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LEADERSHIP STYLES – WHICH ONE IS THE MOST EFFECTIVE FOR MILLENNIALS

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1 Introduction

The dynamics of the workplace have shifted among this new generation of working millennials. There could be seen very visible changes in behaviors, outlooks, expectations, trends, motivations, and so on with each generation. Having said that, leadership styles should be absolutely considered in businesses when there are different generations in the workforce. Also, the company's culture and leadership should engage with younger employees so that they will stay and grow with the company. The goal of this study is to find the most effective leadership style for millennials. According to Jennifer Post (2023), as organizations nowadays embrace evolution and a new workforce, they are looking for new leadership styles that were not considered necessary or even effective ten years ago. Companies want to learn more about their potential employees and how they (the new leadership styles) can help them. If the employee base and the workforce are changing, then the leadership must be changing as well. First of all, what is important to know is what distinguishes the new generations, the millennials? Millennials are more willing to express dissatisfaction and challenge traditional ways of doing things and getting work done. Millennial leaders also seek meaning and fulfillment. To achieve the organization's goals and mission, Millennials prefer a team approach over an individualistic approach. They want to be assigned a role based on the mission. They want to be recognized for their lives outside of work. They want to be focused on as individuals, not as a group. It is popular to do something that encourages you to strive for something bigger than yourself. The need to achieve a life purpose is also extremely popular. A company's goal must be one that serves a larger, life-changing purpose than just selling a product or service to the market. They prefer it when a leader can see each person as an individual. Millennials with families also expect their companies to address family-related concerns. Having in mind this, in line with Jennifer Post (2023), modern businesses embrace also new ways of communication.

Leadership styles refer to the different ways in which leaders interact with and guide their followers to achieve organizational goals. Leadership styles are the behavioral strategies used by leaders to motivate, inspire, and guide their subordinates. To determine the most applicable leadership style that inspires and affects people to achieve their goals, leadership styles have been researched over and over. Since they may significantly affect the performance of companies, armies, and people, leadership styles are vital to asses and examine.

In general, research on leadership styles is crucial for comprehending the intricate dynamics of leadership and how managers may most effectively assist their teams in succeeding. Leadership style research can assist leaders in developing inclusive and productive communication and engagement strategies with their team members of all ages, and since millennials are the most active workforce currently, it is important to examine and research.

Why is it important to focus on millennials? Since they presently make up the largest generation in the labor force and will soon make up the largest consumer group, research on millennials in the workplace is fundamental. Organizations may better serve millennial customers and attract, retain, and develop millennial employees by understanding their beliefs, attitudes and habits.

So, the objectives of this study is to make analyses about what millennials prefer in their leaders, if they want to participate in the decision-making process, to analyze their communication style, their values and preferable leadership styles…

2 Literature Review

2.1 Millennials' Leadership Styles

Joseph Garvey (2014) stated prior to discussing the leadership styles of the millennial generation, it is important to highlight some of their salient traits.

- Educated: Millennials are educated and as a result, they pick up information much more quickly than earlier generations.
- Millennials are collaborative; they do not abandon anyone. They encourage their teams and value chances to work with people outside of their peer group.
- Tech savvy: The millennial generation is deeply knowledgeable about technology and owns 97% of computers.
- Curiosity: Millennials are eager to pick up new skills and are prepared to put in the time necessary to improve their employability.

The aforementioned traits are similar to participatory (democratic) leadership. In particular, millennials frequently:

- Have elevated levels of participative leadership in their place of employment. On the social side of work, they place a lot of emphasis.;

- Show cooperation in the workplace. Millennials interact with their peers and managers frequently. Additionally, they freely share knowledge, express their opinions, and get constant feedback.

Along with an inclusive leadership style, the following traits are prevalent in millennial workers:

Family First: Millennials will not forgo their personal lives in favor of their careers. They like flexible schedules, to enjoy things on a daily basis and to spend time with their loved ones.

Employees place a high value on corporate culture and social responsibility. Millennials are driven to change the world and think that a company's success should also be determined by its positive effects on society.

Prioritizing Development: Millennials demand continuous opportunities for professional development within the organization and anticipate receiving specialized support to help them succeed.

Millennials frequently use these values to shape their leadership style as they build on these characteristics and advance into leadership position.

Therefore, when taking all of these unique sets of characteristics in account, with a nicely conducted research, the effectiveness of different leadership styles can be found for the millennial generation.

2.2 Millenials Managers

Instead of concentrating on hierarchical roles, millennial managers aim to create inclusive workplaces where everyone can express their opinions and collaborate. Millennials are able to supervise a variety of employees and recognize the talents and skills of direct reports from diverse backgrounds because they are deep generalists, not specialized in just one area but possessing a broad knowledge of diverse topics. This enables them to build strong and cohesive teams.

Because they are accustomed to using a variety of communication channels and are quick responders, millennial managers are able to manage an ongoing stream of communication with ease thanks to their tech savvy. In keeping with this, they also continuously provide feedback to their teams and colleagues, utilizing online tools and doing away with traditional annual reviews.

Millennials are accustomed to managing substantial amounts of data because they are digital natives.

They will evaluate their teams based on the data-driven performance results because they are able to measure anything, especially with the increasing number of contract and remote workers.

The last but not least, millennials place a high value on corporate culture and social responsibility, which has a significant impact on where they choose to work. Therefore, in order to attract and keep young talent, it is crucial for a company to have a clearly defined focus on culture and to communicate its mission.

2.3 The Ways Millennials are Changing Traditional Leadership

The survey conducted by Virtuali and Workplace Trends found that despite being labeled as "immature," 91% of millennials expressed a desire to lead, with almost half stating that they believed leadership involved empowering others. Over 50% of respondents also believed they possessed strong leadership abilities in communication and relationship building but lacked confidence in industry experience and technical expertise. The study also revealed that millennials have different expectations of leaders and approach leadership differently compared to previous generations. While acknowledging that corporations do some social good, the majority feel that international companies are not doing enough. (Fries, 2018).

According to this article, I have found these interesting insights about the millennials in the workforce:

- Millennials are willing to leave their jobs if they feel leadership does not meet their expectations, which is driving leadership change due to their sheer numbers in the workforce.
- Millennials interested in leadership prefer a combination of mentorship programs and online training to improve their skills.
- A flat management structure is attractive to millennials because it facilitates communication and career development both upward and laterally.
- Millennials value leaders who seek feedback from all employees and consider it in organizational decision making.
- Millennials comply with policies that add value but are also willing to challenge policies that do not make sense or no longer add value.

As leaders, millennials seek to empower and transform their teams and organizations. Millennials prioritize work-life balance and flexibility in terms of working hours, location, and devices, as they value self-care and time with loved ones. (Fries, 2018)

According to the journal "How to lead the millennials" - A review of five different theory books Bernadeta Cahya Kumala Putriastuti, Alessandro Stasi, 2019, it was found that the worldwide workforce is currently being dominated by millennials. Although practitioners and academics have acknowledged the differing work ideals from earlier generations, there is still little research on this subject. The existing theories of leadership have a tendency to concentrate mostly on the traits of leaders without sufficiently exploring the leadership philosophies that are most effective for millennials. This research intends to create a more comprehensive framework to provide new paths for the development of leadership theory by understanding the millennials' perspective on leadership, using a literature review from the top leadership journals. By employing five thematic leadership groups to identify the most effective leadership style for managing Millennials, this study adds to the body of existing material. Neo-charismatics, leadership and information processing, social exchange/relational leadership, ethical/moral leadership, and e-leadership theories are evaluated for their benefits and drawbacks in leading millennials. (Putriastuti, Stasi, 2019) The findings indicate that no one leadership philosophy is sufficient for effectively leading millennials. So, it is recommended to combine the dimensions of several leadership theory groups. Regarding the characteristics of leadership theory, it is advised that scholars think about creating more adaptable leadership theory models that can fit various age groups. The effectiveness of current leadership theories is influenced by generational differences, and thus, it is necessary to critically review them. This study uses content analysis to propose an optimal strategy for leading Millennial employees and suggests the development of a flexible leadership theory. Theoretical implications of this study show that current leadership theories have limitations that are mainly caused by mismatched leadership traits, attitudes, and behaviors with Millennials' characteristics. As the workforce is continuously changing, leadership theories need to be adapted to remain helpful in guiding managers in organizational cases. The development of new flexible leadership theories is possible, as there are currently eight emerging groups of leadership theories that researchers can explore. This new theory could take the form of a matrix that consists of generational characteristics and leadership dimensions. Additionally, organizational and cultural contexts can be included in the development of new leadership theories. Practical implications of this study are discussed in detail in the theoretical and practical implication section.

Despite the common misconception that an older leader is a wiser leader, age and wisdom are not always closely related, claims Scott Thompson (2019). Depending on the aging leader's

personal beliefs and worldviews, aging has a variety of effects on leadership. As people age, some develop into more effective leaders while others develop into less effective ones.

2.4 Leadership Styles

The relationship between leadership, age, and the transformational, transactional, and passive-avoidant leadership styles was investigated in a study done at the University of Bremen in Germany. According to the study "How can you develop transformational leadership" (2023) transformational leaders support and inspire their followers to work harder and more effectively in support of some sort of greater vision in an effort to get the best performance possible from them. By assisting them in achieving their own professional objectives, transactional leaders inspire their followers. According to the Bremen study, younger managers were more likely to employ either transactional or transformational leadership styles, both of which are capable of inspiring workers. The ineffective passive-avoidant style was more prevalent among older leaders. According to the study, many younger leaders were driven by professional aspirations while few older leaders were.

