



## Literature study of millennial leadership concepts to find new perspectives on leadership styles

Berlianingsih Kusumawati<sup>1</sup>, Uki Masduki<sup>2\*</sup>, Sulisty Seti Utami<sup>2</sup>, Siti Maryama<sup>4</sup>, Dede Dahlan<sup>5</sup>

<sup>1,2,3,4,5</sup> Institut Teknologi dan Bisnis Ahmad Dahlan, Indonesia.

\*Corresponding author: Uki Masduki, email: [ukimasduki@itb-ad.ac.id](mailto:ukimasduki@itb-ad.ac.id)

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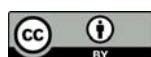
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**Abstract:** The leadership style was born driven by the assumption that the previous leadership style is no longer relevant if applied to today's millennial generation. This research is the first step to discovering millennial leadership styles that are difficult to find in previous literature. This study will use the literature review methodology to identify a range of theories that are pertinent to the issue under study. Data obtained from the Proquest and Google Scholar databases. The keywords leadership, leadership, leadership style, and millennial worker are used. We'll take the relevant article and analyze it, the article written between 2010–2022. This study find indicators of millennial leadership style based on the needs and characteristics of the millennial generation. There are eighteen indicators of millennial leadership style based on studies.

**Abstrak:** Gaya kepemimpinan baru lahir didorong oleh anggapan bahwa gaya kepemimpinan sebelumnya sudah tidak relevan lagi jika diterapkan pada generasi milenial saat ini. Riset ini merupakan langkah awal untuk menemukan gaya kepemimpinan milenial yang sulit ditemukan dalam literatur sebelumnya. Penelitian ini menggunakan metodologi tinjauan literatur untuk mengidentifikasi berbagai teori yang berkaitan dengan masalah yang diteliti. Data diperoleh dari Database Proquest dan Google Scholar. Kata kunci yang digunakan adalah kepemimpinan, gaya kepemimpinan, dan pekerja milenial. Hanya artikel relevan yang digunakan dan dianalisis, terbit pada tahun 2020-2022. Studi ini menemukan indikator gaya kepemimpinan milenial berdasarkan kebutuhan dan karakteristik generasi milenial. Penelitian ini menemukan delapan belas indikator gaya kepemimpinan milenial.

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## Introduction

The role of the leader is very important and has a strategic place in policy making. By his actions or policies can determine the organization or company he leads. The success of the leader in running the wheels of his organization depends on enacting or portraying himself as a leader seen from his leadership (Hughes and Beatty, 2005). This is why leadership issues or topics become interesting in studies and researches. Because it is closely related to the success of an organization. Even according to Hogan and Kaiser (2005), The study of leadership is a valid and crucial field of study, and it may be the most significant topic in all of human sciences.

The reason why According to Hogan and Kaiser (2005), leadership is all about how well a team, a group, or an organization performs. Effective team and group performance is encouraged by good leadership, which boosts office holders' wellbeing. While ineffective leadership lowers the standard of living for everyone involved. Pohan (2019) reaffirmed that one of the elements to success that plays a part in accomplishing corporate goals is leadership. An organization's success or failure is seen to be influenced by the leadership skills of the team members. Even so, Leadership is one of the key factors that determines whether an organization succeeds or fails, according to Al Khajeh (2018).

Along with the many theories about leadership emerging industrial/organizational psychology was examined on issues relating to leadership theory, research, and practice (Day, 2012). Over the past ten years, there has been an upward trend in scientific research on the subject of leadership, which has led to the emergence of a variety of leadership theories (Dinh et al., 2014). However, leadership theory and academic literature sometimes seem difficult for practitioners to understand due to complex conceptualizations, as well as vague terms. But overall, the literature makes a lot of sense and has a lot to learn (Van Wart, 2013). According to Van Seters and Field (1990), one of the most complex and varied (different) phenomena in organizational and psychological research, leadership may be the cause.

Speaking with authority goes hand in hand with the leadership style itself. The traits and actions that leaders utilize to guide their organizations include their leadership style. Al Khajeh (2018) came to the conclusion that the way a leader interacts with his subordinates can be viewed as a blend of many features, attributes, and behaviors. This leadership style will affect other people or subordinates. Therefore, Harris et al. (2007) define a leadership style that is directly related to others, that is, a relationship style that a person use to encourage others to cooperate in order to achieve a common purpose or objective.

