International Journal of Engineering & Technology, 7 (3.30) (2018) 52-58

International Journal of Engineering & Technology

Website: www.sciencepubco.com/index.php/IJET

Research paper

A Qualitative Study Regarding the Leadership Traits and Styles of the Millennial Generation in the Manufacturing Industry

Nga Thi Huynh Do[1], Phuong Van Nguyen[1]*, Phuong Uyen Dinh[2]

[1]International University, Vietnam National University-Ho Chi Minh City, Vietnam
[2]Ho Chi Minh City Open University, Vietnam
**Corresponding author E-mail: nvphuong@hcmiu.edu.vn*

Abstract

In human resource management, the motivations, expectations, strengths, and weaknesses of employees are important factors in an organization. For these factors, the Millennial is a generation that awaits higher expectations than previous generations. The current problems of leadership traits and styles are not well understood, especially businesses in Vietnam. This study deals with the behavior of the leaders in the place where they are working, Millennial take over the leadership role. The qualitative study aims to understand and explore the key characteristics and styles of Millennial leaders. Interest groups are affected by advanced technology, new perspectives on teamwork, professional requirements among peers, and their management. The topic is of particular interest to researchers as it transforms into a leadership role within the company. The data analysis showed good saturation and supported some key characteristics of Millennial when employees move in to reach out to their leaders. Companies can measure the success of a group through established accountability. For instance, a commitment to positive reinforcement as a primary motivation is the current widespread tendency.

Keywords: *Millennial leadership styles and traits; transformational leadership.*

1. Introduction

The media has constantly referred to them as "our generation." generation of versatile people, generation of smartphones, etc. They are the Millennials. They are matured since the beginning of this new millennium. Nowadays, this group makes up approximately 35% of the global workforce and is known for personality traits such as technology-savvy, highly focused on working and changing, or creating and innovating. By exploring an exploiting internet of things and social media, this young generation has already generated their own networks. This group is high perspective and taking a desirable leadership because they are confident, well educated, and high-tech people who are the best, generally self-esteem, and a perfect fit for the managerial position. In general, many companies are looking forward to changing a new twist that is to promote young leaders.

The young leaders, who have high expectations of relationships, are considered to be democratic and transformational approaches. This group is more likely to work in a team; they also seem to commit loyalty to a specific leader or their group instead of the organization itself. Therefore, when one manager left the company, the others might follow their leader. Besides, they are flexible and know how to encourage the collective and creative ideas of subordinates and constantly push them to contribute. One of their strengths is tolerance; they are willing to work with diverse workforce (1). By taking leadership roles, the Millennials accepted a difficult task, but with the skillsets, they would be more likely to make it different. The multiple involvements of the leadership will help to control the new generation to make significant changes (20).

As the organizational leaders, the Millennials continue to change the workplace. Their leadership styles are different from previous generations in terms of motivations, expectations, and the strengths and weaknesses. They brought a unique set of skills and values that previous generations had not implemented in the past. It has also been attracting many researchers to exam behaviors and working environment of this group. However, the recent results have not reflected all of the characteristics of young leaders in particular sectors.

Specifically, the Millennials, in the manufacturing industry of Vietnam, are considered the most well-trained and dynamic generation. Besides, the older generations are gradual "back to backstage," and young people are increasingly asserting their leadership positions and blowing business into a new breeze. However, leadership traits and styles of Millennials in the manufacturing sector in Vietnam have so far not been investigated. Therefore, this study aims to answer three research questions:

R1. What are leadership traits dominant in the Millennials?
R2. How do the Millennials distinguish their leadership abilities?
R3. How are the Millennials expressing their strengths of leadership styles?

The qualitative method was used to conduct 20 in-depth interviews with 20 young leaders, who were born between 1985 and 1990, and have been holding a specific managerial position in a manufacturing company in Vietnam. The findings showed that young leaders in Vietnam have leadership abilities to motivate the subordinates throughout exploring the common characteristics such as good listeners, optimism, and happiness. They are willing to exchange bold ideas with their employees to derive personal benefits from the organization's activities. The Millennials have all characteristics of charismatic and transformational leadership. Finally, the study showed a young person how to become a good

Copyright © 2018 Authors. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

leader as well as distinguish between a good leader and a revolutionary leader.

2 Literature Review

2.1 Participative and Democratic Leadership

Participate leadership is a process that employees, as well as subordinates, join in the decision-making process. The young generation of employees expects to deal with critical resolutions, but there exist limited factors to quell participation (15). It means that an employee is encouraged to contribute their thoughts during the making-decision process. However, information sharing is a business idea or an organizational problem for managers, partly it not only relates to delivering power but also because some information may be too susceptible (21). Sensitive information is the most important in the organization and is known by key persons. The information may create conflict, worry and limit productivity. To recruit a good employee, the company needs to organize many programs to train and hire empowering employees. Positive outcomes of new recruitments through participating leadership include greater retention, stronger obligation, increased initiate and robust optimism (21). A democratic leadership style has been recognized to be more prosperous in managing the young people than some other ones (17). A democratic process includes all subordinate's idea to make up a decision.

