise”</b></p>	<p><b>Living in parental home or only recently independent of it</b></p> <ul style="list-style-type: none"> <li>• Trying many things for themselves for the first time</li> <li>• Experiencing different kinds of tasks and work</li> <li>• Discovering a new partner, friends and colleagues</li> <li>• Generally optimistic about the future</li> <li>• Building their resume</li> </ul> <p><b>Discovery Enthusiasm</b></p> <p><b>Exploration</b></p>

<b>Motivational Preferences</b>	<b>Leadership Preference</b>	<b>Definitional Characteristics</b>
<p><b>Offer them intellectual challenges and projects</b></p> <ul style="list-style-type: none"> <li>• Give them the opportunity to use systems and technology where they can</li> <li>• Give them room to solve problems for themselves as much as possible</li> <li>• Offer them scope to satisfy their need for curiosity</li> <li>• Give them rewards for building personal competence</li> </ul> <p><b>Offer them: personal &amp; public chance to develop</b></p>	<p><b>Leaders should create the room for as much autonomy as possible</b></p> <ul style="list-style-type: none"> <li>• Leadership should focus on setting broad and challenging targets and milestones</li> <li>• Leaders should operate within flat reporting structures</li> <li>• Prefer leaders to allow a lot of individual freedom and independence</li> <li>• Good leadership is creative and inclusive</li> </ul> <p><b>Leaders should have competence</b></p>	<p><b>Discovery Enthusiasm Exploration</b></p> <ul style="list-style-type: none"> <li>• People in this group clearly have most of their future ahead of them, but perhaps uniquely see themselves as being able to learn from the errors of the past in order to create a better tomorrow.</li> <li>• Values for this group therefore center around creativity, innovation and originality but also around building personal and group competence and knowledge on a life time basis.</li> </ul>

### **Leadership Definition**

Leadership can be defined as ‘the process of influencing people to accomplish goals’ (Huber, Maas, McCloskey, Scherb, Goode & Watson, 2000,p. 253). So leadership is the leaders’ mission to make their employees do their jobs in order to accomplish objectives. And leadership style is “the different combinations of task and relationship behaviors used to influence people to accomplish goals” (Huber et al., 2000, p. 253). Leaders have different styles to make their employees accomplish a collective objective. They have different ways in approaching and communicating

with their employees to achieve a common goal. Today's employees have the tendency to have more demands than in the past. In the literature, there are different kinds of leadership styles. The differentiate in leadership style are used to indicate leadership preferences. For leaders it is important to know that what Generation Y has certain traits, values, attitudes and wishes so that leaders might adapt their behavior in an appropriate way to approach with them.

### **Leadership schools**

The practice of leadership has changed considerably over time, the need for leaders and leadership. The research examines the historical development of leadership theories provides some necessary perspective as well as context.

#### **1. Leadership Traits**

Traits were viewed as “givens”—something that was there at birth—inborn, fixed, and applicable to, and in, any circumstance (Hollander & Offermann, 1990). The shortcomings of the theory though, were that it did not take into account the myriad different circumstances faced by leaders nor the vast differences in the types of individuals being led.

#### **2. Leadership Behaviors**

The behavioral approach makes an effort to identify exactly what good leaders do on the job and then draws correlations between those specific behaviors and their leadership effectiveness. Research in this area basically identified two different dimensions of leadership behavior – one focused on the task and the other on the people or interpersonal dimension (Yukl, Gordon, & Taber, 2002; Yukl & Van Fleet, 1982).

The task aspect of the leader's behavior focuses on job accomplishment or goal achievement. Leader behaviors here would demonstrate concerns regarding production, the exercise of directive leadership, efforts to initiate structure and supervision or oversight. The people focus or relationship behavior would be demonstrated by concern for people, offering supportive leadership, focusing on the

feelings of individuals, their comfort, showing appropriate appreciation and making efforts to reduce stress. Leaders demonstrate these behaviors in an effort to promote satisfaction among group members, facilitate the development and maintenance of harmonious relations in the work place, and retain the social stability of the group.

