Loyalty and Leadership Styles in Generation X and Generation Y in the Company

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Abstract:
Changes in work patterns are now greater or less inspired by Generation X and Generation Y, which are starting to fill the composition of the current Work world, where loyalty and leadership styles for Generation X and Generation Y in business companies are considered important elements for manipulating or managing them and a challenge in itself. The purpose of this research is to determine what factors influence the loyalty and leadership style, such as what can manage Generation X and Generation Y and the way their leadership style faces their team. This study is a literature study.

Keywords: Loyalty, Leadership Style, Generation X, Generation Y.

Introduction
With current technological developments, they are making it easy for humans to carry out activities, such as finding, making, and distributing various kinds of information. Haag and Keen (1996), said that information technology is a device that helps work with information obtained and carry out tasks related to data information processing. The purpose of information technology is to help overcome problems, develop creativity, and improve effectiveness and performance in doing work. So it can be stated that information technology makes human work easier and more efficient.

Modernization has also driven changes in the composition of the population of each generation, which includes a decrease in the composition of baby boomers, growth in the composition of generation X and generation Y because it is far related to effective age. and the composition of personnel, in addition to the addition of generation Y who began to enter the world of work (Yanuar, 2016)

Increasing the composition of generation X, and generation Y in the world of work, causing modification in work patterns, were previously working had to be at work with adjusted and more regular working hours, becoming work that did not want to need to be in the office, could be anywhere both at home, cafes, restaurants, parks, and others, with flexible working hours.

According to Mannheim (1952), generation is a social construction in which there is a group of people who have the same age and the same historical experience.
Mannheim (1952) further explained that individuals who are part of a generation are those who have the same year of birth within 20 years and are in the same social and historical dimensions. This definition was specifically developed by Ryder (1965), who said that generation is an aggregate of a group of individuals who experience the same events in the same time period.

These differences result in various methods of work choice (Glass, 2007). Managing differences in the generation of the world of work have become an increasingly interesting topic for managers and researchers in recent decades. Much of this interest is based on the assumption that generations differ significantly in their goals, expectations, and work values (Cennamo & Gardner, 2008). Because employees are the focus of the organization, and various generations of the workforce characterize the organization, the situation for leaders seems to be complicated. Organizations have focused their attention on effective leadership and employee satisfaction as a potential influence on organizational success (Salahuddin, 2010). The multigeneration workforce has a significant effect on an organization or company, especially for managers and leaders, who must be able to handle diversity in order to operate productively (Salopek, 2006). The importance of general differences in the field of organizational behavior has developed over the years. This growth has resulted in the recognition that generational characteristics play a significant role in how employees prefer to be led and managed (Cennamo & Gardner, 2008; Salahuddin, 2010). Jeffries and Hunte (2004) discuss the same problem by stating that the unique characteristics of generation groups provide a starting point for leaders and managers to achieve a greater understanding of their employees and their employees' leadership preferences.

**Literature Review**

**Human Resource Management**

According to Bohlarander and Snell (2010) Definition of human resource management according to Bohlarander and Snell is the study of how to empower employees in the company, make work, workgroups, develop employees who have the ability, identify an approach to develop employee performance and provide rewards to them for their efforts and work.

According to Caldwell (2004), there are 12 policy objectives in human resource management, including:

1. Manage people as fundamental assets for an organization's competitive advantage.
2. Align HR policies with business policies and corporate strategies.
3. Develop HR policies, procedures, and systems that are compatible with each other.
4. It was creating a flatter and more flexible organization that can respond more quickly to change.
5. Encourage teamwork and collaboration across internal company organizations.
6. Create a sturdy customer-first philosophy in the organization.
7. Empower employees to manage their development and learning.
8. Develop award strategies designed to support culture-driven performance.
9. Increase employee involvement through better internal communication.
10. Build more significant employee commitment to the organization.
11. Increase in line management duty for HR policies.
12. Develop the facilitating role of managers as enablers.

