THE IMPACT OF MANAGEMENT STRATEGY
TO GENERATION Y EMPLOYEES

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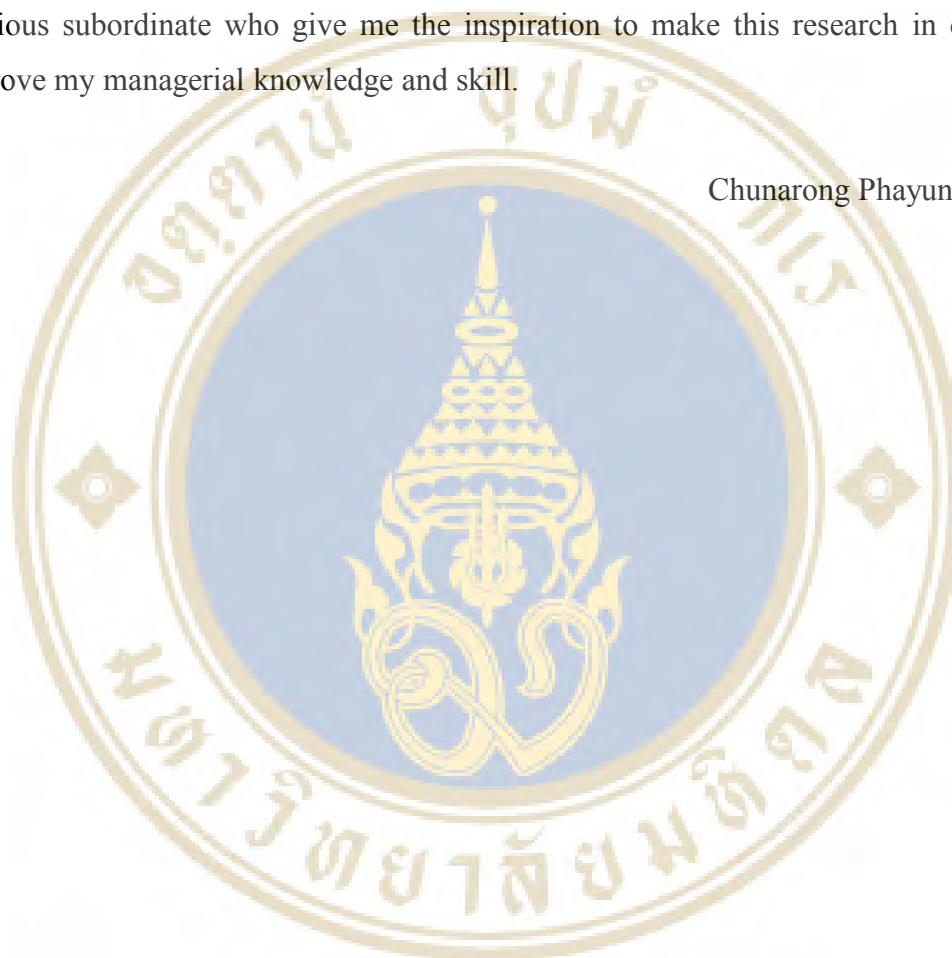Ph.D.   Ph.D.
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ABSTRACT

The objective of research is to find out about impact of different management strategy to generation Y employees and provide suggestion to managers who have generation Y subordinate in order to improve the work quality and leverage the unique strength of innovation. The research is conduct by the studying from previous research related to generation Y and management strategy to design the interview questions for qualified generation Y employees who have direct and indirect experience to work with line manger which adopt the different management strategy .The feedback from the face-to-face interview is used as a raw date to analyst the attitude of generation Y toward different management style. For the result, generation y employees prefer to work with manager who adopt consultative and participative style because it create the motivation to accomplish tasks with innovative process while the directive style have a negative impact to the motivation of generation Y employees.

KEY WORDS: Generation Y employees/ Management style/ Motivation of generation Y employees

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CHAPTER I
INTRODUCTION

Demography of the labor market is changing because of the new generation employees who just enter into the labor market. Generation Y, also known as The Millennial Generation, are defined as people born between the years 1981 and 1999(Lancaster & Stillman, 2002). They were born in the era that computer and internet as the common part of their daily life so they can easily access data worldwide. The generation Y behavior is perceived as high self-confidence, impatience and high expectation in their career path while the unique advantage of this generation is the business innovator so some organizations consider generation Y employees as the future management of their organization and believe that they could have the employees who can create high productivity and efficiency through the innovative work process, leveraged from the natural innovator of this generation. By the way, most companies are facing the challenge from the unique behavior of generation Y employees because of the disruptive communication across the generation. At this moment , most organizations are running by having the top managements in the baby boom generation who value the hard- working and high loyalty with organizations while generation X are the middle level managers who value in the work-life-balance and generations Y employees, majority of subordinate, are running the daily operation.

The key role and responsibility of top managements is to transfer the work culture and paradigm to their employees by using the proper management manners and also create right corporate culture for the new generation in organization. The differences in culture and value between generations become the major obstacle of those managements, especially with generation Y employees. Some top managements and managers choose to adopt the dominant strategy to force generations Y employees working on their way because it's proven by the success story of those managers. The result of dominant strategy is unclear while some generation Y employees feel

difficulty working with their boss and give up for their career development in organization by showing the low contribution or changing their job easily. Some employees design to be an entrepreneur by starting the side-business to serve their own expectation rather than focusing on   permanent job only. The impacts to the organization are reflected from low employee satisfaction, high turnover rate and coordination problem which are the key performance index to measure the success of organizations.