Millennials place a high value on the social aspects of their workplace (Valenti, 2019). They want to work in a "fun" environment and anticipate making friends with their coworkers (Hershatter & Epstein, 2010). Additionally, they desire strong working relationships with their managers and expect regular feedback and encouragement from them. They also want to collaborate and learn from their coworkers and managers (Myers & Sadaghiani, 2010). One of the most crucial motivating factors for this group was found to be manager quality (Corporate Leadership Council, 2005). Gursoy and his colleagues also discovered that Millennials "tend to work best when there is personal contact, strong leadership, and direction" (Gursoy, Maier & Chi, 2008, p. 453). They also value frequent and open communication in the workplace and hope that their ideas and opinions will be valued and heard. Since they are accustomed to speaking candidly and openly with adults, they will anticipate discussing matters with their managers that are typically only discussed with more senior employees (Martin, 2005). They were encouraged to express their ideas and opinions as young adults and to question authority if they felt it was warranted (Howe & Strauss, 2000). Their love of technology extends to their desire for continuous and immediate communication. They return communications from others quickly and anticipate being reciprocated in kind (Oblinger, 2005). Furthermore, millennials are better at collaborating with others than earlier generations after years of doing so in groups at work, school, in teams for sports, through peer networks, and other structured activities

(Sweeney, 2006). Considering this, researchers contend that millennials should function well in group settings (Myers & Sadaghiani, 2010).

The same sense of organizational commitment and loyalty does not exist among Millennials as it did among earlier generations. They do not approach their first job as a career when they first enter the workforce. They are significantly more likely to switch jobs throughout their careers, even if it does not result in a pay raise or promotion (Lyons, Schweitzer, Kuron, 2012). Additionally, even if they are highly qualified for a position, they will consider leaving if they feel underappreciated or challenged. The experiences of their Baby Boomer parents, who put in long hours only to be laid off during times of downsizing, may be a good explanation for this generational divide (Loughlin, Barling. 2001).

According to recent studies on Millennial preferences, the following leadership traits are necessary to draw in and keep a skilled workforce of Millennials: inclusiveness, communication and feedback, concern for others and fairness.

Alex Valenti (2019) came to the following conclusion: Despite the literature discussing the differences between millennials and older workers, it is not accurate to generalize all individuals within an age group. However, with Baby Boomers continuing to work past retirement age, managers will face the challenge of leading three different generations with diverse needs and expectations. His study found that coaching and caring were important to Millennials, but older respondents also valued coaching. Furthermore, all age groups placed a similar value on information-sharing. Therefore, organizations may not need to make major adaptations to their management strategy to accommodate millennials. Instead, emphasizing concern for employees, participative decision-making, and communication and feedback can benefit both millennials and older employees.

Gloria Denise (2018) was researching how do millennials describe the work experiences that may have influenced their current leadership style as the first research question posed. The responses to this question focused on how they were growing, getting feedback, finding mentors, and learning. It was sometimes challenging to tell the four apart because of the way they answered the question, which was circular even though each of them had grown by getting feedback, following mentor advice, and imitating other leaders. Additionally, their development included any learning that they did, either on the job or in school as well as feedback from their supervisors, mentors, peers, and coworkers. Although each of these millennials had unique experiences, they all cited growth, criticism, mentoring, and education as themes that had an impact on their leadership. When asked to reflect on and interpret the

experiences these millennials had all mentioned using their lessons learned as catalysts for the development of their current style. Millennials' descriptions of how they manage others as part of that reflection served as an example of this. The reciprocal themes were developing others, providing feedback, mentoring others, and instilling learning because research question two was a follow-up to research question one and these millennials thought back on their prior descriptions. They thought about how they lead in their current leadership style rather than recounting their experiences. They provided examples of how what they learned from their experiences shaped their current leadership to respond to research question two. They frequently repeated the three characteristics as they kept coming up. These millennial leaders described honesty, openness, and transparency as qualities that were ingrained in them throughout their development, during feedback sessions, by learning from and observing others, and during mentoring sessions. Many people noted that it was crucial to lead with honesty, openness, and transparency when mentoring and leading others, even though it was occasionally challenging. One of the major strengths discovered in this study was that millennials exhibited a willingness to openly and willingly describe and reflect on their experiences. Despite one participant being visibly nervous during the first interview, they still shared their experiences in detail. The interviewer established a strong rapport with the participants, including those who were not familiar with them. In fact, one participant mentioned they would not have participated if someone else had been the interviewer. Despite the interviewer being a Baby Boomer and the participants being Millennials, it did not negatively impact the study. By conducting the study in one location, the results were enhanced as all participants were in the same cultural environment. Although the culture at the time was not of servant leadership, the training and generational outlook of the Millennials supported being servant leaders.

Samuel Long (2017) investigated the leadership philosophies that inspire Millennial workers. The extent to which the transformational, ethical, and servant leadership styles motivated Millennial employees was measured. The research found that all three leadership styles are effective in motivating Millennial employees. The results also demonstrate that the most effective leadership style for inspiring Millennial workers was servant leadership. The insight that the study provided into which leadership behaviors are most effective was unbelievably valuable. According to the research, all three motivational approaches are effective at inspiring Millennial workers. The servant leadership style should be used more frequently than the other two. Practicing specific leadership behaviors across different leadership styles however will be

most effective in motivating Millennial employees. A leader must conduct themselves ethically if they are to be the most effective in managing Millennial workers. He or she must provide role clarity, articulating the job expectations as well as what success means in the role. The leader must also be concerned about the worker, acting as a mentor and a leader while allowing the worker to function independently when possible.

If the study is properly applied in the workplace today, the social implications could be favorable. Employees who are positively motivated in the workplace have a direct positive impact on organizational performance, productivity, and culture.

Furthermore, an employee's health and behavior off the job are directly impacted by how satisfied they are with their work. Leaders practicing the suggested leadership behaviors may indirectly impact the surrounding community of Furthermore, an employee's health and behavior off the job are directly impacted by how satisfied they are with their work. When managers exhibit the recommended leadership behaviors, they may indirectly have a positive social impact on the neighborhood in which their staff members reside.

2.5   Values and Characteristics of the millennial generation

Travis J. Smith and Tommy Nichols (2015) wrote that the Millennial generation is characterized by both many good and bad traits. More than anything else, as much of the research demonstrates, Millennials are self-assured. Their trust and optimism are the source of this confidence (Guha, Kowske, Rasch, Wiley, 2010). According to Kaifi (2012), previous generations helped to foster and shape the confidence of the current generation. Millennials can be considered for leadership roles in the workplace because they are confident. According to research, Millennials rank higher than previous generations at the same age in terms of self-esteem and assertiveness (Deal, Altman, Rogelberg, 2010). Millennials are renowned for being goal oriented. They must not only perform well, but also excel and exceed all expectations (Kaifi et al., 2012; Kowske et al., 2010). They start looking for new learning opportunities as a result. According to research by Hauw and Vos (2010), Millennials are more willing to make extra efforts to support an organization's success. To support a cause, they are more willing to forgo social time like coffee breaks and put in extra time at work. Millennials are achievement-focused, but they also take responsibility for their deeds. According to Kowske et al. (2010), our educational systems have given the Millennial generation a sense of responsibility and have motivated them to focus on achieving their goals. Compared to previous generations, millennials enjoy working in teams and are more tolerant. It is not surprising that millennials' upbringing in sports teams, standardized testing, and group learning would translate to the

workplace (Kowske et al., 2010). According to Ng, Schweitzer, and Lyons (2010), Millennials prefer to concentrate on their personal lives rather than their careers because they have witnessed their parents go through divorce and economic layoffs. They claimed that recent changes toward a better work/life balance have been influenced by incidents like the terrorist attacks of September 11th. Young adults like to use technology. Technology dependence set in for the Millennial generation earlier than it did for other generations. Like learning a new language, Deal et al. (2010) discovered that those who use technology earlier in life become more proficient than those who do so later in life. It is anticipated that as more Millennials enter the workforce, technology will become more integrated into work processes (Kulkarni, Swapna H R, 2019). Millennials are frequently criticized by Baby Boomers for being difficult to interact with, entitled, and overly service-focused according to Deal et al., (2010). This is a result of Millennials voicing their opinions and placing higher demands than their older and more "experienced" competitors (Levenson, 2010). According to Myers and Sadaghiani (2010), Millennials are also referred to as the "Look at Me" generation because people perceive them as being overconfident and preoccupied with their own interests. Additionally, they discovered that younger generations were viewed as untrustworthy, disloyal, impatient, and lacking in work ethic. Millennials might try to land key positions in significant projects right away after being hired (Myers & Sadaghiani, 2010). Coworkers may be surprised by this and assume the new generation is driven by arrogance rather than a need to overachieve. Conflict with Baby Boomer coworkers has occasionally resulted from Millennials' expectations for work-life balance (Myers & Sadaghiani, 2010). The underlying belief that Millennials are self-centered and slothful may be the source of this conflict. According to Myers and Sadaghiani (2010), older generations are less confident in Millennials' commitment to and dedication to their organizations because of the need for a work-life balance. They also discovered that Baby Boomers might start to doubt the sacrifices they made for their careers as Millennials put more emphasis on their personal lives. Older workers might start getting more involved in their personal lives, or there might be more conflicts because of these different personal values.