### **3. Situational Leadership**

As investigation into leadership behaviors evolved, it became clear that the situation or context within which leadership is exercised is important as well. Some specific personal characteristics that were associated with leadership in the studies they examined—extroversion, dominance, etc. As a result of their work, they determined that diverse situations could place decidedly different burdens on leaders. Thus, leader traits, for example, were relevant only to the degree that they pertained to the task under consideration. The effectiveness of a leader's behavior could be dependent on a number of situational factors—the extent of the leader's authority and discretion, the nature of the work performed by the organization, the attributes of the subordinates, and the nature of the external environment. This view was consistent with what had found—that a leader's success was tied to his ability to understand both his followers as well as the environment, and then respond to both as required by changing circumstances. Situational leadership theories can be categorized as trait or behavioral depending on the researcher's judgment as to whether the leader's actions reflect either innate skills (traits) or simply the leader behaving in a way in response to the demands of a specific situation (Hollander & Offermann, 1990).

### **4. Contingency Leadership**

Contingency Leadership combined result of both the qualities of the leader and the demands of the situation. These requirements interact to ensure leader qualities are consistent with the encountered task (Fiedler, 1961). Contingency Leadership Model was based on the idea that effective leadership was situation dependent. The leader had to be prepared to address effectively a host of situational variables in order to make intelligent decisions regarding his actions and this was predicated on the idea that both worker performance and satisfaction were influenced by the behavior of the leader. The leader's task was to ensure workers understood the goals, reduce or

eliminate any impediments to goal accomplishment, and work to increase the employee's satisfaction while achieving the goals. However, their model emphasized leader behaviors not traits and introduced the idea of the leader being concerned for follower development. Matching the leadership style to the ability of the followers to actually perform the task was an important new dimension of this theory.

### **5. Transactional Leadership**

Transactional leadership assumes that people are motivated by reward and punishment, Social system work best with a clear chain of command. When people have agreed to do a job, a part of the deal is that they cede all authority to their manager. The prime purpose of a subordinate is to do that their manager tells them to do. Transactional leader works through creating clear structures. Work requirements are clear. Punishments are not always mentioned, but they are understood and formal system discipline are usually in place. Transactional leader often uses management by exception, working on the principle that if something is operating as expected then it does not need attention. Transactional leadership on the other hand provides rewards when a specific behavior is achieved. This type of behavior is known as contingent rewards. A transactional manager also works on seeking out unwanted behavior and correcting that behavior through negative reinforcement (Northouse, 2001).

### **6. Transformational Leadership**

A Transformational leader focuses on inspiring followers to move beyond their potential, challenging them intellectually starts with the development of a version, a view of the future that will excite and convert potential followers and create the trust and also rely on personal integrity.

The leader must buy in completely. One of the methods, the Transformational Leader uses to sustain motivation is in the use of ceremonies, rituals and other cultural symbolism. Small changes get big hurrahs, pumping up significance as indicators of real progress. Overall, they balance their attention between action that creates progress and the mental state of their followers.

### **Leadership preferences**

There is a relationship between satisfaction and leadership. The definition of satisfaction as a multifaceted construct that includes employees' feelings about a variety of both intrinsic and extrinsic elements. It includes the specific aspects of satisfaction related to pay, benefits, promotion, work conditions, supervision, organizational practices and relationships with co-workers. Expected and received leadership leads to satisfaction. During focus groups it became clear that employees from generation Y are expected to experience an enhancement in leadership satisfaction when there is less difference and more similarity between expected and received leadership preferences. Of course, a leader cannot offer a certain leadership behavior in its pure form; probably most of the time leaders blend leadership behaviors. But there are certain traits that a leader might have or practice in order to increase his or her employees' leadership satisfaction.

Focus groups have been used in order to explore the research question. The process of the study is explained in the method section.