Hence, some organizations decide to adapt their management style to be more flexible in order to retain the generation Y employees and leverage their strengths of innovation rather than directly dominate them. For example, Kasikorn Bank, one of the prestigious banks of Thailand, is facing the challenge from changing of their employee structure. In 2013, generation Y employees are 53% while generation x and baby boom staffs are only 30% and 17% respectively of total 17,404 employees. The employee structure shows the big change compared with the year 2000 which generation Y employees was only 0.1% of their total staffs. Besides, the turnover of employees who have work experience less than 2 years growth double compared with the past. Kasikorn Bank realized the change and the impact of the unique behavior of generation Y employees and prepares the appropriate solutions to retain their staffs such as improving the working environment, IT system development and staff recruitment procedure. Moreover, The CEO also encourages managers to learn the right approach to manage and govern generation Y employees (Thitaree Likittarm, Bangkokbiznews 2013). However, most organizations in Thailand are top-down management style so the decision engages by top managements and managers mainly. The organizational structures of Thai's organizations are also the high hierarchy structure which might not encourage the working condition for generation Y employees. Many organizations might face the difficulty to change their management style and traditional culture over the night.

According to the study of Price Waterhouse Coopers, generation Y will be 70% of the world labor force and they will become the majority of employees in the organization so It is very important for managers to learn about the proper management strategy for generation Y employees because the right strategy would create the motivation for generation Y employee to work with organization and also

maximize their contribution to organizations led to long- term benefit for the organization. Otherwise, the inappropriate management strategy might be the cause of many organizational issues in the future such as low employee satisfaction, high staff turnover rate and low employee engagement which impact to the fundamental element of sustainability for organizations.

Research Question

- What is the impact of a management strategy to generation Y employees?

The Research Objective

- To understand the relative impact of management strategy with generation Y employees in an organization.
- To suggest the appropriate management strategy to attract generation Y interest and maximize their contribution to the organization.

Research Scope

This research would study the characteristics of generation Y from the previous literature related to generation Y characteristics to develop the specific interview question concerning with different management strategy. The face-to-face interview is conducted for 3 generation Y employees who are qualified according to below criteria.

- Target group: Male of female employees, age 25 – 31 years, working in the same company
- Working experience with different management style

The answers from all interviewees are used as raw data to analyst the attitude of generation Y employees toward the different management strategy. The suggestion is develop from the strategy that receives the positive feedback and ability to motivate generation Y employees to show the contribution innovatively to organization.

CHAPTER II
LITERATURE REVIEW

2.1 Generation Y employees in organization

Generation Y employees are expected to have the significant influence for organizations and will be the majority workforce to drive the future business but the characteristic of generation Y who are highly educated, technically and technologically literate, not averse to risk could be a threat for the organization as well so organizations should understand the motivation of this generation and find the proper way manage and influence them. Previous research related to generation Y has been conducted worldwide to understand their common background and mindset in order to motivate them to retain and create the productivity for organizations. Besides, some researches also study the different behavior and motivation between generations to find out the proper management strategy between different generations.

2.2 Perception of generation Y employees about the good managers

In year 2008, Asa Rollsjo conducted the study about Attraction and Retention of Generation Y Employees as part of bachelor level at the University of Kalmar. The purpose of a thesis is to present the discussion about the organizational conditions that attract and retain generation Y employee and the method of study is divided into 4 steps. The first step was to collect secondary data about the work and career preferences of Generation Y. The second step was to use relevant theories to analyze that data. The third step was to investigate these conditions in an actual organization, i.e. to test the preliminary conclusions drawn in step two on primary data. The fourth and final step was then to analyze the primary data in order to refine the conclusions. The primary data was collected from the semi-structured interview

with the sampling group by asking the question and organization issue such as management style, growth opportunity, working environment.

The result of the management perspective shows that Generation Y wants a good manager. For example, this means a manager who is a *nice guy*. That includes someone who is easy to get along with, have a sense of humor, and who the Y'er can spend time with during and after the workday (Parment, 2008; RHI). Having a manager who is just a nice guy is, however, not enough for Generation Y. They also want their manager to support and mentor them. Another aspect of management that is important to Generation Y is the leader's ability to balance the role of boss and team player. Generation Y wants a manager who will give them the overall objectives and the goals of a project, but who will let them solve problems and tasks their own way. These roles of boss and team player, and the balance between them, are explained in the literature using the expression loose-tight leadership (Sagie & Koslowsky, 2000).

The research conclusion analyst from the primary data that was collected from the people who live in the same company which have the good condition for generation Y employee so the response from them about management might not represent the population of generation Y who are also working in the different working condition so the primary data collection could be improve from choosing the sampling from different organization to increase the diversification of respondents.

2.3 Influence of management strategy to the motivation of generation Y employees

Some researchers study about the influence of management strategy to generation Y employees. In year 2010, Justin Meier had conducted the study about Generation Y in the Workforce: Managerial Challenges which publish in *The Journal of Human Resource and Adult Learning Vol. 6.* This paper takes a look at the next generation, Generation Y, as it enters the workforce. This research specifically targets Gen Y'ers that has been in the workforce for a few years. The survey questionnaire was developed and administered online through a website dedicated strictly to the data collection process, SurveyMonkey.com. Demographic data included age, race, gender,

education level, length of time at current job, number of employers since entering the work force, and salary range. The two open-ended questions were: (1) "Which job characteristics do you feel have been the most important or motivating to you as an employee who has recently entered the work force? Please give details if possible." and (2) "Which characteristics do you feel have been negative or un-motivating? Please give detail." The result of study was analyzed from total 123 respondents which show the different feedback for several issues related to organizational and condition which create their motivation or un-motivation to work such as leadership, growth, promotion, support etc.