2.6   Millennials in the workplace

Organizations need to comprehend how younger generations interact and compare it to older generations. For instance, different generations place different values on leadership abilities at work. While Baby Boomers and Gen X are found to value ambition more than any other quality, Millennials prefer a boss who cares more than any other quality (Andert, 2011).

Additionally, they favor inspiring and creative managers. In general, Millennials want to feel like their manager cares about them and prefer a more personal relationship with their management (Andert, 2011). Also, Millennials favor flexible working conditions. Millennials prefer an organizational culture with few rules and regulations, according to Kaifi et al. (2012). Millennials believe they need less regulation to help them make decisions because they have an elevated level of confidence. The Millennial generation exhibits confidence in both their performance and in how they see themselves. Even though they have a much higher rate of obesity and less overall fitness than older generations, Millennials are less likely to categorize themselves as overweight (Deal et al.,2010). As the younger generation starts to take charge, this could have a significant impact on the workplace. According to Deal et al. (2010), if this epidemic is not controlled, businesses should prepare for an increase in medical expenses and absences due to illness. Both the Baby Boomer generation and the Millennial generation have been significantly impacted by the recession, but in quite diverse ways. According to Deal et al. (2010), retirement portfolios have been affected by stock market and housing price declines. As a result, the Baby Boomer generation is finding it challenging to retire and must work longer than anticipated. Due to the Baby Boomer generation's inability to retire and the stagnant economy, Generation X is currently unable to advance. Millennials are stuck in a position where they cannot gain valuable experience because the economy is not growing, and older generations are not transitioning to retirement or other positions. Kaifi et al. (2012) advises hiring a Millennial with a graduate degree if a manager prefers to hire one who will stay on the job for a longer period. They discovered that Millennials with graduate degrees not only stayed in their jobs longer, but also felt more confident and satisfied with their work. The recession has also reduced Millennials' sense of job security (Hauw & Vos, 2010; Kowske et al., 2010). Millennials are aware of the rarity of both job security and retiring after working for one company. Millennials may seek out new employment opportunities more frequently because of this mentality, so they are more initiative-taking in taking steps to make themselves more attractive to employers (Hauw & Vos, 2010). An employer can boost employee commitment by merely mentioning short- or long-term security. In terms of career advancement opportunities, millennials also have higher expectations. According to research by Hauwand Vos (2010), Millennials are more likely to seek out career-enhancing opportunities within an organization because of their confidence and need to outdo themselves. They think this can be utilized to inspire and motivate Millennials. By providing opportunities for advancement, businesses may also keep their Millennial talent. Training and development sessions can be an

effective retention and motivation tool because this younger generation values opportunities for advancement. Additionally, Hauw and Vos (2010) discovered that the Millennial generation places a high value on mentoring and training. This not only meets their need to gain new abilities and marketability but also boosts productivity and job satisfaction. In the workplace, millennials may struggle to gain the respect and credibility of the more established generations. As was already mentioned, this generation is plagued by many unfavorable stereotypes, and a lack of awareness of the differences can make it even more difficult for them to integrate. According to Myers and Sadaghiani (2010), mature Millennials will be aware of the viewpoints of their coworkers and try to demonstrate their true worth. The preference of this younger generation for meaningful work over well-paid work is one thing that truly sets them apart. Success is still largely determined by salary, but work that is fulfilling and enjoyable is more important than monetary rewards (Hauw & Vos, 2010). The importance of social responsibility to organizations is highly regarded by millennials, who also favor socially conscious employment. This is a contributing factor to the recession, but Millennials favor meaningful, difficult jobs that have the potential to advance their careers (Hauw & Vos 2010)

2.7   Preferred Leadership Styles by generation

 Recent academics have emphasized the importance of researching generational leadership theories (Sautner, 2102; Twenge, 2010). Few leadership preference studies using generations as independent variables were found after a review of the generational literature. According to studies (Bass & Bass, 2008; Hall, 2012; Khadar, 2012; Lisbon, 2010; Ruys, 2013), various generational cohorts preferred and reacted differently to varying leadership characteristics and styles. Additionally, to describe how leaders were performing, most studies concentrated on current follower-leader relationships and self-analysis of leadership skills in relation to a particular leadership style (Hall, 2012; Reiss, 2012; Sessa et al., 2007). According to Khadar (2012), when comparing the traits of various leadership philosophies, the top hygiene factors for Millennials were supervisor relationships and job security, while the top motivational factors were praise and feedback. Compared to Generation X, Baby Boomers thought collaborative traits were more important to effective leadership (Lisbon, 2010). Additionally, Baby Boomers thought Millennials were less effective than visionary and inspirational leaders who practice participative leadership. Additionally, Baby Boomers believed that bad leaders who were self-centered and cared only about their reputation hindered leadership more than Millennials did (Lisbon, 2010). Yu and Miller (2005) and Riescher (2009) found generational preference differences for traits and characteristics like approachability, communication,

cooperative, dependable, empowering, loyalty, openness, cheerful outlook, and understanding while researching task and relationship leadership styles. According to several studies (Deloitte, 2015; Graybill, 2014; Lovely, 2012; Ruys, 2013), traits like integrity, respect, honesty, thinking about the moral and ethical ramifications of decisions, leadership by example, and vision were frequently rated highly and may be universally desired traits. Millennials' desires that have an impact on leaders include the need for meaningful work, improved work-life balance, flexibility, and creativity.

According to Lee-Volker Cox (2016), followers in the Millennial cohort place a high value on a leader who pays attention to them specifically. When the data were analyzed holistically, it became clear that most of the traits were related to the leader who actively engaged each person. According to Sessa et al. (2007), Millennials are looking for a leader who cares about them personally and is encouraging. This involves showing appreciation for individual contributions, being a mentor or coach, and offering praise to boost morale. Nelsey and Brownie (2012) confirmed that Millennials highly value supportive characteristics such as being approachable, treating everyone as an individual, providing rationale for decisions, and being a mentor or coach. The importance of individual-focused leadership characteristics highlights Millennials' desire for affiliation, feedback, self-focus, and guidance. Additionally, Howe and Strauss (two thousand) emphasized that the Millennial generation is risk-averse and wants to be protected by their leader, like a parent. These preferences indicate that Millennials prefer leaders who are more engaged and focused on the individual, rather than on the group or external factors. The characteristics that did not prioritize the individual were the least important to the Millennial generation. Today's workforce is diverse, with four different generations working together, each having their own career development expectations, work styles, and technology skills. For instance, Baby Boomers may prefer to work for a stable company that offers defined structures and jobs but less career advancement opportunities. In contrast, Millennials and Gen Zers may want to take risks and work for a company that has a genuine purpose. According to Donald Thompson, CEO of Walk West, Gen X workers may struggle with modern technology, while younger workers are adept at using Agile and DevOps to create solutions with customers and prefer chat and text communication over email. Additionally, the workforce is no longer homogeneous, with suppliers, customers, partners, contractors, gig workers, and cloud-based talent pools collaborating with employees. This means that the talent mixes on projects is always evolving. These differences among generations, workstyles, and technology can lead to conflicts and misunderstandings, but

leaders can prevent this by promoting shared values such as purpose-driven missions, equal opportunities, idea-based meritocracy, and growth. As generational gaps do exist, according to Bruce Pfau, they are minor variations that have always existed between younger and older workers throughout history and are not particularly related to the Millennial generation. In terms of their preferences for learning, millennials do differ from earlier generations. The fact that Millennials are Digital Natives, having grown up with social media, video, and smartphones, means that they prefer to learn on the go in manageable chunks. They are more likely to retain information from videos than from text, and they prefer hyperlinked content to linear flow. Additionally, they want to control their own education, take classes when they want, and use mobile devices to access content from any location. The field of leadership development is now aware that this group does not respond well to conventional methods.

2.8 Leadership traits for the modern era

According to Freek Peters I (2020), the qualities that make a good leader change over time. In the past, leaders were often industrialists and governors, while in more recent times, successful entrepreneurs like Lee Iacocca, Richard Branson, and Steve Jobs were seen as heroes. However, there were also less successful leaders like Kenneth Lay, Jeffrey Skilling, Dirk Scheringa, and Victor Muller. Nowadays, leaders tend to be more modest and focus on working for organizations and institutions that have a positive impact on society.

Factors affecting communication:

According to Freek Peters I (2020), although effective communication skills have always been crucial for leaders, they are now viewed from a different angle: they are no longer focused on controlling others through force or charisma, but rather on enabling them to flourish both collectively and individually. Personal exposure typically occurs in the background, in a supportive manner, at the service of the system. This calls for a flexible ego from the leader as well as self-knowledge, reflective power, and the capacity for perspective-taking, particularly when it comes to one's own positioning.

Interpersonal factor: from Autonomy to Connectivity

building and maintaining interpersonal relationships in the future will require leaders to have system awareness. (Freek Peters I, 2020), In the past, leaders acted primarily from their position and focused on competitive autonomy, such as their ability to acquire takeovers. However, in the future, leaders will need to emphasize connecting qualities, understand and utilize social networks, and prioritize cooperation and building personal goodwill through loyalty and

reliability. This approach is referred to as connectivity and is related to concepts such as connective leadership and network leadership, which have scientific connections. The emphasis is shifting from autonomy to connectivity, and leaders need to adopt a systemic thinking approach to build and maintain successful relationships.