The overall aim of human aid management is to make sure that the organization can achieve success through people. As said by Ulrich and Lake (1990), systems HRM systems can be a source of organizational capability that enables companies to do so learn and take advantage of new opportunities. The companies that are human capital are the people who work there and to whom business success depends. Human resources have been determined by Bontis et al. (1999) as follows: Human resources are human factors in organizations; mixed intelligence, skills, and expertise that deliver an organization its special character. Human organizational elements are those who can learn, change, innovate, and provide creative encouragement that, if properly motivated, can ensure the long-term survival of the organization.

**Leadership Style**
Leadership is a manner used by a frontrunner in influencing subordinates so as to carry out the obligations and duties in accordance with the predetermined (Setyo, 2020). Leadership is a complicated phenomenon that has stimulated many theories and definitions. However, there is no single universal definition of leadership. There are various definitions, theories, and models in this field, but there is little consensus among leadership theorists (Lorsch, 2010). Emotions play an essential role in the workplace, especially in the leadership process, because leadership is an emotional process where leaders display emotions and efforts to arouse emotions in followers. Emotional intelligence has the ability to make a contribution to management in a whole lot of methods effectively, each from leaders and followers of a lower perspective (George, 2000; Zineldin & Hytter, 2012).

According to Pasolong (2008), that leadership style is a way used by someone in influencing, directing, encouraging, and controlling his subordinates to achieve the goals of an organization or company. According to Goleman in Mark (2017), the leadership style is divided into several leadership behaviors, including:

1. **Visionary**
   Where leadership patterns are intended to give meaning to work and effort that needs to be done jointly by members of the company by giving direction and meaning to work and business carried out based on a clear vision, but providing follow-up there is the freedom to choose their way to achieve it.

2. **Supervisor**
   Where indicated by helping sub-improve performance by building capacity and ability for the long term.

3. **Affiliation**
   The aim to create harmony between employees and between employees and superiors, to motivate people during times of stress, or to strengthen connections between fellow employees and with superiors.

4. **Democratic**
   Where the pattern of leadership that gives broad authority to the subordinates. Whenever there is a problem, it always includes subordinates as a whole team. In a democratic leadership style, leaders give many tasks about the obligations and responsibilities of their subordinates. The type of democratic leadership is a type of leadership that refers to relationships. Here a leader always has a relationship with the one he leads. All leader's policies will be the result of deliberation or will constitute a valuable collection of ideas.

5. **Pacesetting**
   Where having a leadership style like this has a goal in completing tasks with high standards of excellence. This style is most useful for getting high quality so that employees are motivated in a crisis.

6. **Commanding**
   It is a leadership style that focuses on all decisions and policies taken from himself in full. All division of tasks and responsibilities are held by the authoritarian leader, while the subordinates only carry out the tasks that have been given.

However, according to the research conducted by Pearce et al. (2003), there are four types of leadership behaviors, namely:

1. **Leadership directives**
   Where leaders tell subordinates what they expect, inform the work schedule, work standards, when to finish the job, and provide specific guidelines on how to complete the task, including aspects of planning, organization, coordination, and supervision. Mitchell (1974) states that directive leadership tells subordinates what is expected of them, provides specific guidelines, asks subordinates to follow the rules and procedures, set the time, and coordinates their work. Yukl (2010) argues, there are two dimensions in the direction of leadership, namely the structure that begins and the task-oriented behavior.

2. **Tractive leadership**
   According to Margarita (2017), transactional leadership is based on the bureaucratic authority and organizational legitimacy. Transactional leaders basically emphasize that a leader needs to determine what needs to be done by their subordinates to achieve organizational goals.

3. **Transformational leadership**
   While transformational leaders are charismatic leaders and have a central and strategic role in bringing organizations to achieve their goals. A transformational leader must also have the ability to match the vision of the future with his subordinates, and heighten the need for subordinates at a level higher than they need. Margarita (2017) categorizes leadership conduct as follows:
a. Transformational behavior: ideal influence, spiritual motivation, and intellectual stimulation.

b. Transactional behavior: contingent reward, with the exception of active management and passive management with an exception

4. Empowering leadership
A leadership style in which leaders set challenging goals and expect subordinates to excel as much as possible and continue to look for achievement development in achieving that goal. Yukl (2010) states that individual behaviour is driven by the need for achievement.