In modern leadership theory, several leadership styles that are popularly studied in academia are even practiced in various institutions or organizations. These leadership styles are transformational, autocratic, democratic, charismatic,

bureaucratic and transactional leadership styles, and servant leadership. Apart from that, there are also various other leadership styles such as ethical leadership styles, spiritual leadership, distributed, and integrative public leadership (Anderson & Sun, 2017) and others. From the many theories about leadership styles emerging, one side is an advance about the development of science but on the other hand the birth of these theories confuses and creates understandings and characteristics that overlap between one leadership style and another.

The emergence of theories about leadership styles is much influenced by certain environments and circumstances related to the policies taken by a leader. It is with this change in the environment and the dynamics of society that changes in the character of leadership over time have been considerable (Horner, 1997). The theory of servant leadership, for example, was born in response to the poor economic conditions of the United States. In that condition, company leaders cannot interact directly effectively with their employees in the midst of many terminations. From this situation Robert Keifner Greenleaf introduced the servant leadership model in 1970 (Iswanto, 2017).

The development of leadership theory is also very possible and provides wide opportunities born in the industrial era 4.0 which emphasizes and emphasizes information technology in organizational achievement. In this era, new activities have emerged, most of which can only be easily adapted by millennials. Millennials refer to the generation born around the 1980s - 2000s. From various literatures, it is stated that the generation of millennial is one side of the ideal generation for better change, but on the other hand the millennial generation has characteristics that threaten to change for the better such as mental degradation (Meilinda et al., 2019).

According to Ambarwati and Raharjo (2018), the millennial generation is a contemporary one that actively works, conducts research, and thinks creatively about organizations. They are also upbeat and willing to work competitively, freely, and flexibly. But on the other hand, the millennial generation has a lifestyle of consumerism, limitless freedom and the erosion of morality on social media (Suwardana, 2017). The presence of the millennial generation, which reaches half of all active workers in the world of work, has an impact on the style of working in Indonesian companies, this makes the way of working in a company inevitably adapt to the characteristics of the millennial generation to maximize their potential. One of them is in the form of support from the work environment such as motivation from a leader towards employees who are millennial generation (Permatasari, 2019).

From the character of the millennial generation, it can be learned that a special type of leadership style is needed that can effectively encourage millennials to work more productively. The new leadership style was driven by the assumption that the previous leadership style was no longer relevant if applied to today's millennial generation (Table 3). This research tries to find a new concept of leadership style,

namely millennial leadership style. Therefore, it is important to do research as a first step to find millennial leadership styles that are difficult to find in previous literature.

Along with changing times and changes in behavior in the organization, the leadership style also needs to adjust to these dynamics. The leadership style that has been introduced today in the literatures no longer seems relevant to the conditions of the industrial era 4.0. This era emphasizes the mastery of information technology as a tool (tools) for organizational achievement. Not everyone can adapt to this change, especially the older generation born under the 1980s. On the contrary, this Era is in the "grasp (mastery)" of the millennial generation born over the 1980s. This is where the importance of changing the leadership style from the old leadership style so as to create a new leadership style that can be accepted by the millennial generation, namely the millennial leadership style.

Previous studies have only matched the characteristics of millennials with existing leadership styles, not seeking to create new leadership styles. like Suyanto et al. (2019), who discovered that millennials respond well to transformative leadership style. Or Wolor, et al (2021) found a suitable collaboration to apply to millennials. So are Purwanti and Romedly (2019). Not all leadership styles offered are suitable to be implemented in the millennial generation which affects their role in the industrial era 4.0. Due to this, specialized studies and research on leadership practices suited for the millennial age are required. The findings of this leadership style are important to keep up with the changing work patterns of millennials so that organizational goals are easier to achieve. The literature review is one of the most important elements of this study since it analyzes the idea of millennial leadership style as a new leadership style in the industrial era 4.0 .