Managing people: from directing to interacting

According to Prof Dr Freek Peters I (2020), many of the traditional and transactional tenets no longer hold true in people management. Hero management by one or more supervisors is becoming less and less effective in a contemporary network environment. Future leadership will primarily be a system factor that you control collectively rather than an individual function. Therefore, mismanaging, in Verheggen's opinion (2015). Consequently, people management in contemporary organizations will become much more systemic, emphasizing employee growth and the vitality of teamwork, encouraging movement, innovation, and networking, and strengthening a sense of belonging and shared purpose.

Interplay is what we refer to this as (Pearce & Conger, 2003). Scientific research has connected this factor to ideas like team leadership and shared leadership.

Self-management factor: from strength to toughness

The stability and adaptability of leaders in key positions in the system are strongly urged due to the hectic and complex nature of the current context (Freek Peters I, 2020). Significant pragmatic agility is essential to move forward and stay afloat in the inevitable system turbulences, in addition to the traditional leadership traits of drive and mental toughness. This agility calls for an entrepreneurial spirit, a capacity for ambiguity, and a love of fresh, unexpected viewpoints. Future leaders will require a resilient personality that improves under stress. This is what we mean when we say something is antifragile (see Taleb, 2013, "Antifragility - Things that Gain from Disorder"). There are scientific connections to ideas like resilient leadership and antifragile organization.

2.9 In the digital age

According to Joseph Garvey (2014), the dawn of the twenty-first century marked the beginning of millennial leadership. The baby boomer generation's retirement, changes in work, and poor organizational practices in identifying, selecting, and developing talent all contributed to a leadership shortage in the workplace.

In his most recent report, Bersin notes that we are actively creating a new generation of leaders. But it is still unclear whether we have the resources and knowledge necessary to advance and cultivate effective leadership abilities. At the same time, millennials will soon overtake baby

boomers as the largest group of workers in the workforce. Millennials will make up 75% of the global workforce by 2025, and they are taking on increased leadership positions.

Gertrud Kohl (2021) claims that younger employees' communication patterns point the way to a more successful managerial approach. If you cannot communicate with your team effectively, it does not matter how many years of service or experience you have; you need to know how they communicate with one another. As a leader, you must be ready to capitalize on the quick changes occurring in the field of corporate communications. Several of them might not be apparent.

The older generation is most at risk of falling behind because they have traditionally held leadership positions due to their extensive years of experience and do not consider the implications of a particular medium or mode of communication that millennials and younger workers intuitively understand. They are the largest and fastest-growing segment of your workforce.

Being digital natives, they instinctively understand the various communication styles. A leader's simple "Great job!" or "Like" on a LinkedIn post by an employee has a different impact than an internal congratulations email. With some audiences, a spontaneous tweet might be more persuasive than a carefully crafted press release.

But these differences also signify a unique way of viewing the world and a distinct set of standards for leadership and communication. Effectively navigating these spheres is a sign of caring and a message in and of itself, not just a trivial skill.

That is a crucial realization for leaders. The thought and effort put into writing an interesting post on a particularly pertinent platform goes a long way toward proving that a leader is aware of the environment in which employees operate. It also emphasizes how other facets of the employer-employee relationship might gain from a modernized method of communication.

Effective leadership is rooted in communication. Communication is considered a fundamental component of leadership and is crucial in building a relationship between a leader and their employees. Trust, empathy, and empowerment are also vital components of successful leadership. To build trust, leaders must communicate openly, authentically, and honestly. Flexibility and transparency generate trust and can lead to better work performance. Empathy is essential in understanding the perspectives and needs of employees. Empathetic leadership must include negative criticism, and leaders must guide team members towards achieving common goals in a constructive way. Empowerment is key to providing opportunities for employees to learn, grow, and develop, which can improve job satisfaction and reduce the

likelihood of turnover. Effective communication is especially important for younger generations who grew up in the social media era and expect their concerns to be acknowledged and appreciated. Leaders in the communications industry need to understand the expectations of their younger employees and adapt their leadership style accordingly.

In the digital age different ways of communication are needed, and different language is supposed to be used too.

Because they have grown up in a world where technology has dramatically changed the way people interact and communicate, millennials require a new mode of communication in the digital age. Millennials have grown accustomed to fast-paced, on-the-go communication that is more informal and visual than traditional methods, thanks to the rise of social media and instant messaging apps.

Furthermore, millennials value authenticity, transparency, and meaningful connections. They prefer to communicate in a genuine and personalized manner rather than using formal or scripted methods. Furthermore, they are at ease using multiple modes of communication to stay in touch with their friends, family, and colleagues, such as video calls, group chats, and social media platforms.

To ensure effective communication and engagement, a new mode of communication that takes into account the unique needs and preferences of millennials is required. This could include employing more visual and interactive communication methods, incorporating personalized and authentic messaging, and utilizing cutting-edge digital tools and technologies to connect and collaborate in real time.

3 Own analysis

3.1 Leadership styles and their importance?

Leadership styles refer to the different ways in which leaders interact with and guide their followers to achieve organizational goals. Leadership styles are the behavioral strategies used by leaders to motivate, inspire, and guide their subordinates. According to a linked in article by the CEO publication (2023), a leader's leadership style affects how he plans and how his strategies are conducted in order to achieve certain objectives for the organization while taking into account also the health and well-being of their team. To determine the most applicable leadership style that inspires and affects people to achieve their goals, leadership styles have been researched over and over. Each leader's leadership style is generally a combination of their personality, life experiences, emotional intelligence and IQ, domestic dynamics, and their way of thinking. As a result, leaders should be able to assess their leadership style according to the multitudinous characteristics mentioned above and decide how they may maximize their effectiveness in the organization. It is vital for a leader to be able to take command and determine if a circumstance calls for an executive decision or a case that involves further discussion. Since they may significantly affect the performance of companies, armies, and people, leadership styles are vital to asses and examine. Achieving objectives, managing change and inspiring individuals to do their best work are each dependent on effective leadership the way a leader interacts with their team can affect the team's ability to achieve goals, as well as their willingness to work together and contribute to the organization. Effective leaders understand the strengths and weaknesses of each style and know when to use them to achieve the best results. A leader who can adapt their leadership style to fit different situations and team dynamics is more likely to be successful in leading their team to success.

3.2 Leadership styles and their effectivenessfor the generation of millennials

In general, research on leadership styles is crucial for comprehending the intricate dynamics of leadership and how managers may most effectively assist their teams in succeeding. Because they can significantly affect an organization's performance, productivity, and employee morale, leadership styles are crucial to research also when focusing on a certain generation with unique set of traits. Researchers can gain a better understanding of how leaders can inspire, influence, and direct their teams toward attaining their goals by examining various leadership philosophies. Researching leadership styles is crucial for a variety of reasons, including

knowing how to lead diverse teams effectively and have employee and customer retention and engagement. Leaders need to be able to collaborate with people of various backgrounds, experiences, and viewpoints, so understanding each generation and what could be the most effective strategy to work with them is crucial. Leadership style research can assist leaders in developing inclusive and productive communication and engagement strategies with their team members of all ages, and since millennials are the most active workforce currently, it is important to examine and research.

3.3 Focus on the millennials

Why is it important to focus on millennials? Since they presently make up the largest generation in the labor force and will soon make up the largest consumer group, research on millennials in the workplace is fundamental. Organizations may better serve millennial customers and attract, retain, and develop millennial employees by understanding their beliefs, attitudes and habits. Millennials have different expectations and priorities when it comes to work than previous generations do, therefore it can be difficult to attract and keep their talent. Organizations can adjust their recruiting and retention tactics by using research to better understand what millennials value in the workplace, such as work-life balance, flexibility, and meaningful employment. Fostering a strong workplace culture, millennials give a lot of importance to workplace culture and seek out employers who share their beliefs. Organizations can use research to better understand the workplace culture and environment that millennials value and to design an atmosphere that is welcoming, encouraging, and stimulating. Also, it is worth to mention the changing consumer trends: As millennials overtake baby boomers as the largest consumer demographic, businesses that wish to succeed must comprehend their beliefs and interests. Organizations can better target their products and services by understanding what motivates millennial consumers, such as sustainability, social responsibility, and personalized experiences, through research. In general, research on millennials at work is crucial because it can assist businesses in finding, retaining, and training millennial workers, cultivating a pleasant workplace culture, and adjusting to shifting consumer preferences.

3.4 Why was I drawn to research this topic

Driven by my curiosity and motivation for success, I started working when I was 19, during my freshman year at university. I cannot decipher whether the leadership opportunity found me or if I found the opportunity by constantly posting on all my social media platforms. Nevertheless, it would be an understatement if one claims I was not intrigued by it. I was

completely and utterly thrilled about such an opportunity! I have been working in this industry for almost 5 years now and I feel greatly enthusiastic and curious about what leadership style is the most effective for millennials. Here is more information about the company and the business model and why an effective leadership style is needed.

The company with which I partner up with as an independent distributor for almost 5 years now is called Herbalife Nutrition. Herbalife Nutrition "Herbalife Nutrition is a global multi-level marketing corporation that develops and sells dietary supplements" and it is well-known worldwide (https://www.herbalife.com/, 2023). Herbalife Nutrition is one of the leading brands in producing shakes that can replace entire meals, as well as healthy and nourishing supplements worldwide since 1980. All companies need strong leadership to succeed, and Herbalife is no different. The marketing and sales of Herbalife's goods are managed by independent distributors. Herbalife is a multinational nutrition corporation. In order to help and inspire these distributors to expand their businesses and accomplish their objectives, effective leadership is crucial.