Loyalty
Loyalty is an employee's self-awareness shown by his loyalty to the company even though the company is in the best and worst circumstances. (Hermawan and Riana, 2013). According to Hasibuan (2010), stated employee loyalty is various forms of member participation in using energy and thought and time in realizing organizational goals. Many researchers consider that loyalty is very important and very influential on company productivity, for example, research by Rachel et al. (2010) which has the result that loyalty has a positive influence on company growth. Antoncic and Bostjan (2011) also believes that employee loyalty has a positive impact on company growth. The employee loyalty dimensions raised by Siswanto (2005) include:

1. Dimensions obey the rules,
2. Dimensions of job responsibilities,
3. The dimension of ownership,
4. Dimensions of interpersonal relationships,
5. Dimensions of preference for work.

Work experience is also a determining factor in employee loyalty. A person's work experience will greatly affect the expertise and skills they have (Rofi, 2012). Increased experience can be done with training and development programs (Handoko, 2011).

Generation X
Generation X is the generation born in the early years of technological and information developments such as the use of PCs (personal computers), video games, cable tv, and the internet. In its development generation X grows with conditions of turmoil and transition both in the economic, social, cultural, and transformation sectors of the world of financial, family, and social insecurity, insecurity, rapid change, and great diversity, which causes a sense of individualism higher than collectivism, will still tend to be more tolerant (Jurkiewicz & Brown, 1998; Smola & Sutton, 2002). The characteristics of this generation are: being able to adapt, being able to accept change well and being called a tough generation, having independent and loyal character, prioritizing image, fame, and money, hard-working type, calculating the contribution the company has made to the results it works (Jurkiewicz, 2000).

Generation Y
Generation Y is known as the millennial or millennial generation. The phrase Generation Y began to be used in editorials of major US newspapers in August 1993. This generation uses many instant communication technologies such as email, SMS, instant messaging, and social media such as Facebook and Twitter, in other words, the Y generation is the generation that grew up in the booming internet era. (Lyons, 2004). Furthermore (Lyons, 2004) revealed the characteristics of generation Y are: the characteristics of each individual are different, depending on where he was raised, economic strata, and social family, communication patterns are very open compared to previous generations, social media users are fanatical, and their lives are strongly influenced by technological developments, more open to political and economic views, so they appear to be very reactive to the environmental changes that occur around them, scientists call net-generation (Tapscot, 2009), digital natives (Palfrey and Gasser, 2008), home zappiens (Veen, 2006), and so on. They are the first generation to come into contact with internet technology. They are also better able to adjust to the development of various technological applications that continue to grow. This generation has more attention to wealth.

Discussion
Employee job satisfaction can be interpreted as an evaluation that describes a person for his feelings of attitude at work. So by knowing the advantages and disadvantages of each different generation can be a measure of how far the company can see and meet the expectations of employees relating to various aspects of the work. Knowing this can help maximize employee job satisfaction in the long run.
**Generation X Characteristics (Dwi et al., 2017)**

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
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<tbody>
<tr>
<td>Finding job satisfaction, along with the increasing level of education possessed (Franek et al., 2008).</td>
<td>Tend to have higher job satisfaction compared to men.</td>
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<td>The increasing age they have will also increase job satisfaction. Therefore, with a tendency for those who like to work and love their work, the older they get, the more they will appreciate their work.</td>
<td>Will still find his job satisfaction even though when he started working and still working his last level of education is still the same.</td>
</tr>
<tr>
<td>In an ordinary company, it will occupy a high place as a superior.</td>
<td>The increasing age of a woman will increase job satisfaction they have.</td>
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<tr>
<td></td>
<td>The working period that is owned will usually lead to high job satisfaction. Therefore I cannot choose another job and do not want to choose another job.</td>
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**Generation Y Characteristics (Dwi et al., 2017)**

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
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<tbody>
<tr>
<td>Higher satisfaction compared to women in generation Y.</td>
<td>Tend to have low task satisfaction.</td>
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<tr>
<td>Tend to be dissatisfied with their education level and want a higher education.</td>
<td>In terms of education level, he has a low level of satisfaction.</td>
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<td>Not satisfied, so it's easy for them to move from one place to another.</td>
<td>Tend to be loyal to the company where they work if their work expectations are met.</td>
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<tr>
<td>Have a low commitment because during the period they worked, Y had at least twice moved the workplace.</td>
<td>Tend to be loyal to the organization if their expectations are met.</td>
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**Generasi X dan Loyalitas**