## Method

A literature review, often known as a review of the literature, will be the research methodology used. Cooper (1989) claims that a literature review, sometimes referred to as a literature research, is a type of research that examines, assesses, or critically evaluates the data and theories, or findings contained in the body of academic-oriented literature (*academic-oriented literature*), as well as formulating theoretical and methodological contributions to a particular topic. The goal of the literature review technique is to identify various theories that are pertinent to the issue under study and use them as a starting point for discussion of the research findings that will be examined (Sutrisno et al., 2018).

The journals used in this research were obtained through international and national journals. The keywords used are leadership, *leadership*, leadership style, *leadership style*, *millennial worker*. The corresponding article will be taken then analyzed. The timeframe for publishing the journal that will be chosen is articles that published in 2010 until 2022. It is accessed in full text both in English and Indonesian. Here are the research inclusion criteria:

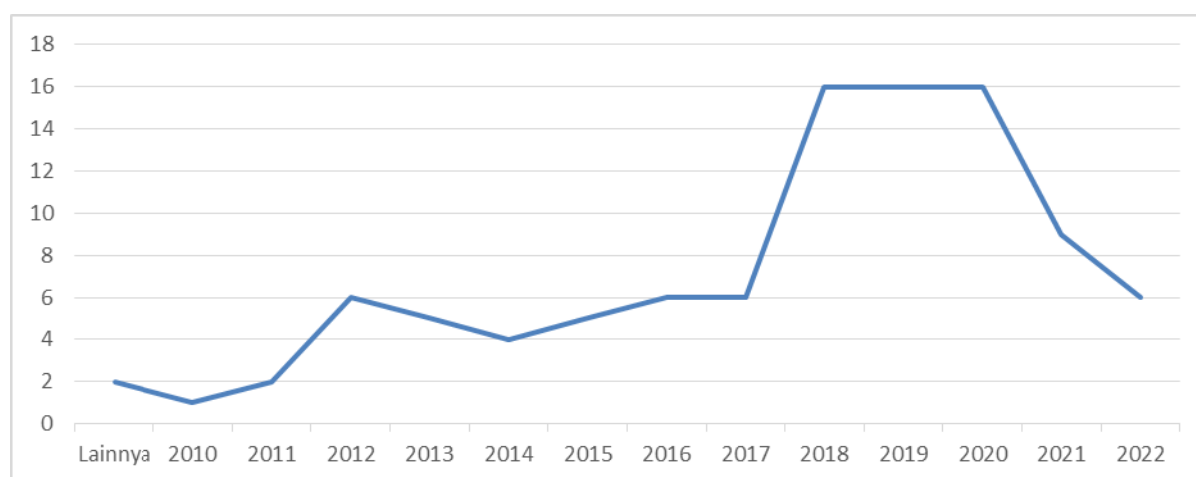
**Table 1. Research Inclusion Criteria**

Criterion	Inclusion
Period	Year 2010-2022
Language	Indonesian and English
Subject	Millennial Leadership Style
Types of journals	Results of literatur research and studies
Journal Theme	Millennial Leadership Style

### Result

The research data was obtained from the results of a literature review published from 2010 to 2022. The range of research data is taken to ensure the novelty of the research results, although it is possible that there are several articles obtained before 2010. The data is used as an addition or enrichment of literature as well as to confirm the results of previous studies or studies.

In this study, the literature used did not look at whether the results of empirical research or not (*literature review*), because empirical studies related to millennial leadership are difficult to find. Research data also does not choose one method or approach, whether qualitative or quantitative research. Because this study seeks to process as much data or information as possible, there is no limit to publication in one or two countries. However, the language spoken is only limited to English and ban Indonesian. Because those two Languages are what the researcher can understand.



**Figure 1. Publication Year**

The year of publication which is used as research data as presented in figure 1 shows that the research data is dominated from 2018 to 2020, namely 16 articles each. These years are the year of publication of the most scientific articles about leadership and millennials. Meanwhile, from 2010 to 2017, the average publication on the

research topic was four publications. With the lowest number of publications one in 2010 and the highest publications six, namely in 2012, in 2016, and in 2017. There was a decrease in publications from 2020 to 2021. Where in 2021 there are nine publications. The low research on this topic in 2022 is because it is still in the publishing process which will end in December 2022. Because this research was made in mid-2022, the research data was only obtained until June 2022.

The following are presented research data relating to the results of empirical research and literature studies, methods or approaches, and Language.