The following are some justifications for why Herbalife's business values leadership:

- Success of the distributors: Herbalife's business relies heavily on its independent distributors. Building a customer base or creating a team of distributors are both aims that must be supported and guided by effective leadership in order for these distributors to succeed.

- Product innovation: Herbalife's capacity to create and promote innovative products that satisfy its consumers' changing wants is key to the company's success. To encourage a culture of innovation and creativity within the organization, strong leadership is required.

- Worldwide expansion: Herbalife is present in over ninety nations and successful leadership is essential to the company's continuous growth and success in new areas. To ensure the success of Herbalife's products and business strategy in new locations, leaders must be able to overcome cultural differences and adjust to local market conditions.

3.5 Hypothesis
1) My first hypothesis is that millennials desire a leadership approach with the characteristics of a transformational leadership style.
2) My second hypothesis is that the characteristics of democratic leadership are also effective for the millennial generation.

3) Thirdly, I hypothesize that millennials want a leader who provides coaching and mentoring, and opportunities for growth, while also promoting an inclusive and collaborative work environment that allows for participation in decision-making.

4) My fourth hypothesis is that leadership that includes freedom and flexibility is the most effective for millennial employees.

3.6   Leadership styles examples

Here are some examples of leadership styles and situations where they may be effective:

Transformational Leadership: Transformational leaders inspire and motivate their teams to achieve their goals through a shared vision and values. This leadership style may be effective in organizations that are undergoing meaningful change or transformation, or in situations where team members need to be motivated and inspired to achieve a common goal.

Servant Leadership: Servant leaders prioritize the needs of their team members and focus on their personal and professional growth. This leadership style may be effective in organizations that place a high value on employee development and well-being.

Autocratic Leadership: Autocratic leaders make decisions independently and may use coercive or directive measures to ensure that their decisions are carried out. This leadership style may be effective in situations where quick and decisive action is required, or in highly structured and hierarchical organizations.

Democratic Leadership: Democratic leaders involve team members in the decision-making process and seek their input and feedback. This leadership style may be effective in organizations that prioritize collaboration and teamwork, or in situations where team members have an elevated level of expertise or knowledge.

Knowing all of this, I am positive I will be able to find the answer to the question, which leadership style is the most effective for millennials.

3.7   Methodology

What particularly strikes my curiosity is to find out which leadership style millennials prefer. I am particularly interested about which leadership style is more effective for the millennial workforce that insures company's business growth and longevity. Namely, the purpose of this research was to obtain answers to various research questions.

Some of the leading questions that drove this research project are the following:

Choose what currently describes you*

- I am currently working

- I am unemployed

How important is the opportunity for growth in your work?

- most important

- not as important

What do you value more in your work?

- safety

- flexibility

Rate the importance of coaching and mentoring on a scale from 1 to 5*

- 1

- 2

- 3

- 4

- 5

Do you believe a good leader should be more*

- people-oriented

- task-oriented

What do you prefer in a work environment? *

- to be included in the decision-making process

- not to be included in the decision-making process

What helps you achieve more in a work environment? *

- punishment/prize system

- inspiration and enthusiasm

Ideally for you, how many leaders are there in a company? *

- only one

- several leaders working together

What do you think is more valuable in a company? *

- change and innovation

- tradition

Is work-life balance a priority for you? *

- yes

- no

What is your perception of a good leader? *

- a commander

- a democrat

For these purposes I have used the opportunity to conduct research regarding the aforementioned closely related questions. During the course of this research project, both primary and secondary market research was used. Considering the world has been experiencing a lot of changes these past recent years, this research project was a fantastic opportunity to further investigate those questions in the ever-changing working environment. For the sole purpose of gathering the necessary data that would ensure this project's reliability and validity, I have decided to conduct a questionnaire as a quantitative research method. The sample population for this research project consisted of 151 participants. The sample was selected based on the following criteria:

- All participants in this research project should be born between the years 1981 to 1996

- The gender of the participants in this research project is irrelevant.

- All participants in this research must have some kind of a previous work experience.

3.8   The Questionnaire and the Results

The sample population for this research project consisted of 151 participants. The sample was selected based on the following criteria:

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•   The gender of the participants in this research project is irrelevant.

•   All participants in this research must have some kind of a previous work experience
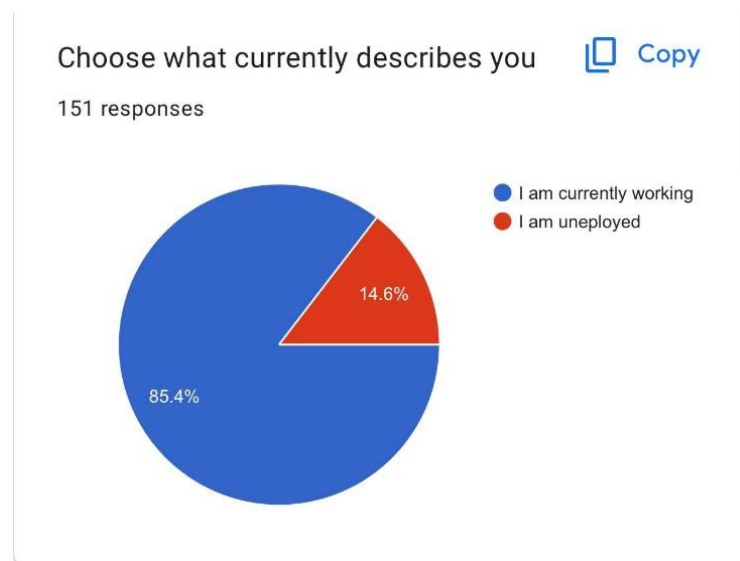
Figure 1 – Pie representation of the first question's answers

1. The first question was to find out whether our respondents were currently working or unemployed. Based on the survey results 85.4% of the population surveyed were employed while 14.6% were unemployed. This indicates that most of the individuals surveyed are currently employed, while a significant minority are currently without work. It is important to note that the survey results only reflect the specific population or group surveyed and may not be representative of the larger population or economy as a whole.
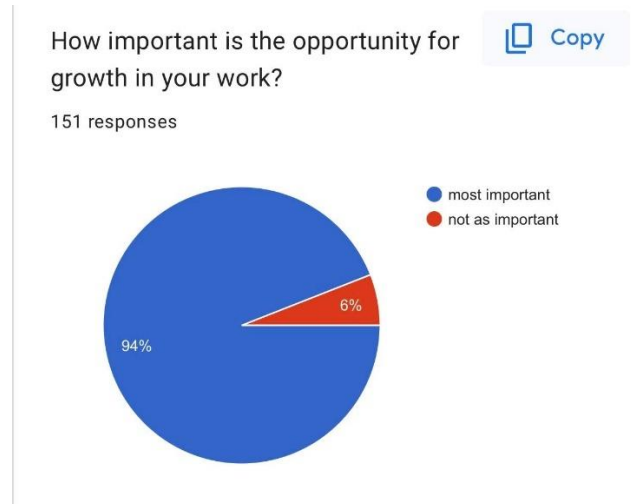
Figure 2 – Pie representation of the second question's answers

Based on the survey results, it appears that the vast majority of millennials believe that growth is the most important factor in their work. Specifically, 94% of the respondents indicated that growth is important, while only 6% said it is not as important.

This result suggests that millennials highly value opportunities for personal and professional development in their careers. This may include opportunities for learning new skills, taking on new responsibilities, advancing in their careers, and increasing their earning potential.
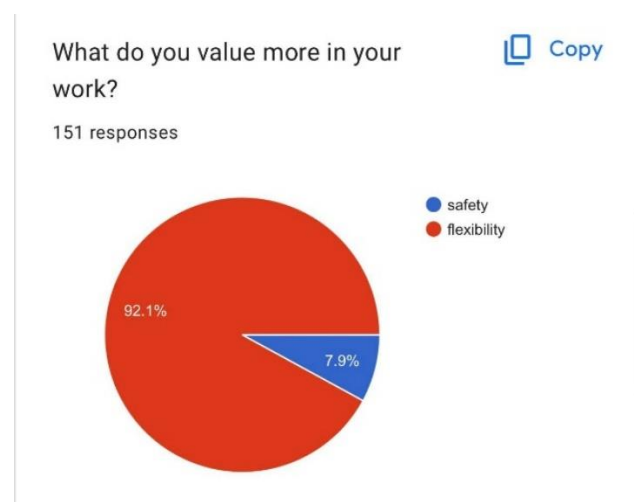
Figure 3 – Pie representation of the third question's answers

Based on the survey, it appears that flexibility is highly valued among the millennial population. The majority of the respondents, 92.1%, indicated that they prioritize flexibility in their work, while only 7.9% said they prioritize safety.

This suggests that millennials place a high value on having a work environment that allows them to have control over their schedule and work-life balance. They may also value the ability to work remotely or have a more flexible work arrangement that accommodates their personal needs and preferences.

On the other hand, the relatively low percentage of respondents who prioritized safety suggests that this may not be as important a factor in their decision-making process. It's possible that the respondents feel that they are capable of managing their own safety, or that they are more concerned with other aspects of their work environment.