### **Leadership Attributes**

Managers and professionals in different generational cohorts differ to some extent in the leadership attributes they consider important. Research on Generation Y has determined key attributes that most admire in their leaders. Generation Y most commonly admired a leader with Transparency and honesty, determination and loyalty (Arsenault, 2004). It can be seen that with the exception of honesty, Generation Y has different leadership expectancies. This research on attribute preferences captured a younger Generation Y. Generation Y has a desire to make a difference in the organizations, so the question then becomes, how do leaders engage this group to ensure they direct that energy towards a benefit for the company. What Generation Y look for in leader. To investigate this issue I considered different leadership styles and discovered that the transformational style of leadership fit well with our current knowledge about the generation.

## **CHAPTER III**

### **METHODOLOGY**

#### **Focus groups**

A focus group is a small discussion group where a few people talk about a certain topic. This study has made use of focus group, who born between 1980-1994. To determine if the participants fit my definition of Generation Y, I asked them what year they were born in. I consider individuals born within these years to belong to Generation Y. I used the recruiting friends, colleagues and co-workers as participants. The focus groups are an instrument to investigate people's opinions. People are both able to report factual data and interpreting this data and to discuss opinions, feelings and perceptions. Thus, the opinions, feelings and perceptions of the employees towards leadership preferences are explored. Participants had the opportunity to express their opinions and feelings towards leadership preferences. The discussion, participants might have come up with ideas, memories, opinions and feelings, these can result in rich, in-depth insights and qualitative information on the inner workings of an organization that are difficult to obtain through other data collection methods. Participants can build on each other's thoughts to provide a broad perspective. The flexibility of focus groups allows unexpected ideas and viewpoints to be explored. A large amount of data can be collected relatively cheap and fast; what also counts for this study's focus groups, much data was collected within an hour. Focus groups can facilitate support for organizational improvement efforts on the basis of personal participation and involvement.

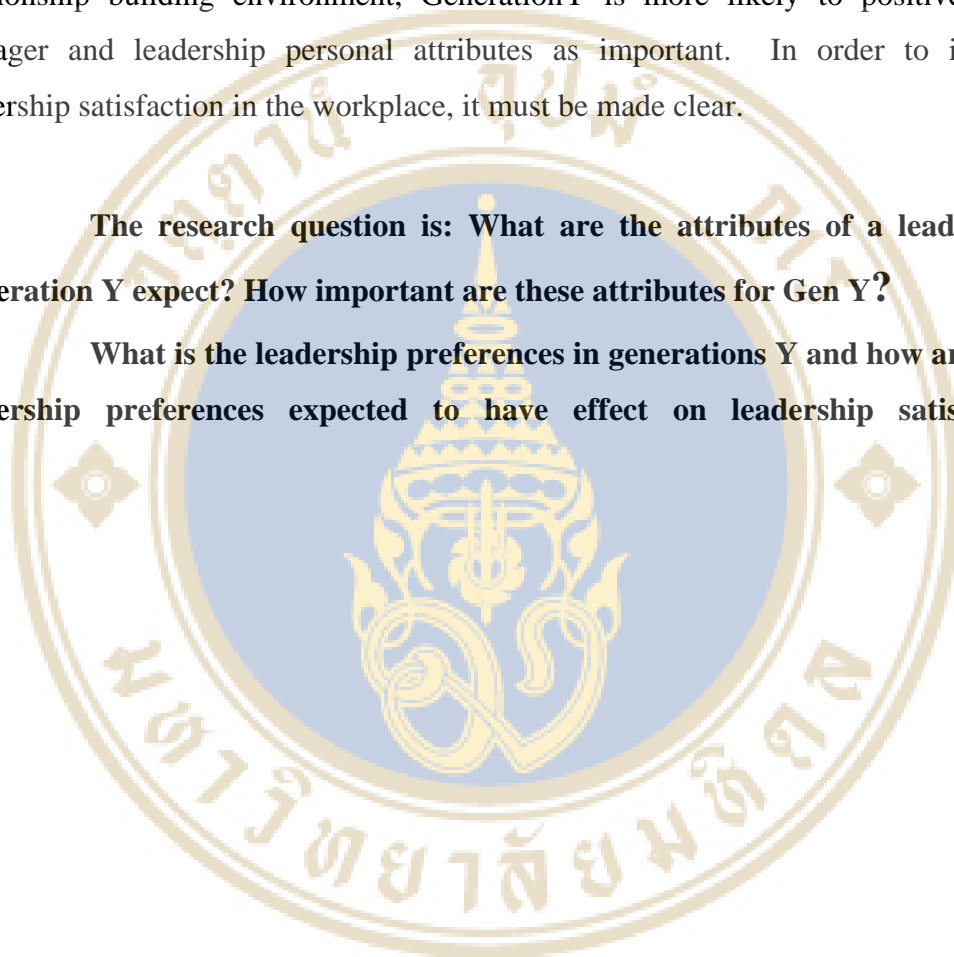
My study was designed to collect data from this young generation, which has now had time to mature, enter the workforce and subsequently gain more exposure to different leaders and leadership styles. Generation Y has a desire to make a difference in the organizations they are a part of so the question then becomes, how do leaders engage this group to ensure they direct that energy towards a benefit for the company. Moreover, the attributes that Generation Y looks for in a leader. This study