**Table 2. Research Data**

No.	Attribute	Amount
1	Results of empirical research	60
2	Literature studies	40
3	Quantitative approaches/methods	35
4	Qualitative approaches/methods	55
5	English (international)	85
6	Indonesian (national)	5

The research data as presented in table 1, showed that the data from the study were more numerous than the literature study. Qualitative methods are more widely used compared to quantitative approaches. While the language used is dominated by English. Based on the language used, it shows that research data is obtained from international journals. Due to informational limitations and being very diverse, the journals are not classified into their reputations, nor are they identified by their publishers. Likewise, this study does not use specific data, such as the field of research. The research data used by looking at the discussion of millennials and leadership or both, without looking at the field. Such as not classified into the fields of marketing, health, social, and so on.

Research data topics are divided into two categories, namely topics related to millennials and topics related to leadership. In one publication, there may be a discussion between the two topics, for example, as well as discussing millennials and leadership. With such a case, it will be seen which one is more dominant whether it is the millennial discussion or the leadership.

## Discussion

### Characteristics of the millennial generation

The term "millennial" can refer to Gorman et al. (2004) that is, a person who was born after the early 1980s has special skills focused on Internet communication. As also cited in Zemke et al. (1999), Howe and Strauss (2000), Tapscott (2008), and Bennis and Thomas (2002). While Kupperschmidt (2000) and also Galdames & Guihen (2022)

assert that millennials are those born between 1980 and 2000, although there is also a lot of literature that does not emphasize the year of birth. There is even an inconsistency in the age range of millennials (Costanza et al., 2012). If referring to the range of birth years, then millennials are currently those aged between the ages of 22 years to 42 years.

In most literature, the millennial generation is a generation that lives a globalized existence and sees the advancement of information and communication technologies (Tortorella et al., 2019). Although they have different views on the millennial birth year, as expressed by Dewi et al. (2021), namely those who were born in 1981 to 1996 as also discussed by Penney (2011), but have the same view, that millennials are those born in the era of information technology development. That is why they are people who master technology and are difficult to separate from technological life (Mutia, 2017). Additionally, as the first generation to be born in an era of widespread internet use, they have virtually unrestricted access to knowledge, digital resources, and cutting-edge technologies (Sessa et al., 2007).

Considering the aforementioned information, the following traits can be used to describe the millennial generation in part: they are familiar and proficient in using technology (Graybill, 2014; Leyva, 2016). In addition to being associated with technology, the characteristics of the millennial generation are also characterized by attitudes, especially attitudes in the face of work, such as: a very strong desire for something especially related to their work and less fond of conservative food-views (MacKenzie & Scherer, 2019). Prefer Teamwork in work Stefanco (2017); Barbutto Jr. (Jay) & Gottfredson (2016), trying to find balance in work (Woods, 2016). Requires feedback and the presence of a dialogue with superiors (VanMeter et al., 2013). On the other hand they can also be characterized by a generation of need and high care (Hershatter & Epstein, 2010). Even attached negative traits such as: having a fragile attitude and not having tolerance (Bodenhausen & Curtis, 2016). Commitment to jobs is low and tends to look for better jobs (Edge, 2014). This fact is confirmed by Ferri-Reed (2013) and Schlichting (2012) who assess that millennials often jump up and down at work, so they only stay in positions or organizations for a short time before moving. Therefore Poblete (2019) considers this generation to be a generation that has low commitment and loyalty but has the ambition to rise to office very quickly.

### **Millennial Leadership**

Leadership is one of the key elements for establishing success in an organization. Effective and efficient leadership will be realized if it is carried out based on the functions and goals that have been set. A leader must seek to be part of the situation of the group or organization he leads (Northouse, 2021). As a result, strengthening the management process in every organization requires strong leadership. However, this leadership topic still needs more in-depth discussion so that it can be comprehensively understood by practitioners and researchers Gaol

(2020). Along with the development of the times leadership is seen as different between generations (Tortorella et al., 2019). It is because of these differences of perspectives that a lot of literature on leadership is needed, especially those that focus on the views of the millennial generation (Twenge & Campbell, 2008).