Overall, these survey results provide valuable insight into the priorities and values of millennials in the workforce, which can help inform employers and organizations as they seek to attract and retain top talent.
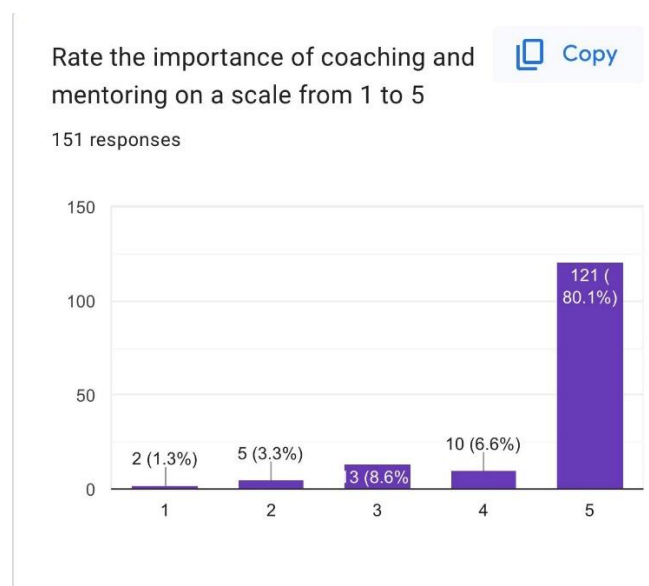

Figure 4 – Chart representation of the fourth question's answers

Based on the survey results provided, it appears that a significant majority (80.1%) of millennials value coaching and mentoring in their work, with a preference for a rating of 5/5. It is also notable that there is a range of ratings, with a small percentage valuing coaching and mentoring at a lower level.

This suggests that providing coaching and mentoring opportunities could be an effective way to engage and retain millennial employees in the workplace. However, it is important to

consider how coaching and mentoring programs are implemented to ensure that they are effective and meet the needs of employees with varying levels of interest and experience in these areas.

Overall, these survey results provide useful insights into what millennials value in their work and can inform strategies for attracting and retaining talent in this demographic.
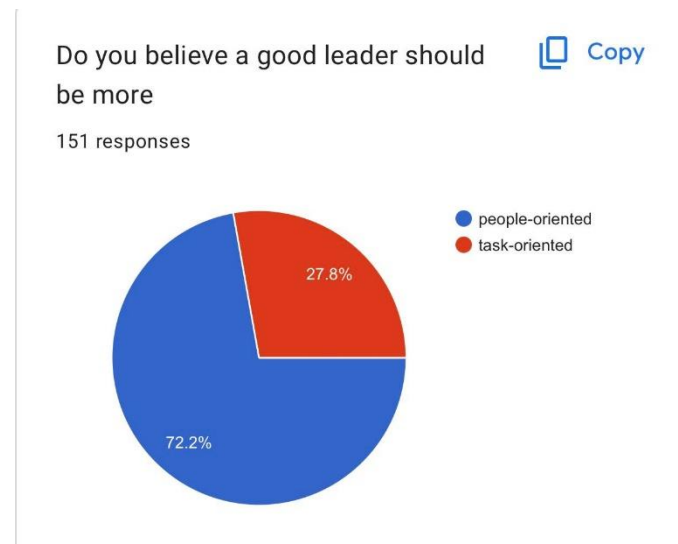

Figure 5 – Pie representation of the fifth question's answers

Based on the survey results, a significant majority of millennial respondents (72.2%) believe that a good leader should be more people-oriented. This suggests that millennials value leaders who prioritize the needs, well-being, and development of their team members over achieving specific tasks or goals.

On the other hand, 27.8% of the respondents believe that a good leader should be more task-oriented. This group of respondents may prioritize efficiency and productivity over team morale and job satisfaction.

It's worth noting that these results may be influenced by a variety of factors, including the type of work or industry the respondents are in, their previous experiences with different types of leadership, and their personal values and beliefs. Nonetheless, these results suggest that for many millennials, having a people-oriented leader who provides support and guidance is important for job satisfaction and success.
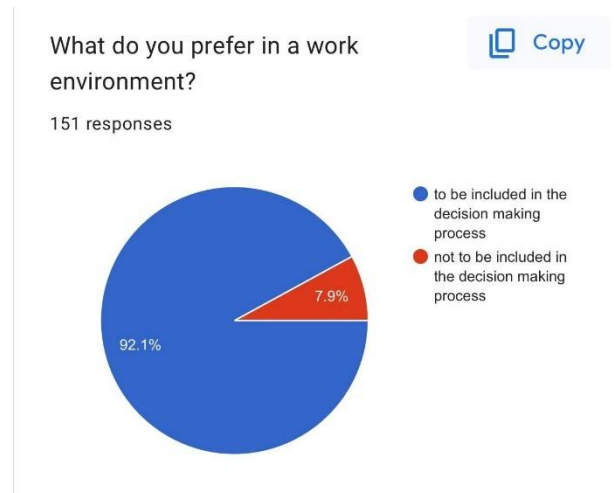
Figure 6 – Pie representation of sixth question's answers

Based on the survey results, it appears that the vast majority of millennials surveyed value being included in the decision-making process in their work, with 92.1% indicating that this is important to them. This suggests that millennials place a high value on having a voice and being heard in the workplace. On the other hand, a smaller percentage (7.9%) indicated that they do not value being included in the decision-making process. It would be important to investigate the reasons behind this, as it could be due to a lack of interest or confidence in making decisions, or it could be indicative of a lack of trust in the decision-making process within the organization. Overall, this data suggests that employers who want to attract and retain millennial employees should create an environment that allows for open communication and collaboration, with opportunities for employees to contribute to decision-making processes.
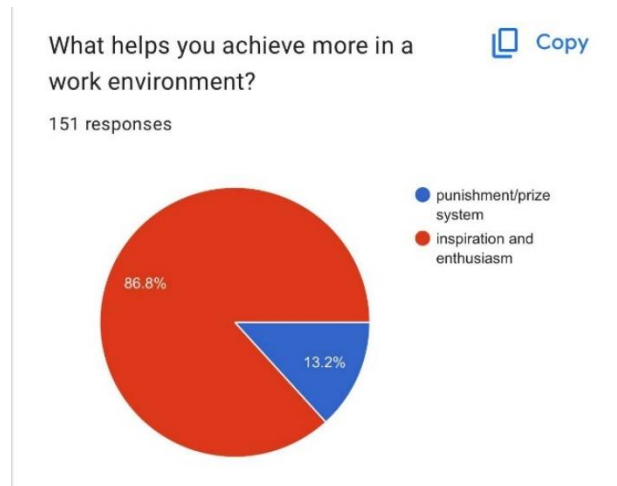
Figure 7 – Pie representation of the seventh question's answers

Based on the survey results, it appears that a large majority of the millennial respondents (86.8%) feel that inspiration and enthusiasm help them achieve more in their work, whereas only a small percentage (13.2%) feel that a prize/punishment system is more effective. This suggests that creating a positive work environment that fosters inspiration and motivation may be more effective in motivating and engaging millennial employees compared to relying on rewards and punishments.

Organizations could focus on creating a work culture that emphasizes employee empowerment, recognition, and a sense of purpose to inspire millennial employees. Providing opportunities for growth, flexible work arrangements, and a supportive management style that includes coaching and mentoring could also help to motivate and engage this demographic. Additionally, involving millennial employees in decision-making processes could increase their sense of ownership and commitment to the organization.

Figure 8– Pie representation of the eight question's answers

Based on the survey results, the majority of millennials (86.8%) prefer when there are several leaders in a company. This suggests that they value a more collaborative leadership style where multiple individuals are involved in decision-making and contributing to the direction of the organization. This preference for multiple leaders could also indicate that millennials value diversity in leadership styles and perspectives.

On the other hand, 13.2% of the respondents indicated a preference for a single leader. This group may value a more hierarchical leadership structure where a single individual is in charge and makes the final decisions. It's important for organizations to consider these differing preferences and find a leadership style that is most effective for their specific company culture.
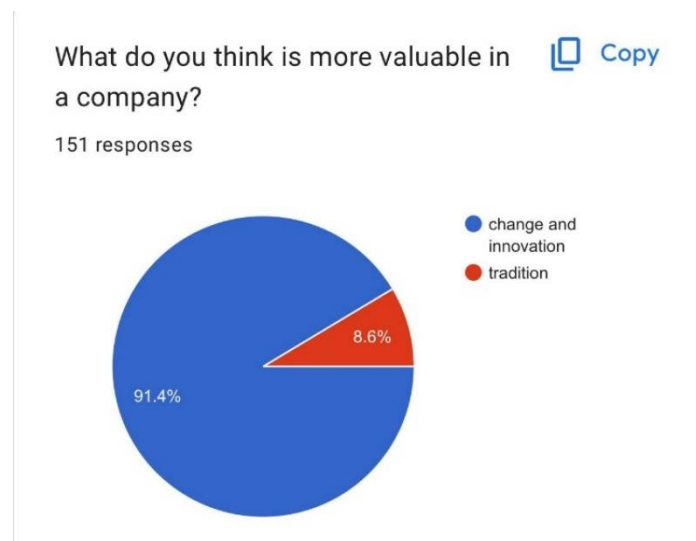

Figure 9 – Pie representation of the ninth question's answers

Based on the survey results, it is clear that a significant majority of the millennials surveyed, 91.4%, value change and innovation in a company. This suggests that millennials are more interested in companies that are open to new ideas and are willing to take risks to improve and grow. Only 8.6% of the respondents indicated that they value tradition, which indicates that millennials may be less interested in companies that are resistant to change or prefer to maintain the status quo.