The categories of "Leadership" and "Salary" were mentioned by each of the respondents. As such, these two factors may be considered the two most influential factors and may have the greatest impact on Gen Y employees. The "Leadership" category captured all responses relating to management style, supervisory practices, and supervisor/employee relationships. In the "leadership" category, 54% of the respondents asserted that leadership was a motivating component of their work environment. Statements reflecting these positive comments included: "fantastic mentors and supervisors," "good boss," "doesn't micro-manage," "easy to work with," "enthusiastic," "ethical," and "admitting mistakes and not blaming others." The 46% of the respondents that characterized leadership as a negative work component used descriptors such as: "micro-manager," "authoritarian „one-way or highway," "bad boss," "boss whose mood fluctuates," "disorganized," "very rude and demeaning," "lack of honesty," and "doesn't practice what he preaches. From this study we found that the leadership and management style have the biggest influence the motivation of generation Y employees to work effectively in the organization. The "good boss" in the meaning of generation Y is directly concern with leadership paradigm of manager. The information obtained from this study can serve as building block for future studies. However, the response rate from the survey is only 17% from 500 participants and the duplication response might happen because they use several channel to distribute their questionnaire.

2.4 Generation Y employees become the challenge for managers worldwide

Managing the generation Y employees becomes the common challenge for manager worldwide. Sie Honore conducted the research for Ashridge Business School about generation Y and their manager around the world and define Gen Y is not a group of homogenous clones. It is made up of individuals with a wide range of skills and behaviors. Yet some common trends have appeared in both this generation and the workplace that require attention and analysis. The objective of research is to explore the manager-graduate relationship in the first few years of work and expectations of managers, graduates and organizations for their future leaders and investigate Generation Y outside the Western world, focusing on the Middle East, India, Malaysia and China and the expected outcome of the research is to provide in-depth examples/case studies, international comparisons and recommendations and suggestions based on experience. The research method was arranged to the online survey questionnaire in the multiple choices in order to make processing easier and Interviews/focus groups were also conducted with recent graduates with fewer than five years of full-time work experience, together with managers/HR staff and senior executives who have experience of working with Generation Y employees. The survey was completed by 2895respondents of whom 1106 were managers and 1789 were graduates. From the result of survey and interview, the biggest concern for the worldwide managers they interviewed is the issue of retention of young people. According to the figure 1, Members of Gen Y tend to stay in a job for two years. Only 57% intend to remain for two years in the UK; the figure is 62% from India and 75% from the Middle East. Malaysia has the most loyal graduate employees with 87% intending to remain for two years. 22% of Indian graduates intend to leave their jobs as soon as possible.
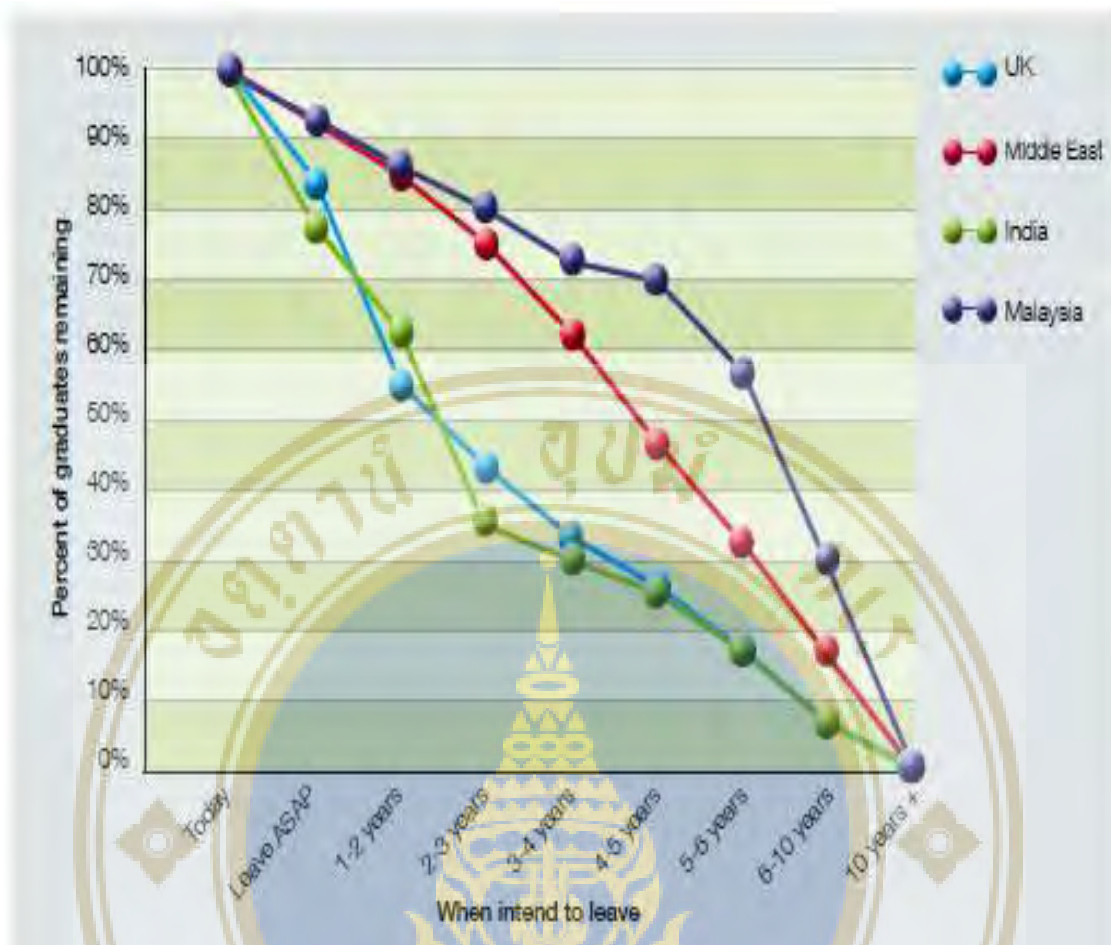
Figure 2.1 Intention to stay in current job –graduates 'response