2.2 Charismatic and Transformational Leadership Theory

Charismatic leadership is a process to inspire and motivate subordinates to make a goal in the organization. (21) lists five behaviors involve emotive appeals to values, unusual behavior and self-sacrifice, appealing and novel vision, confidence and optimism. Subordinates and employees will influence the charismatic leader's behaviors. Transformational leadership borrows the label, the successful person to inspire subordinates. Transformational leaders buy back ideas and philosophies through their big vision. They always create a positive influence which is a method to stimulate employee act and behave in a specified way. It is debated that transformational leadership is more efficient and convincing to subordinates than managing by exception or exercising an authoritative approach (6).

The transformational leaders will develop a futuristic slogan rather than focus on short-term goals. They are considered to be inactive, but in business ethics, it is neutral. It is an excellent target for the future to be a good leader; On the contrary, they only think of self-interest as a pseudo-transformational leader. In general, a good or bad leader, their personality will affect their respective employees (19).

2.3 Autocratic Leadership

Autocratic leadership, also known as authoritarian leadership, is a leadership style distinguished by individual control over all decisions and little input from team members. It is considered as one of the most centralized command rights. It is essential to know the leadership style because previous studies over the past ten years, the Millennials have indicated that they do not accept single-centered behavior (2). The characteristics of arbitrary styles often unilaterally decide, limit autonomy, do not need subordinate opinions, impose, harsh, to any employee in the company (8). Obviously, this style is to point out who is responsible for a particular task. The responsible person is usually the leaders, and they limit the work of their subordinates. However, the advantages of this style are that the subordinates know what they should or should not do. Thus they are always in safe and do not need to be promoted. It is also quite sensitive; the team members will be underestimated in terms of abilities, or make them feel self-interest for not contributing to teamwork. This leads to creating a decentralization circumstance; the relationship between members becomes discrete and inconsistent.

Talking about the Millennials, the young employees do not like to work in a decentralized and hierarchical manner. Besides, they also do not like to work on arbitrary, self-opinion, self-determination, self-reward. They like to participate in democracy, empowerment, contribute ideas, create relationships; they do not like to work in a cold environment. To sum up, the arbitrary leadership can be operated in the company, but very rare, and most of them do not like the style.

3 Methodology

A qualitative case study is selected to explore and understand the aspects of participants in terms of leadership traits and styles. They were required to have experience in a leadership capacity and year of birth from 1985 to 1990. Besides, they must have at least a bachelor degree as well as held a managerial position in the industrial and manufacturing company for at one year. Although there are many options for sampling participants from different industries to study, this study chooses the manufacturing industry that is appropriate to the research objectives. To develop a case study, we follow the approach of (11) to design "how" and "what" questions. Particularly, the main questions of a semi-structured interview were carefully selected and modified from (10). Table 1 showed the main interview questions consistent with the research questions (see Appendix).

We have received the support from the Chairman of the student alumni to receive a list of 40 potential participants to meet the research objectives. After contacting all participants on the list during six months from January 2017 to June 2017, twenty of them accepted for conducting in-depth interviews.

Each participant informed the time and place to arrange the meeting. After the participants received and returned a signed consent form, they were ensured that all information during the interview preserves confidentially. During the interview, the conversations were taken notes as well as recorded.

Data Collection, Processing, and Analysis: The data collection was obtained from 20 in-depth interviews. We used a digital device for recording audio during the interviews and then copied each recorded file into a computer. Each interview takes from 90 minutes to 120 minutes. After the interview, each section was named with a specific code for the information listed on the excel sheet.

4 Results and Discussions

Table 1 shows the research process by using interview questions to answer three research questions. Some specific questions were expanded to explore further information that could be used for answering other research questions contemporaneously. These questions were adapted and modified from the previous studies of (10,16).

Table 1: Research Questions with Consistent Interview Questions and Codes

Research Questions, R, linked interview questions, Q.	Consistent Codes
R1. What are the leadership traits prevalent in the Millennials? Interview questions: Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q8, Q9 and Q10	Empowerment, leading by example, happiness, exceptional listeners.
R2. How do Millennials distinguish their leadership abilities? Interview questions: Q3, Q11, Q12, Q13, Q14, and Q15	Knowledge achievement, and leadership through relationships, fulfillment over task objectives
R3. How are Millennials expressing their	Positive reinforcement,

strengths in leadership styles? Interview questions: Q12, Q13, and Q16	relationships, participation, and equality

4.1 Research Question 1

The first questionnaire designed to identify leadership characteristics is common in the Millennials, who are in a managerial position. The six questions were asked about the leadership abilities and interpersonal skills (Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q8, Q9, and Q10). These questions initially aim to provide insight into the theme of dominant leadership traits. Every subtheme does not identify the exact word used based on the meaning of the participant to attempt to express. However, all participants have the same common opinions, which are empowerment, leadership by example, happiness and terrific listening skills. Figure 1 illustrates the four components of the prevalent leadership traits summarized from the interviews.