According to Fore (2013) millennials follow managers that can strike a balance between strong performance and fostering a positive work environment. This leadership for the millennial generation is important to find because in the foreseeable future, the millennial generation will predominate in the labor force (Fotso, 2022). To manage and adjust to millennial demands effectively, new leadership competencies must be taken into account (Bayan, 2021) because younger generations do not share the millennial generation's perspective on leadership (Forastero et al., 2018). This is where the importance of literature on leadership today is needed because the previous discussion of leadership is no longer in accordance with the perspective of the younger generation (Twenge & Campbell, 2008). Therefore, it requires leadership adapted to the ever-changing world (Fotso, 2022). In this regard, specialists in the science of leadership concur that in order to satisfy the demands of the 21st century, it is necessary to discover new leadership competencies (Bayan, 2021). This is crucial since millennials and older generations have quite different expectations for and approaches to leadership (Heyns et al., 2019). The discrepancy is brought about by various psychological features resulting from various life experiences, as well as various variances in work ideals and attitudes (Keith, 2021). Additionally, there is a growing school of thought that contends that generations are more alike than different (Wang, 2020).

### **Millennial Leadership Style**

Every leader in carrying out his leadership has differences. The leader in influencing his subordinates has a unique behavior. These behaviors are called leadership styles. According to Thoha (2012) a person's leadership style is a behavioral standard utilized when the individual attempts to influence the conduct of others in line with his or her beliefs. Rivai and Mulyadi (2012) states that leadership style is a pattern of behavior and strategy that is preferred and often applied by a leader. Leadership is ensured to be successful if the application of leadership styles, principles, and methods is applied correctly and fully (Amanchukwu et al., 2015).

According to a number of studies, millennial workers expect a different kind of leadership than workers from the preceding generation (Sessa et al., 2007). For example, According to Anderson and Sun (2017), millennials favor collaborative leadership approaches that are used in team settings and within flat hierarchies. There are psychological variations between generations, according to a meta-analysis of studies including more than 1.4 million participants (Twenge & Campbell, 2008). As a result, leaders must set the example, have a clear vision, and understand how different and similar generations are. Leadership characteristics preferred by the



generation group of working in the organization can increase the competitiveness of the organization and success (Cox, 2016). Many components influence the success of the organization, leadership is perhaps the most important (Bass & Bass, 2009). In a fast evolving and interconnected global world, it is crucial to better understand generational aspects, especially desired leadership traits (Deal et al., 2010).

**Table 3. Classic Leadership Style Types**

No.	Leadership Style	Characteristic
1	Coaching leadership style	Help; provide direction rather than directives; the importance of education as a means of growth; pose directed queries; Balance between sharing knowledge and assisting others in discovering it for themselves.
2	Visionary leadership style	Strategic, take risks, be inspirational, persistent and brave, innovative, and magnetic.
3	Servant leadership style	inspire the group; possess good communication skills; show a genuine concern for the team; promote cooperation and participation; and be dedicated to the professional growth of the group.
4	Autocratic leadership style	Have self-assurance, drive yourself, and use clear, regular communication. abide by the rules, be dependable, and recognize the benefits of a highly controlled setting; Having faith in a closely supervised workplace.
5	Laissez-faire or hands-off leadership style	Effective delegation, a commitment to individual autonomy, the provision of adequate tools and resources, a willingness to assume control in an emergency, the provision of constructive criticism, the development of team leadership skills, encouraging an independent work atmosphere.
6	Democratic or participatory leadership style	Value group conversations; provide the team access to all facts before making judgments; Encourage a collaborative, flexible, logical work atmosphere that is skilled at conflict resolution.
7	Pacesetter leadership style	Set the bar high, concentrate on the end result, be slow to praise, be extremely competent, and place more importance on performance than on soft skills.
8	Transformational leadership style	Respect between you and your team; Encourage people. motivate others to accomplish their objectives; Consider the big picture; valuing the intellectual challenges faced by your team; Creative Clearly comprehend the organization's requirements.
9	Transactional leadership style	The importance of the organization's structure; micro; don't challenge authority; realistic and pragmatic; Achievement of worthwhile objectives; Reactive.
10	Bureaucratic leadership style	Rules and value systems, a strong work ethic, a strong will, a dedication to the organization, and self-discipline. Detail-oriented and task-focused.