also confines satisfaction to the employee-leader relationship because the focus is to explore what leadership preferences might lead to leadership satisfaction.

This is relevant to know because leadership is the best satisfier for and each employee might have different leadership preferences. Moreover, with fewer differences in expected and received leadership, satisfaction will be higher and prompt feedback is also an integral component of leading Generation Y. Due to this relationship building environment, Generation Y is more likely to positively rate manager and leadership personal attributes as important. In order to increase leadership satisfaction in the workplace, it must be made clear.

**The research question is: What are the attributes of a leader that Generation Y expect? How important are these attributes for Gen Y?**

**What is the leadership preferences in generations Y and how are these leadership preferences expected to have effect on leadership satisfaction**





## CHAPTER IV

### FINDING

#### Basic Data (Interview)

Firstly, I make an appointment with my focus group of 8 people for an interview and discussion. There are four males and four females. Four of them currently studying of Master and 4 graduated Bachelor. They are working full time in various companies for instance KBANK, 2 from EGAT, Brother company limited and 4 from CK Power Public company limited. They are in the age of 25 – 31 years. They work in Secretary, HR, Customer service, Administration and Engineer.

#### **The basic data of interviewees;**

Item	Male	Female	Age range	Education
Generation Y	4	4	25-31	Degree/ Master degree

#### **Discussion of Findings**

##### **First perspective Leadership preference in Generation Y**

The results for the traits and attributes studies were compiled to prove that Generation Y admired leadership attributes would reflect the profile of generation. Generation Y prefers leaders that are Influence, Autonomy, Transparency, Inclusion, Mentors and Supportive leaders, Less role charity and less of manager led career. These traits coincide with the high preference for idealized influence under the transformational leadership style. Thus, the finding indicates that generation Ys profile of attributes should be reflected in the leadership style of their managers or leaders. These results suggest that leaders/managers should modify their style of leadership when leading those in the Generation Y cohort group. In addition, the leaders have to

show a degree of personal accountability and incorporate moral aspects—such as Transparency—into their leadership style. The finding that Transparency is a key factor in leadership is important in generation Y is further highlighted by the personal accountability trait preferred in leaders.

### **Transparency**

Generation Y grew up in glass houses. They are comfortable with transparency. They believe leadership should be the same. Therefore, leader should be straight with them. Openness and transparency in communication is particularly important – Gen Y see through spin in an instant. They are more engaged when they are able to learn and understand as much as possible about their employer and their assignments. Open and honest communication is essential, as is two-way feedback. Striving for greater transparency can help keep them invested in a company’s business goals and objectives. And by leveraging the technological skills of Generation Y, greater workplace efficiencies can be achieved. They believes that “Power is gained by sharing knowledge, not hoarding it.”, the engineer group from CK Power Public Company said. Generation Y want to know much more about the companies they work for and become skeptical when they are kept in the dark about important decisions and discussions.(e.g., “Openness and honesty is very important, especially in uncertain times a leader has to be honest”)

### **Influence**

Generation Y has always been praised and rewarded for “Thinking outside of the box.” Indeed, they were not told that coloring outside of the lines was “bad” or “wrong.” They were complimented and praised for their creativity, innovation and resourcefulness. The trees didn’t have to be green and the sky didn’t have to be blue. They prefer the leader who encouraged to use their imaginations to crate picture from their own ideas and inspiration. They bring that kind of thinking to the workplace. “Let’s try a different way and see what happens.” “I wonder if it would work better to” “Let’s try it and see what happens.”