This generation wants to balance their personal and professional lives rather than spending all of their time at work (Bennett, Pitt, & Price, 2012; Patterson, 2007; Sessa et al., 2007). This is emphasized in the work of Glass (2007), who wrote that Generation X tends to change jobs if someone offers work with flexible working hours that allows a balance of work and personal life (Glass, 2007). This generation is self-oriented or selfish. In fact, they seek a balance between doing good work and, at the same time, maximally imitating their own individual goals (Johnson & Johnson, 2010). This was emphasized by a study by Smola and Sutton (2002), which showed that Generation X felt very strongly an indication of a person's value is how hard they work (Smola & Sutton, 2002). However, they may have more commitment to their own careers than to organizations and tend to be more loyal to their profession than their employers (Yu & Miller, 2005). The reason is that their loyalty to their profession may be that Generation X is very interested in personal satisfaction and looking for any opportunities to improve their work skills (Sessa et al., 2007). An important characteristic of Generation X at work is that they are very results-oriented and focus on results above work processes (Glass, 2007). So in the end, they bring a practical approach that is sharpened and good at problem-solving and prefers an autonomous work style (Kupperschmidt, 2000). According to Salahuddin (2010), Generation X workers can be motivated by flexible work schedules, informal work environments, and balanced supervision (Salahuddin, 2010). The reason for this preference may be related to Generation X's attitude towards work; they tend to feel that someone has to work hard even when a
supervisor is not around (Smola & Sutton, 2002). This is proven in a study by Jurkiewicz (2000), who has found that the value of Generation X "Free from supervision" is more than Baby Boomers.

Generasi Y dan Loyalitas
To understand what factors drive employees to be bound to the organization, an organization needs to know the dimensions that make the employee bound (engagement drivers), or want to break away from the organization (engagement threats). Some engagement drivers and threats are often used as measurement dimensions in research on engagement, such as opportunities for career development, corporate social responsibility, employee welfare and health, organizational reputation, opportunities for learning, performance management, middle management leadership style, and work-life balance. Organizations need to know which engagement drivers are more appropriate for Generation Y so that it is easy to make improvements to their human capital systems and procedures. The point, in this case, the company must be able to create a system that can make this Y generation loyal to the company. There are opinions of researchers who state that; Generation Y does not value loyalty to the company (Dhevabanchachai, 2013). They want fairness in evaluating their work and are valued not only by salary, but they are also raised with praise and appreciation, therefore if they are not routinely given feedback from their superiors, they can feel unappreciated and will leave the organization even though the salary offered high. They also will not respect someone just because of a position or seniority. They will only respect everyone who shows respect to them too. The loyalty shown by them is not only built from the bottom up but also must be built from the top down (Agustian, 2012). To be able to increase employee productivity, superiors must be able to give instructions to be able to and manage members and manage tasks according to their talents, so that the work will occur optimally (Setyo, 2019)

Generasi X dan Gaya Kepemimpinan
According to Mark (2017), generation X prefers coaching leadership style at most. This style is most effective for employees who are interested in long-term planning to achieve their goals and for employees who need to find their own solutions to their work problems (Goleman et al., 2001). This style seems to be in accordance with the characteristic characteristics of Generation X. For the leadership style of commanding Generation X, less respect is explained in the literature as requiring immediate compliance from subordinates and is suitable for employees who need clear direction (Goleman et al., 2001).

Generasi Y dan Gaya Kepemimpinan
According to Mark (2017), the visioner leadership style can be associated with the resonance style, which has a positive effect on change and organizational results. This leadership style has the main goal of providing direction and long-term vision for subordinates. This leadership style works nicely when change happens and call for a new vision, or requires clear direction (Goleman, 2000a). Therefore, the results suggest this leadership style fits the characteristics of generation Y. Based on previous literature, which states that generation Y is considered less independent and requires combined structures and guidance in their work environment with the right amount of autonomy and flexibility (Bennett et al., 2012; Martin, 2005).

References


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