Generation Y employees also want and need coaching and mentoring from other staff to improve these people skills and to help them take more ownership for their own development.40% - 70% of graduates want their managers as a coach or mentor, with the Middle East is the lowest and Malaysia the highest. The result also shows that Young people can act as a valuable asset in detecting high quality people managers in the organizations. They compete to work for those key managers. Besides the research is also survey about the challenge of the managers which the biggest challenge for managers is managing the expectations of their graduates. 66% of Malaysian managers claim this is the case. 33% of Indian managers find attracting and retaining young people is their greatest challenge.

Figure 2.2 Biggest challenges for managers of young people

From the research, the different attitude of managers and generation Y employees was found and developing worldwide which impact to the coordination between managers and employees. The result from the different region is consensus but different magnitude. However, the research didn't suggest the common management strategy for generation Y employees.

2.5 Leadership models and management strategy

Kevin Wallace collected the related theory about leadership and management strategy in their literature about Understanding and Manage Generation Y in year 2007. There are several existing models that can be applied when leading and managing people. Examining these models provides supervisors and managers tools when interacting with their subordinates. The knowledge of multiple tools

provides advantages by allowing supervisors and managers to choose or modify a model according to specific situations that are encountered. *Ingrid Bens Empowerment Continuum*

Four-Level Empowerment Grid

	Staff Role		
Management Role			
Level I: Directive Style	Level II: Consultative Style	Level III: Participative Style	Level IV: Delegative Style
Management decides and then informs staff	Management decides after consulting staff	Staff recommend and act after receiving approval	Staff decide and act (preapproval)
Appropriate situations			
Information is sensitive, staff lack skills or experience, or accountability can't be shared	Accountability can't be shared but management wishes input from staff	Staff ideas and active participation are desired, but risk is high or members lack experience to go it alone	Staff have the needed skills and can assume full accountability for outcomes
Effect			
Management control and accountability; staff are dependent	Management benefits from staff ideas; staff are more involved than at level I	Staff take initiative and implement outcomes; management and staff are interdependent	Staff take responsibility and are independent

Figure 2.3 Four Level Empowerment Grid (Bens 2006)

The baby boom Generation is known for working in a hierarchal command structure. According to the Empowerment Grid of Figure 3 and Empowerment Continuum of Figure 4, hierarchal command structures would fall under a directive philosophy, or Level 1. The Empowerment Grid and Continuum are from Ingrid Bens,

a consultant and trainer on various topics, one of them is Facilitative Leadership. The directive philosophy involves managers making decisions without seeking input from employees, decisions are made and employees are expected to comply (Bens 2005).
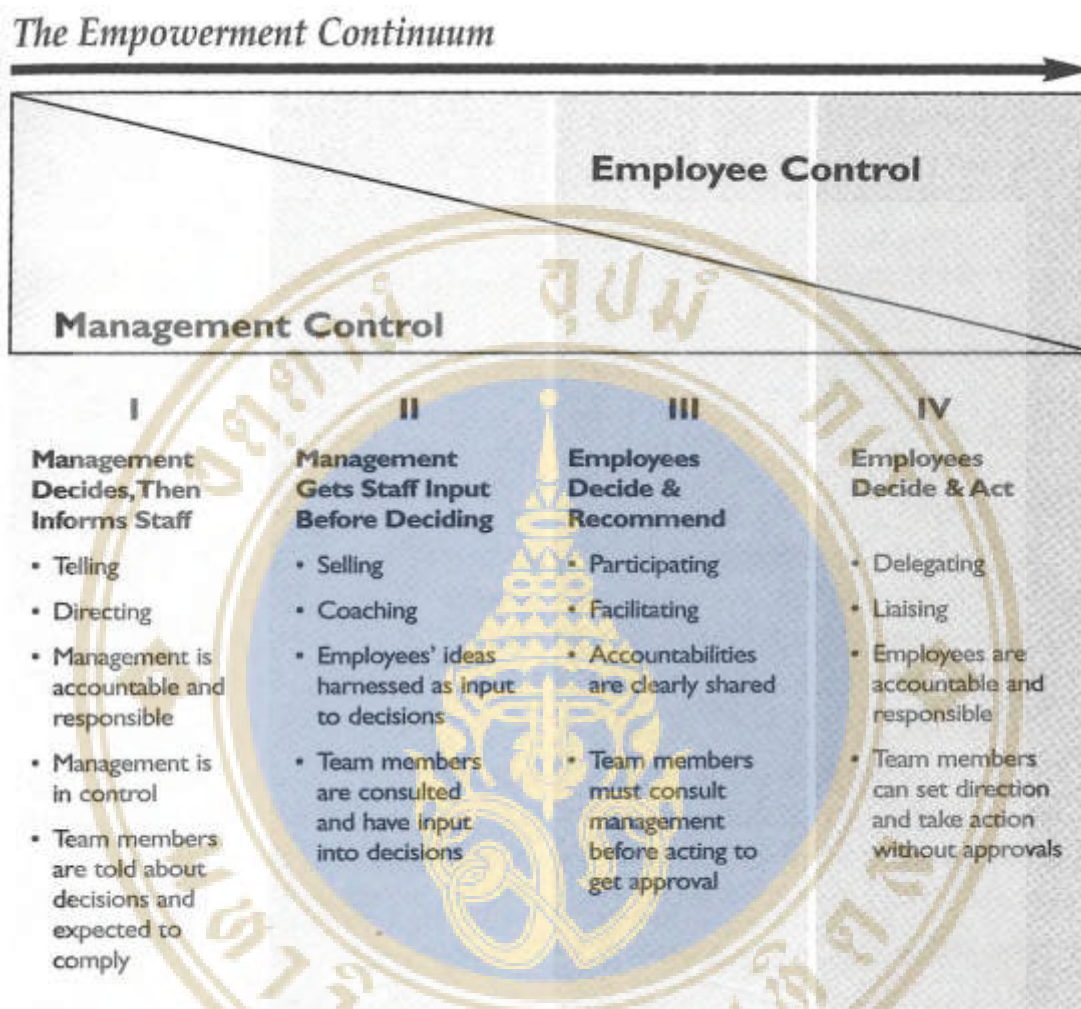