This finding is important for companies that wish to attract and retain millennials as employees or customers. Companies that embrace change and innovation are more likely to appeal to this generation and may have an advantage in recruiting top talent. In contrast, companies that cling to tradition or resist change may struggle to attract millennials and could risk losing out on potential business opportunities.
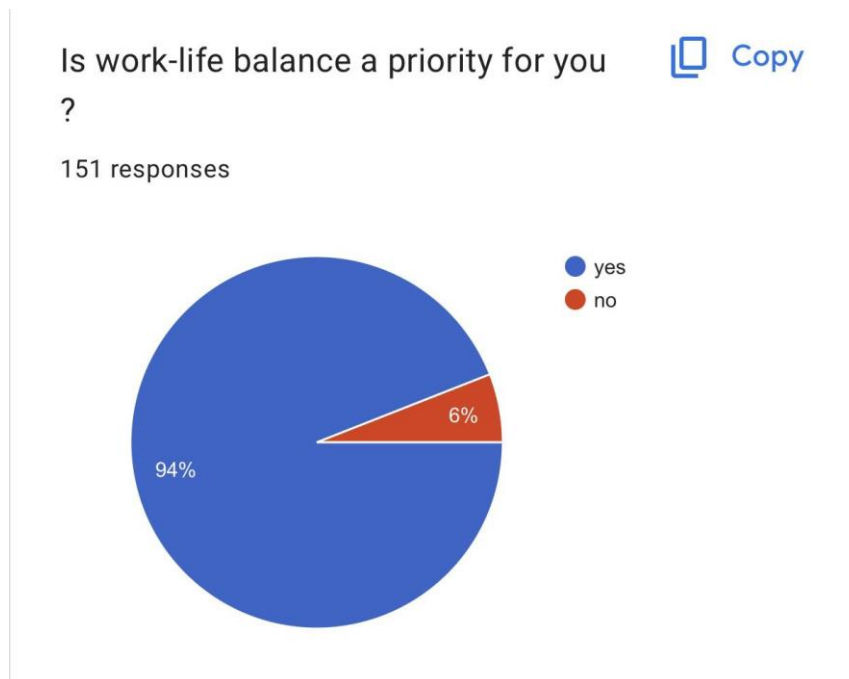
Figure 10 – Pie representation of the tenth question's answers

Based on the survey results, it is clear that the majority of millennials prioritize work-life balance, with 94% of respondents indicating that it is important to them. This suggests that employers who prioritize work-life balance may have an advantage in attracting and retaining millennial workers. It may also indicate that millennials are placing a greater emphasis on quality of life and personal fulfillment, rather than solely on career success. It is important for

employers to take this preference for work-life balance into account when designing workplace policies and practices, such as offering flexible work arrangements or implementing wellness programs. Failing to do so may result in a disengaged and burnt-out workforce, which can ultimately harm productivity and business performance.
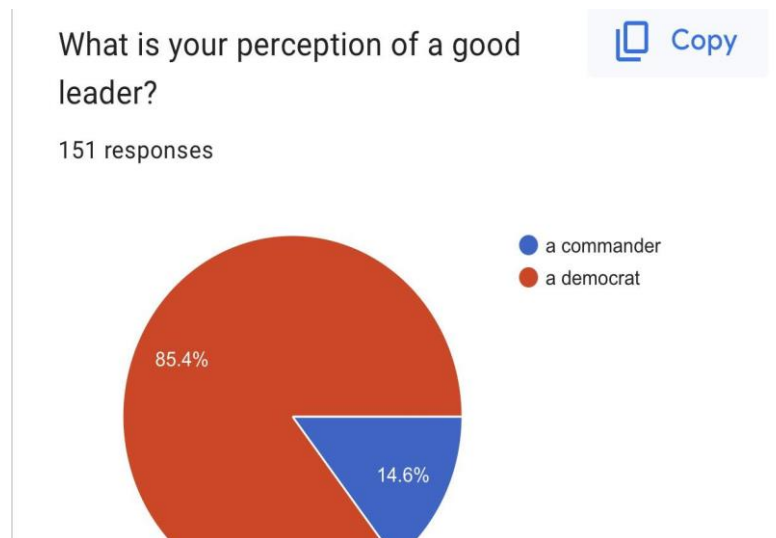

Figure 11 – Pie representation of the eleventh question's answers

Based on the survey results, it appears that a large majority (85.4%) of the millennials surveyed believe that a good leader should have a democratic leadership style. This suggests that they value a leader who is open to input and collaboration from team members, and who prioritizes the well-being of the group as a whole.

On the other hand, 14.6% of respondents believed that a good leader should have a more authoritarian/commander style. This may indicate that some millennials value a leader who is assertive and decisive, and who takes charge in making decisions.

Overall, it is important for companies to recognize that millennials may have different expectations and preferences when it comes to leadership styles, and to take steps to ensure that they are meeting the needs and desires of their millennial employees.

This suggests that most millennials prefer leaders who encourage collaboration and active participation in the decision-making process, rather than dictating orders. They are more inclined to appreciate leaders who listen to their opinions, ideas, and suggestions, and who create an environment that values teamwork, open communication, and inclusivity.

On the other hand, some millennials still believe that a more authoritarian or hierarchical leadership style can be effective in certain situations, such as during times of crisis or in highly structured or specialized organizations. However, overall, the majority of millennials seem to prefer leaders who prioritize collaboration, empowerment, and inclusion in the workplace.

4 Conclusions and recommendations for the future

Millennials, who were born between 1981 and 1996, form a substantial segment of the current workforce and possess exclusive qualities and anticipations concerning their jobs. Among the key characteristics that distinguish millennials is their craving for inclusivity and collaboration in the workplace.

To cater to millennials' demands, it is crucial for businesses to embrace more collaborative and democratic leadership styles, fostering a culture of teamwork and transparent communication. This, in turn, can improve productivity and enhance employee satisfaction.

Collaborative leadership necessitates collaborating with personnel as a team, stimulating their contribution and participation in decision-making, and cultivating an atmosphere of trust and respect. Such an approach can instill a sense of accountability and ownership among employees, leading to better performance and job satisfaction.

Democratic leadership involves giving employees a say in decision-making and involving them in the company's direction. This style can increase employee engagement and motivation, ultimately leading to higher retention rates and better job satisfaction.

In conclusion, by adopting more collaborative and democratic leadership styles, businesses can establish a more positive and productive work environment for millennials. This move can promote employee engagement, motivation, and job satisfaction, resulting in better retention rates and overall business success.

Here are some other recommendations and ways companies can attract and retain more millennial employees:

Millennials often value work-life balance, and offering flexible work arrangements such as remote work, flexible hours, or a compressed workweek can make a company more attractive to them. Furthermore, to emphasize company culture - Millennials seek workplaces that foster a positive, supportive, and inclusive culture. Highlighting a company's values, social responsibility, and community involvement can help attract millennials. Thirdly, since

millennials value growth, companies need to provide opportunities for growth and development. Millennials value continuous learning and professional growth. Offering training, mentorship programs, and opportunities for career advancement can be a strong incentive for millennial employees. It is also quite important for millennials to work in companies that leverage technology - Millennials are digital natives who are comfortable with technology. Providing the latest technology and tools can enhance their job satisfaction and increase productivity.

5 Summary

Millennials, those born between 1981 and 1996, are a diverse group with varying leadership preferences. However, this particular research with this particular sample has shown that certain leadership traits and practices are particularly appealing to millennials.

Leadership that is inclusive, collaborative, and values teamwork is preferred by millennials. They want to believe that their voices are being heard and that they have a say in the decision-making process.

Flexibility: Millennials value work-life balance and leaders who recognize that their personal and professional lives are inextricably linked. They prefer leaders who provide flexible work arrangements and support for their employees.

They value leaders who are enthusiastic about the organization's mission and can motivate others to work together to achieve a common goal.

Growth and Development: Millennials place a high value on learning and development opportunities, and they want leaders who are invested in their professional development and advancement. They value leaders who offer feedback, coaching, and opportunities for skill development and professional development.

In conclusion, millennials prefer leaders who are collaborative, transparent, flexible, purpose-driven, and invested in their personal and professional development.

Based on the survey results and this sample, it appears that the majority of millennials value a leader who is people-oriented, values coaching and mentoring, includes them in decision making, and prioritizes work-life balance. They also tend to prefer multiple leaders and value change and innovation in a company.

In terms of leadership style, the majority of respondents perceived a good leader as democratic rather than a commander. Additionally, inspiration and enthusiasm are seen as more effective motivators than a prize/punishment system.

Overall, these results suggest that millennials value a more collaborative and flexible approach to work, with a focus on personal growth and work-life balance, as well as a leadership style that values input from team members and promotes a positive, inspiring work culture.

The results of the survey indicate that millennials place immense importance on positive interpersonal relationships and a conducive work environment. They desire mentorship and

coaching that will facilitate their growth and development, both professionally and personally. As such, they seek leaders who prioritize their well-being and acknowledge their contributions to the team. This signifies a desire for a workplace culture that nurtures the individual growth and development of employees, emphasizing mutual respect and collaboration.

The preference for multiple leaders and a focus on innovation and change suggests that millennials value diversity and inclusivity within the workplace, welcoming different perspectives, and novel approaches. This further highlights their preference for a dynamic and adaptable workplace that can respond swiftly to changes in the business environment.

Regarding leadership style, millennials prefer democratic leaders who value the input and opinions of their team members, allowing for regular feedback and communication, as well as consideration of various viewpoints and ideas.