However, Gen Y is actually presenting their thinking for discussion – not for conclusion. They value the discussion and innovative ideas. They aren't demanding agreement. They are asking for discussion and praise for new thinking and new ideas

### **Challenging work and Autonomy**

They want to move rapidly, they want global assignments, they are willing to embark on short term assignments, and they want development. Generation Y view flexibility in when and where one works as a sign that they are respected in the workplace. As leaders, Generation are expected to be open to non-traditional behaviors and to provide opportunities for autonomy and flexibility. Realize that the boundaries between work and play are blurred for Gen Y. Gen Y expect to mix both “ why not keep up with a mate on Facebook at work and do a bit of work in a spare 10 minutes at home(or in a Starbucks hotspot or on the bus)” “I like a challenge, when somebody is not provoked and has to do the same thing over and over again, it will probably result in bad performance” and “I want to be challenged and this can be done by setting good targets” “The best way to get good results is to give people ownership of their work.”

This generation delivers the best performance when they have a challenging mission to accomplish. Therefore setting challenging targets stands out in the results for generation Y. Generation Y is more willing to fight for freedom. Consequently, generation Y prefers autonomy and empowerment.

### **Mentors and Supportive leaders**

When considering all the facets supportive leadership behavior includes. Employees from generation Y want feedback, which includes a helpful and coaching leader. This generation skips around from job to job is lack of support and understanding from managers. Few of interviewees said that “A mentor would help them become a better and more productive employee” Yet, they believe their organizations could do more to develop future leaders. Most important of all, they want to be recognized for the collaborative, innovative, optimistic and socially conscious generation they are (e.g., “It is nice if I need anything, there is a leader who

can coach me” “I like it when my manager pays attention to my needs” and “A leader should be there not only for a personal career but also for the employees”) Supportive leaders try to establish a desirable climate between themselves and their employees. Employees from generation Y want feedback, which includes a helpful and coaching leader.

### **Inclusion**

The word “inclusion” is vitally important, which showed that work teams that feel highly included deliver higher performance than those in which employees do not feel “included.” Generation Y grew up in a world where gender, race, sexual orientation, and age were widely diverse. They expect and prefer to be lead in an inclusive way. “I would like my manager to involve me in everything” and “Give me freedom and once in a while allow me the opportunity to make decisions”

### **Less role charity and Less of manager led career**

Generation Y don’t only want less structured jobs, they also feel less committed to a strong relationship with one manager. They had access to their peers and friends online all the time rather than have to go to one manager for help, they want to build a whole network of peers and compatriots to work with. This is not to say that leadership and management is not important, young people want open, honest managers more than ever. But they are happy to operate in a culture where they get support from many mentors, not just “the man in the corner office.”

This result was reflected an important aspect of leadership in the findings. This examined further and may suggest the need for organizations to evaluate managers not strictly on performance outcomes but also their attitudes towards work.

### **Second perspective Leadership preference and Satisfaction**

This finding shows that when leaders choose to use certain leadership satisfaction related factors such as Autonomy, Challenging work and Supportive leadership. Some are valued specifically by generation Y e.g., “With satisfaction it is highly important that one has the ability to decide his or her own working distance and

time, so flexibility is really important” For generation Y challenging work and autonomy are the factors that are valued the highest to increase leadership satisfaction. This can be explained because generation Y is more willing to fight for freedom than other generations and this generation prefers to be exposed to challenging targets.

It is of great importance for organizations that their employees are satisfied. For example, satisfied employees show low turnover rate and also less absenteeism. Therefore leaders should be engaged with employees’ leadership satisfaction. The reason why I link between leadership and satisfaction is that they are interrelationship that personal qualities of the leader are also important to leadership satisfaction. Traits such as being approachable, respected, motivated, visionary and easy to work with are qualities that are highly concerned. Support from senior management in the form of clear goals and priorities, adequate resources, appropriate schedule, and a sense of commitment also increases satisfaction employee can have in a job.