Because there are differences between the leadership styles needed by each generation, additional leadership styles are needed, namely the millennial leadership style. This leadership style was born as a demand that the millennial generation needs its own leadership style according to its characteristics. The importance of this leadership style was also triggered that the leadership style applied before is no longer forever relevant to the needs of the millennial generation. Previously, many leadership styles have been born such as, the most commonly recognized leadership styles are ten leadership styles (Table 3). All ten leadership styles in this study were identified as classical leadership styles. This naming is given to provide a distinction of the millennial leadership style to be formed.

The needs of the millennial generation are not always met by the leadership style described in Table 3. For instance transformational and tractal leadership styles (Burns, 1978). The transformational leadership style emphasizes the strength of a leader in motivating his subordinates through providing space in innovating so as to spur subordinates to solve all problems. Meanwhile, the tractional leadership style emphasizes the existence of rewards. Leadership will succeed depending on the *rewards* given (Howell & Avolio, 1992). This leadership style may still be relevant to millennials because it gives employees space to imply or innovate. But it is no longer relevant to a bureaucratic leadership style that emphasizes organizational commitment and discipline, as well as a focus on tasks.

**Table 4. Indicators or characteristics of millennial leadership style**

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1. Promoting the adoption of technology and information in work;
  2. Encourage curiosity about new things, while not liking things that are conservative or traditional;
  3. Provide space to work more together;
  4. Requires feedback and dialogue with superiors;
  5. Creating comfort in working to increase commitment;
  6. Provide opportunities for promotion;
  7. Have the ability to convey knowledge and help others discover it on their own;
  8. Genuinely care about the group;
  9. Promote cooperation and participation;
  10. Dedicated to the group's professional growth;
  11. Communicate clearly and consistently;
  12. Believe in freedom of choice;
  13. Offer constructive criticism;
  14. Flexible;
  15. Performance value rather than soft skills;
  16. Have a good understanding of the needs of the organization;
  17. Practical and pragmatic;
  18. Have a good work ethic.
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Due to this, it is required to reconsider whether the leadership style is relevant to the needs of the millennial generation as well as coupled with the traits that define the millennial generation as a whole. The characteristics themselves include: prioritizing the adoption of technology and information in work (Graybill, 2014; Leyva, 2016; Mutia, 2017; Sessa et al., 2007; Tortorella et al., 2019), encourage the curiosity of new things, while not liking things that are conservative or traditional (MacKenzie & Scherer, 2019). There is a need for feedback and communication with superiors (VanMeter et al., 2013), creating space for greater cooperation (Barbuto Jr. (Jay) & Gottfredson, 2016; Stefano, 2017) creating comfort in working to increase commitment (Ferri-Reed, 2013; Galdames & Guihen, 2022; Ramírez et al., 2021; Schlichting, 2012). Providing opportunities for promotion (Galdames & Guihen, 2022). If it refers to the classic leadership style and characteristics of the millennial generation, then a millennial leadership style can be obtained, that is, a leadership style characterized as Table 4.

The indicators of millennial leadership style (Table 4) are still in the stage of development and literature review. It remains to be proven by empirical studies. Therefore, further research is needed that proves that this millennial leadership style is really relevant and is needed by the millennial generation, namely workers who are currently between 22 years old and 42 years old.

### **Conclusion**

Along with the development and changes of the times, including the changes and developments of the industrial era greatly affect the changes in the needs of each generation including the characteristics of the generation itself. These changes require adjustments according to the times. Just as generational change requires its own leadership style. Leadership style can be born from the attitude of the leader himself but can also be born from adjusting circumstances. Changes in the industrial era such as the industrial era 4.0 or 4.0 change human needs and behavior so that they require new things such as leadership styles. The industrial era 4.0 or 4.0 was born in the millennial generation, namely those born in 1980 to 2000. Due to generational changes, a leadership style that is relevant in its time is needed.

The previous leadership style was considered no longer relevant in meeting the needs and characteristics of the millennial generation so a new leadership style was needed, namely the millennial leadership style. This study seeks to find indicators of millennial leadership style according to the wants and traits of the millennial generation. However, more research is required to determine whether or not these markers are relevant or necessary for the millennial population. The indicators that have been found may require additions or subtractions.

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