Figure 2.4 The Empowerment Continuum (Bens 2005)

The better option for managers to take is to provide the employee with increased control using a participative or delegative approach on the right half of Figure 3 and Figure 4. By giving the employee some control in decision-making and making them accountable for work, it gives the employee a sense of ownership and pride that will likely lead to increased productivity. Using a high employee control empowerment level has other benefits such as increasing the speed of work completed; managers can be at fault for not providing input or making required decisions in a timely manner. In addition, Generation Y employees are known for working well in

group environments (Deloitte). If Generation Y members work on projects as a group and gain consensus it serves as its own check and balance that enables managers to trust the collective thinking of their employees and use less of a directive or coaching style.

Dr. Abraham Maslow Hierarchy of Needs

Need for Self Actualization
Need to realize our fullest potential

Esteem Needs
Need for achievement, education, competence, and respect

Belonging and Love Needs
Need for love, acceptance, and belonging

Safety Needs
Need for safety and security

Physiological Needs
Need for food, water, shelter, oxygen, and sleep

Maslow's Hierarchy of Needs

Figure2.5 Maslow's Hierachy of needs

Dr. Abraham Maslow is responsible for developing a concept called the Hierarchy of Needs. In his concept, a pyramid graphically depicts that people have levels of needs ranging from basic to self-actualization and that to reach the highest level, Self-Fulfillment; people must satisfy their needs on each lower level first. Maslow also contends that if a lower level need previously attained is no longer attained, people are motivated to meet the lowest unrealized need. The model is built upon a principle of employee motivation. The five needs in order of fulfillment are Physiological; Safety and Security; Love and Feelings of Belonging; Competence, Prestige, and Esteem; and Self-Fulfillment. At the lowest level, basic/physiological, people must meet their needs for those things necessary to live such as food, water,

and shelter. At the second level, people must obtain a sense of safety and security; these needs are mostly psychological in nature. In the third level, people have a desire to feel like they are part of a group, to have a feeling of acceptance. The need for belonging could be as simple as having strong family ties to feeling like a needed member in a complex work group. The next level of the hierarchy is the need for one's ego or status to be achieved and realized. In the fourth level (Competence, Prestige, and Esteem), people have a desire to become proficient at a task and to be recognized for their proficiency. At the highest level of motivation, Self-Fulfillment, also referred to as self-actualization, people reach a point where they have reached their full potential.

CHAPTER III
DATA COLLECTION METHODOLOGY

In order to fulfill the objective of this research, we decided to design my research in four steps: The first step was to collect secondary data about the previous journal and literature related to generation Y attitude toward organizational condition and management strategy. The second step was to use relevant theories and primary information from previous research to develop interview question and conduct the face-to-fact interview with qualified participants to find out their response to the different management strategy. We designed to use the interview to find the qualitative data from the interviewees in order to get the deeper understanding about the attitude of generation Y employees toward the management and leadership style and also get the real data of thinking from individual respondent. The third step was to investigate the answers from respondents as a primary data using the relevant theory about management and leadership strategy to refine the research conclusions.

Figure 3.1 Research methodology

Only 3 interviewees are selected for the interview because of the time constraint and all interviewees are selected according to below criteria

- Target group: Male or female employees, age 25 – 30 years
- Working experience less than 2 years

3 participants are 1 male and 2 female employees who are working with PTT Polymer Marketing Company Limited from different department. PTT Polymer Marketing Company is the company under PTT group which managers in this company have the mix management and leadership style. Some managers apply dominance strategy with their subordinate and centralizes the decision making through the limited authorization. Some managers apply the different approach to their subordinate providing the flexibility and more empowerment so the interviewees have the direct and indirect experience to coordinate with different management and leadership style.

