Perceived Leadership Behaviors among Multigenerational Managers

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ABSTRACT

Managing four generations with different set of beliefs, values and attitudes is a critical challenge for an organization. Intergenerational conflict may emerge from diverse preferences and misinterpretation of words and actions. For instance, in the digital era tech-savvy millennials wanted to have flexible work schedules (Clendon & Walker, 2012) and less interaction with their managers (Schultz & Schwepker, 2012). Meanwhile, Baby Boomer managers preferred direct communication (Holian, 2015) because they wanted to have face-to-face discussion. Additionally, in many organizations Baby Boomer managers were still implementing command-and-control management (Faller & Gogek, 2019), while Gen Y and Gen Z workforce favored constructive feedbacks (Anderson & Buchko, 2016). For young workforce, specifically Gen Z, if their managers practice the traditional boss-subordinate relationship, they prefer to quit and move to another company. On the one hand generational diversity is an advantage, but on the other hand it can be disastrous if not handled well. Leaders are expected to minimize workplace miscommunication and conflict arising from multigenerational differences between staff and managers to attain organizational performance. To date, many leadership styles have been researched, however Leadership Behavior Description Questionnaire XII has been the most widely used to measure how a leader should behave to reduce conflict in the multigenerational work environment, criticize poor work of older-generation followers, and emphasize on high levels of performance (Littrell et al., 2018). The objectives of this study are to investigate the perceived leadership behaviors and the differences in perceived leadership behavior among multigenerational managers.

Keywords: Gen Y, Indonesia, LBDQ-XII, Multigenerational Workforce, Perceived Leadership Behavior