Regardless of what generation we were born in, it would benefit us all to be supportive of one another, given the changing face of business. Making a difference, work transparency, frequent feedback, teamwork culture are what keep Generation Y engaged and satisfied in our jobs. However, the findings do not indicate specific attribute that would assist leaders in managing Gen Y.

## **CHAPTER V**

### **RECOMMENDATION**

With the knowledge which generation prefers which leadership attributes, a leader might establish the most preferred behavior for generation Y. When leaders want to enhance employees' leadership satisfaction, they could communicate well, show trust and transparency in their employees, give autonomy and create more flexibility.

The recommendations which follow are examples of useful ideas from a sampling are offered to help leader/manager get started.

#### **1. Initiatives to foster mutual support and understanding between Generation Y and their managers**

This can be advanced through the implementation of two types of training:

1. Provide training on intergenerational dynamics which offers concrete strategies to build a better sense of community within teams.
2. Provide “soft-skill training for Millennial hires” that addresses such issues as:
  - a. Assimilating into a new workplace culture
  - b. Working with team members assertively and diplomatically
  - c. Learning how to receive and process feedback
  - d. Learning how to approach a supervisor to seek mentorship and set long-term career goals
  - e. Developing strategies to combat misperceptions about Generation Y, such as reverse mentoring to more effectively leverage their strengths.

## 2. Collaborative discussions that foster innovative thinking

This can provide valuable insights to help bridge generational divides and develop the next generation of leaders, where business leaders offered their tips for creating a thriving workplace where they can learn to lead. The recommendations centered on:

1. Communication and Transparency Open and honest communication is essential, as is two-way feedback. Striving for greater transparency can help keep Generation Y invested in a company's business goals and objectives. And by leveraging the technological skills of them, greater workplace efficiencies can be achieved.

2. Management Style By being intentional about leadership development, current workplace managers can incorporate teachable moments into their day-to-day activities. The development of two-way mentorship programs can encourage people to connect at both the professional and the personal level. Another part of effective management is to delegate more efficiently which provides stretch opportunities to Generation Y. And it is also important to keep in mind that they expect to bring fun into the workplace - something that can benefit all generations.

## CHAPTER VI

### CONCLUSION

These results may offer a basic framework on how leaders and managers should adjust their style in accordance to generation Y's needs. This being said generation Y prefers transformational that inspire them by influence and transparency in workplace. However, the findings do not indicate specific behavior that would assist leaders in managing Generation Y. The findings may also suggest that there is a possible link between the profile characteristics of generation Y and their preferred leadership style.

Given the preference for leaders who have Transparency, idealized influence, Challenging work and Autonomy, Mentors and Supportive leaders, Inclusion and Less role charity and Less of manager led career may have promote satisfaction within their organizations in order to have strong leadership.

The study provided answers to what in leadership preferences between in generation Y are and how these leadership preferences are expected to have effect on leadership satisfaction. Leaders could use this study's findings to establish the proper behavior for managing them.



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**APPENDICES**

## APPENDIX A

### Discussion Guide

#### Introduction of focus group (5 min.)

- Greeting, introduction
- Purpose of focus groups
- Explain ground rules
- Recording equipment
- Confidentiality of comments
- Individual opinions (no right or wrong)
- Speak one at a time as clearly as possible and listen to each other

#### Questions (45 min)

What are important characteristics of a leader?

What behavior or qualities should a leader poses to ensure a good climate or culture?

What behavior or qualities should a leader poses to ensure high or good performance?

What behavior or qualities should a leader poses to ensure high satisfaction?

What behavior or qualities should a leader poses to ensure high engagement?

What behavior or qualities should a leader poses to ensure trust?

What are the attributes of a leader that Generation Y expect? How important are these attributes for Gen Y?

What is the leadership preferences in generations Y and how are these leadership preferences expected to have effect on leadership satisfaction?

#### Closing session

- Short summarize outcomes focus group
- Any questions or comments
- Thanks respondents