The face-to-face interview with 3 interviewees is conducted by using the Thai language through instructing interview which are no predetermined questions (Bryman & Bell, 2005). The interviewer might have one opening question, or an idea of what topic to discuss, and let the interview evolve like a conversation from there. The interview questions are specifically designed the interviewee to answer the question related to the objective of this research and describe the impact of different management strategy in detail and expected to use the answers as primary data leading to the conclusion. The interview questions are designed according to below

Q1: Please tell me about your study background and work experience?

Q2: Please describe your position and your responsibility?

Q3: Please describe about your expectation in carrier path in this organization?

Q4: Please tell me about the role and responsibilities of your direct line manager?

Q5: How would you describe the way that your manager leads and motivates you to work?

Q6: In your opinion, what are the attributes of a "good manger"?

Q7: In your opinion what are the attributes of a "Bad manager"?

Q8: Please describe the impact of your manager's style on your work quality?

Q9: Please describe the impact of your manager's style on your motivation?

Data from the interview

Table 3.1 Profile of Interviewees (Refer to the answer from Q1 and Q2)

	1st Interviewee	2nd Interviewee	3rd Interviewee
Gender	Male	Female	Male
Age	29	31	27
Education attainment	Master degree	Master degree (International program)	Master degree (International program)
Education focus	Chemical Science	Marketing	Nano-engineering Economics
Work Experience	4 years Packaging Engineer Product Manager	6 years Customer service officer & Product manager	3 years Market Analysis & Business intelligence and market development
Role and responsibility in organization	Create sales plan and Negotiate with supplier and customer to achieve sales target	Trading business development and coordinate with suppliers and customers to achieve sales target	Access primary and secondary data and conduct information analysis to support the corporate planning

Table 3.2 The feedback from interviewees in each question

	1st Interviewee	2nd Interviewee	3rd Interviewee
Q3	Learning and gain the necessary knowledge from the job and get promote to be manager according to the capability and experience	Low expectation about future carrier because company have a flat organization and high internal competition and also having an idea to establish own business	Expect to have a happiness from the work-life balance and get promote but the ultimate goal is to establish own business

Table 3.2 The feedback from interviewees in each question (cont.)

	1st Interviewee	2nd Interviewee	3rd Interviewee
Q4	Direct and manage team to achieve the sales target of the division and help subordinate to solve the problem or overcome obstacle	Direct and control the overall sales activity but always over role of the routine sales task and use subordinate to facilitate for supportive function only	Manage by assigning tasks to subordinate and approve the quality of reports included providing the suggestion for improvement
Q5	The manager assigns tasks and provide the clearly expectation and target while the process is freely designed by subordinate but the decision is made by manager	The key decision come from the manger only so subordinate only operate following the manger direction. The motivation to work is quite low because no chance to engage in decision process	A manager motivates people by providing trust to subordinate and assign task according to experience and capability. A Manager has also supported as a consultant to make subordinate achieve their tasks as a team.
Q6	-Good leadership skill -Good vision -Ability to make decision and responsibility for the outcome -Fairness -Transparency	-Good leadership skill -Motivational skill -Decision making skill -Interpersonal skill -Ability to develop team work environment	-Ability to balance between work and feeling - Ability to verify the capability of subordinate -Assign people to the right job
Q7	-An bias decision -Only directing but never perform -Decision to benefit certain group.	-High ego (The Manager idea is always right) -Take credit and throw the mistake to subordinate -Unable to deal with change through innovative solution	-The manager who just focuses on task oriented without taking care about the moral of subordinates. -Low leadership skill and ability to deal and adapt with the situation

Table 3.2 The feedback from interviewees in each question (cont.)

	1st Interviewee	2nd Interviewee	3rd Interviewee
Q8	**Flexible:** -Innovative process -Comfortable to achieve task -The work quality might not be the best according to manger expectation **Directing:** -Work quality might be good but no innovative idea and improvement by learning from mistakes	**Flexible:** -The better work quality because of the creativity and subordinate have the opportunity to engage in the decision making process. **Directing:** -Poor quality because the decision belongs to the manager only. -Subordinate feel that manger don't trust them -Subordinate don't want to contribute the idea or proactive to improve the work quality	**Flexible:** -If a manager can create the motivation and trust, subordinate feel more confidence and they might try the best to achieve task above the manager expectation. **Directing:** -Manager who directs every step of the task make subordinate feel no challenge and just complete the task accordingly
Q9	-The manager who has ability to create trust can encourage the subordinate to work with confidence and also motivate them to achieve the goal. -The manager must balance between work & benefit for subordinate to create motivation through reward and promotion opportunity	-If the manger delegate task to subordinate and just act as support and coaching role, subordinate feel that manger trust and recognize in their capability and feel challenged to achieve the task by using the best afford as self- motivation.	-The way that manager handle work and morale of subordinate have a big impact to subordinate. If the manager is reason oriented and understand the characteristic of subordinate, they can put the best effort to their work because they know that manger can support their weak and accept their mistake

CHAPTER IV
RESEARCH FINDING

4.1 The characteristic of generation Y of interviewees

According to the profile of interviewees in table 1, all respondents have a high educational background as master degree and working in a position that they can utilize knowledge of the education directly. Although the 1st interviewee didn't graduate in marketing field but he has good product knowledge than others because the company is selling the chemical product. During the interview, all interviewees show the confidence to handle their tasks according to the role and responsibility of their current position. The characteristic of all interviewees is similar to the common characteristic of generation Y as highly educated, technically and high self-confidence. Because of technical knowledge and high self-confidence, interviewees strongly believe that they are working on the right job supporting by their knowledge and skill from the education to achieve the task according to their role and responsibility. Refer to the answer from the 3rd question (Q3) in table 2 about the expectation for his career, the answer from the 2 interviewees show the high expectation for their career development and 2 interviewees expect to shift from employee to be an entrepreneur and they are working in organization to gain enough knowledge, skill and connection in order to establish their own business.