Finally, the preference for inspiration and enthusiasm over a prize/punishment system implies that millennials are motivated by a sense of purpose and fulfillment in their work, rather than solely external incentives or consequences. They seek work that aligns with their personal values and enables them to make a positive impact on the world.

Overall, the survey results suggest that millennials place a premium on a workplace culture that emphasizes personal growth, collaboration, and positivity, with leadership that promotes open communication, inclusivity, and purpose-driven work.

In other words, results of the survey indicate that millennials place immense importance on positive interpersonal relationships and a conducive work environment. They desire mentorship and coaching that will facilitate their growth and development, both professionally and personally. As such, they seek leaders who prioritize their well-being and acknowledge their contributions to the team. This signifies a desire for a workplace culture that nurtures the individual growth and development of employees, emphasizing mutual respect and collaboration.

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Overall, the survey results suggest that millennials place a premium on a workplace culture that emphasizes personal growth, collaboration, and positivity, with leadership that promotes open communication, inclusivity, and purpose-driven work.

Millennials desire freedom in the workspace, which includes flexibility in work hours, the ability to work remotely, and the autonomy to make decisions. They value work-life balance and the opportunity to pursue personal interests outside of work. Millennials also prioritize a positive and inclusive work culture that values input from all team members and promotes a sense of community. Overall, they want the freedom to work in a way that aligns with their personal values and allows them to achieve their goals both professionally and personally.

Millennials tend to value a democratic leadership style in the workplace, which involves giving employees a voice and considering their input and opinions when making decisions. They prefer a collaborative and inclusive work environment where all team members can share their ideas and perspectives. This may involve regular communication and feedback opportunities, as well as a willingness to consider different viewpoints and make decisions that benefit the entire team. Millennials value a workplace culture that prioritizes personal growth and development, with leadership that fosters an environment of mutual respect, openness, and transparency.

5.1 Why is this the case?

Millennials grew up in a time of rapid change and technological innovation, which has influenced their leadership styles preferences. According to this research, millennials prefer democratic and transformational leadership styles.

Democratic leadership entails collaboration and inclusion, which allows for open communication and decision-making. This leadership style appeals to millennials because they value collaboration, transparency, and having a say in decision-making.

Transformational leadership entails inspiring and motivating followers to reach their full potential, which is often accomplished through a shared vision and a sense of purpose. This leadership style appeals to millennials because they want leaders who can inspire them while also helping them grow and develop professionally.

Leaders who are ethical, authentic, and transparent are also valued by millennials. They want to work for organizations that have a clear mission and are making a difference in the world. Transformational leaders frequently exhibit these characteristics, which can make them especially appealing to millennials.

Furthermore, millennials have grown up during a period of increased emphasis on work-life balance, diversity and inclusion, and social responsibility. Democratic and transformational leadership styles are frequently associated with these values, making them more appealing to millennials seeking leaders who share their values and priorities.

Democratic leadership, also known as participative leadership, is a leadership style in which team members participate in decision-making. This style appeals to many millennials because it emphasizes collaboration and teamwork, giving them the sense that their voices are being heard and their contributions are valued. This can lead to higher job satisfaction, engagement, and motivation.

Transformational leadership is a style in which the leader inspires and motivates followers to work together to achieve a common goal. This style appeals to millennials because it emphasizes purpose and vision while also encouraging them to be innovative and creative in their approach to work. Transformational leaders also prioritize personal growth and development, which is important for millennials who value education and learning.

Millennials generally do not want to work in an authoritarian leadership environment because it conflicts with their values and expectations around work. Authoritarian leadership, also known as autocratic leadership, involves a top-down approach where the leader makes decisions without input from others and expects strict adherence to rules and regulations. This leadership style can create a hierarchical, controlling, and rigid work environment that is not appealing to many millennials.

Here are some reasons why millennials do not want to work in an authoritarian leadership environment:

Lack of Autonomy: Millennials value autonomy and want to have a say in how things are done. In an authoritarian leadership environment, decisions are made by the leader without input from others, which can lead to a lack of autonomy and a feeling of being disempowered.

Lack of Flexibility: Millennials value work-life balance and want flexibility in their work arrangements. In an authoritarian leadership environment, rules and regulations are strictly enforced, which can limit the ability to work from home or adjust work schedules.

Lack of Collaboration: Millennials value collaboration and teamwork and want to feel like they are part of a community. In an authoritarian leadership environment, collaboration is often discouraged as the focus is on following orders.

Lack of Purpose: Millennials want to work for organizations that have a clear sense of purpose and are making a positive impact on the world. In an authoritarian leadership environment, the focus is often on maintaining control and power rather than making a positive impact.

In summary, millennials do not want to work in an authoritarian leadership environment because it conflicts with their values and expectations around autonomy, flexibility, collaboration, and purpose. They prefer a more democratic and collaborative leadership style that empowers them to have a voice in decision-making and supports their personal and professional growth.

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7 Annexes

Annex 1 – Questionnaire used and interview responses

Annex 2 – List of figures

Questions:	Possible answers:	Interview responses:
Choose what currently describes you	I am currently working	85.4%
	I am unemployed	14.6%
How important is the opportunity for growth in your work?	most important	94%
	not as important	6%
What do you value more in your work?	safety	92.1%
	flexibility	7.9%
Rate the importance of coaching and mentoring on a scale from 1 to 5*	1	1.3%
	2	3.3%
	3	8.6%
	4	6.6%
	5	80.1%
Do you believe a good leader should be more*	people-oriented	72.2%
	task-oriented	27.8%
What do you prefer in a work environment? *	to be included in the decision-making process	92.1%
	not to be included in the decision-making process	7.9%
What helps you achieve more in a work environment? *	punishment/prize system	86.8%
	inspiration and enthusiasm	13.2%
Ideally for you, how many leaders are there in a company? *	only one	86.8%
	several leaders working together	13.2%

What do you think is more valuable in a company? *	change and innovation	91.4%
	tradition	8.6%
Is work-life balance a priority for you? *	yes	94%
	no	6%
What is your perception of a good leader? *	a commander	85.4%
	a democrat	14.6%

8 Appendices

Appendix 4 – Declaration

STUDENT DECLARATION

Signed below, NINA KARANFILOVSKA, student of the Szent István Campus of the Hungarian University of Agriculture and Life Science, at the BSc/MSc Course of LEADERSHIP AND MANAGEMENT declare that the present Thesis is my own work and I have used the cited and quoted literature in accordance with the relevant legal and ethical rules. I understand that the one-page-summary of my thesis will be uploaded on the website of the Campus/Institute/Course and my Thesis will be available at the Host Department/Institute and in the repository of the University in accordance with the relevant legal and ethical rules.

Confidential data are presented in the thesis: yes   no*

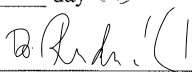Date: _____ 20 _23_ month _4_ day _20_

_____
Student

SUPERVISOR'S DECLARATION

As primary supervisor of the author of this thesis, I hereby declare that review of the thesis was done thoroughly; student was informed and guided on the method of citing literature sources in the dissertation, attention was drawn on the importance of using literature data in accordance with the relevant legal and ethical rules.

Confidential data are presented in the thesis: yes   no *

Approval of thesis for oral defense on Final Examination: approved   not approved *

Date: _____ 20 _23_ month _5_ day _03_

_____
signature

*Please, underline the correct choice!

ABSTRACT OF THESIS

Leadership styles – Which one is the most effective for the millennials?
Nina Karanfilovska

Leadership and management, Master:
Hungarian University of Agriculture and Life Science/Szent István Campus

Primary thesis advisor: (Rudnák Ildikó, associate professor, Institute of Agricultural and Food Economics / Department of Agricultural Management and Leadership Science)

The dynamics of the workplace have shifted among this new generation of working millennials. There could be seen very visible changes in behaviors, outlooks, expectations, trends, motivations with each generation. Leadership styles should be absolutely considered in businesses when there are different generations in the workforce. The goal of this study is to find the most effective leadership style for millennials.

For these purposes I have conducted a questionnaire as a quantitative research method. The sample population for this research project consisted of 151 participants, all of them born between the years 1981 to 1996 and have some kind of a previous work experience.

Millennials often value work-life balance, flexible work arrangements, millennials seek workplaces that foster a positive, supportive, and inclusive culture. Highlighting a company's values, social responsibility, and community involvement can help attract millennials. Companies need to provide opportunities for growth and development. Millennials value continuous learning and professional growth. Offering training, mentorship programs, and opportunities for career advancement can be a strong incentive for millennial employees. Providing the latest technology and tools can enhance their job satisfaction and increase productivity.

In conclusion, by adopting more collaborative and democratic leadership styles, businesses can establish a more positive and productive work environment for millennials. This move can promote employee engagement, motivation, and job satisfaction, resulting in overall business success.

DECLARATION

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Student's name: _Nina Karanfilovska_

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Title of the document: _Leadership styles - Which one is the most effective for the millennials?_

Year of publication: _2023_

Department: _Leadership and management_

I declare that the submitted final master's thesis is my own, original individual creation. Any parts taken from an another author's work are clearly marked, and listed in the table of contents.

If the statements above are not true, I acknowledge that the Final examination board excludes me from participation in the final exam, and I am only allowed to take final exam if I submit another final essay/thesis/master's thesis/portfolio.

Viewing and printing my submitted work in a PDF format is permitted. However, the modification of my submitted work shall not be permitted.

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