4.2 The characteristic of good and bad manager from the interviewee's perception

According to the answer of the 6th and 7th question, the common characteristic of good and bad manager defined by interviewees are summarized as below table

Table 4.1 The perception of interviewees for good and bad manager

| Good Manager	Bad Manager
1. Good leadership skill	1. Bias in decision making
2. Good vision ability to motivate subordinate to accomplish task	2. Fail to be a role model
3. Good decision skill	3. Dominance people
4. Fairness orientation	4. Self-credit oriented
5. Good interpersonal skill	5. Change avoidance
6. God people skill	6. Focus on a task only (low people skill)
7. Balance between work and staff's benefit	**7.** Low leadership skill
	8. Responsibility avoidance

4.3 Different management strategy and feedback from interviewees

From the answer of Q5 as the question about the way that line managers assign tasks and motivate interviewees to achieve their task. The 1st interviewee's line manager adopt the consultative management style with their subordinate as the decision still belongs to the manager by using input from subordinate. The 2nd interviewee's manager adopt the fully directive style which the decision is made by manager and subordinate have to comply their operation following the manager's decision while the 3rd interviewee's manager adopts the participative management style by providing the opportunity to design their own process of task and manager role has been just a facilitator and consultant about the quality of work. However the right of final approval decision still belongs to the manager.

The attitude toward the different management strategy can observe from the answer of several questions (Q5, Q8, Q9). The response of consultative and participative style is positive toward their manager leadership behavior because they believe that they are engaged in the decision and also have the opportunity to design their work process and get the support through coaching and facilitating from their managers and they also believe that they can contribute their ideas and innovative solution to improve their work quality while the response from the 2nd interview who confront with manger adopting the directive style obviously show the negative

feedback about their manager behavior who control the whole decision and also show the lowest expectation and motivation for career development. She believes that manager don't trust in her decision and skill. Besides she also believe that her manager look over her job competency though she already had the certain experience in the task.

The different management strategy is also impact to the motivation of interviewees to work with the organization. The 1st and 3rd interviewees who are having the line manager adopt the consultative and participative style feel that their task is challenging and want to have a have a career path in the organization. The 3rd interviewees also mention that he want to provide the work quality beyond than the expectation of line manger because manger trust and respect in his ability. On the other hand, the 2nd interviewee shows the disappointment for the directive management style and has low motivation to contribute innovative idea to improve the work quality and proactive.
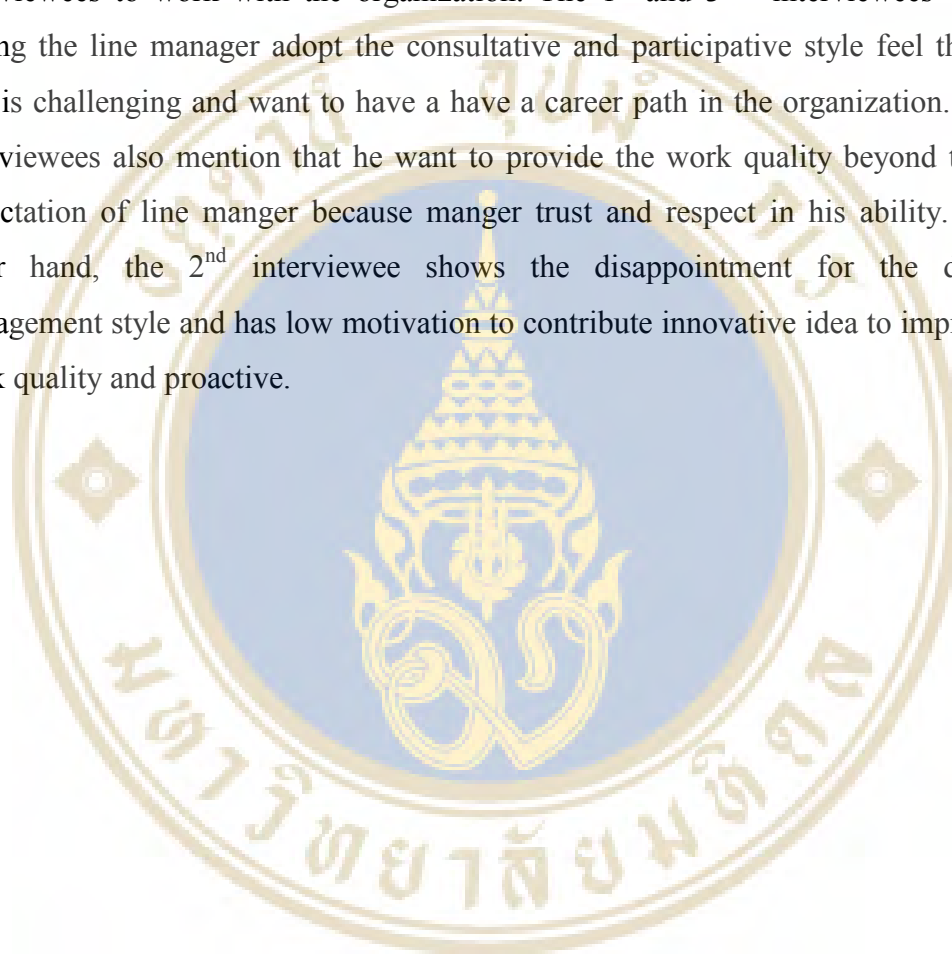
CHAPTER V
DISCUSSION

According to key finding of this research, generation Y employees who have certain work experience have high expectation for their life and some generation Y employees also have a high entrepreneurship so they are working with the company as a staff to gain enough experience and establish their own business. They have a high confidence in their job competency because of the good educational background and expect to have the opportunity to involve in the decision related to their own task and design the process freely.

The management strategies have a considerable impact to the working attitude and motivation of generation Y employee. Managers have to consider carefully in adopting the directive management strategy to generation Y employee because it has a negative impact to the motivation and work quality. With directive management strategy, generation Y employees understand that managers don't trust in their skill and knowledge so the decision is dominated by the supervisor only and the feel no challenge to accomplish task compared with others strategy while the consultative and participative style which is more flexible and approach gain the positive feedback from generation Y employee because they feel challenged to engage in the decision and willing to design the process by themselves. The ability to create motivation of the consultative and participative style is also higher than directive style because generation Y employees feel that they are recognized and respected by their managers which serve the esteem needs according to Maslow's Hierarchy of needs. However the deligative approach which staffs have fully accountable and responsible wasn't found in this research.

The good manger from generation Y perception is the managers who are good at in management and people skill. Generation Y employees also value the work life balance and expect their managers to manage tasks with caring about moral impact as well. Only the technical skill isn't well perceived by the generation Y employee.

Besides they also expect that manager should take the responsibility to the outcome whether good or bad. In summary, mangers have to consider the right management approach to generation Y employee and the way to empowerment because it directly impact to the work quality and motivation. Besides, managers also need to develop management and people skill as the necessary job competency in order to manage generation Y staffs effectively.

The suggestion of future research is to expand the scope of study and enlarge the sampling group. This research conduct interview with only 3 interviewees due to time constraint of the project so the information might not represent the whole generation Y employee and another finding from research show the generation y employee have a motivation to become the business owner so organization will confront the difficult to retain the generation Y employee. The future research might have to focus to solve this issue by developing the right approach to overcome this challenge and create the sustainable motivation for generation Y employees.
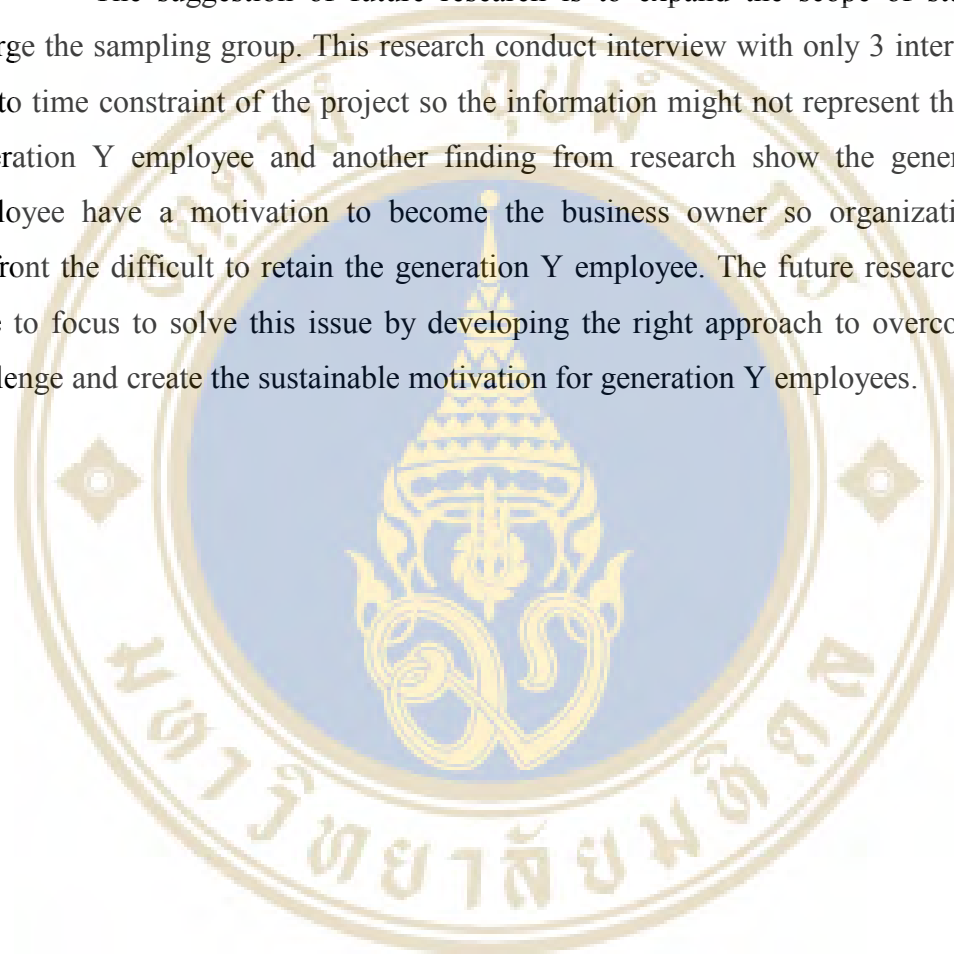
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