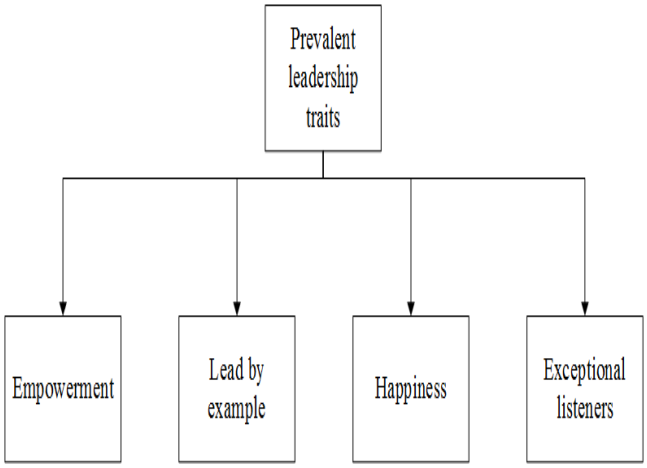


Figure 1: The prevalent leadership traits in the Millennials

Empowerment. The most participants when being asked the in-depth interview questions relating to the research question 1 (R1), they answered regarding the management people. It is essential that they provide many elements that reflect a variety of management, for instance, they use the terms "self-sacrifice," "vision," "cooperation," "sharing," and "cheerleader." In general, most of the participants could differentiate the leadership from management.

Participant #12 said, "Sometimes people think that one person in leadership positions will decide everything. However, in my case, it depends on the situation and the dynamics of the team."

Meanwhile, Participant #2 stated that "The ability to manage and organize people helps to minimize conflicts in the team, provide the psychological counseling to accomplish goals together."

And Participant #6 said: Supporting a team to perform the highest potential, tackle difficulties in the group, as a cheerleader. I always support you in the team, not assign work to them, and then let them do, so the results will not be as expected.

Participant #11shared: Leadership is not about placing orders; it is about working together, and more precisely; I'm empowering them to feel that they are doing the best they can. Small but still excellent completion, the purpose is, so they do not feel themselves dictated.

Lead by Example. This ultimate word guide was mentioned twenty times when asking Q3, Q6, Q7, Q8, and Q9 during the interviews. Besides, several more investigation techniques were used to explore further details of leadership traits. For instance, participants were asked "Are you seeking a typical leadership role to pursue?" or "Whose integrity is what people want to imitate and succeed as they did?" This section is common in questions interrelated to R1, R2, which will be talked over here. Other discoveries are provided in the following section.

Participant #7 said: A good leader lead by example is a wholehearted leader, who cares about the work and the people. They recognize the importance of work and the ability to work in the team that determines the level of success more or less, another way they will listen to the opinions of team members, and give the best decision for everyone to work together.

Also, Participant #8 said that:

For example, I do not ask people to do things that I do not want. I let people know that I have to respect people. Besides that I work to show my interest to my teammates, to encourage the spirit in the group.

Overall, 12 participants agreed that providing a successful case considered as a good example could motivate teammates to achieve their objectives.

Specifically, young leaders often share stories about other companies and suppliers with subordinates. Therefore, they can learn valuable lessons as thinking about generating a passionate and engaged workforce.

Happiness. It is an interesting common discussion, which has been a measure of the leadership success of the Millennials. Most participants confirmed that a successful leadership precedes happiness and it requires the ability to trust people outside your kinship circle. The successful leaders are not only able to take care of themselves, but only to contribute to others' happiness. Most participants think that when profit and finances are critical, it does not measure the level of individual success or effectiveness in their roles.

As Participant #11 answered: I think someone that is capable of caring for the family; employees are family members and caring for them as the young children in the family. I think that the successful version of the job is what I have proven.

Participant #13, #16, #17, #18, and # 19 agreed that: The family members always motivate them to succeed as well as share meaning in life when faced with challenges and difficulties.

Exceptional listeners. Participants are required to describe their interpersonal skills (Q.10). Many people evaluate their ability to communicate very well, which positively affects the audience. This is the key to generate the reliable business network.

Participant # 6, #12, #13, #14, #15 and # 20 share the same opinion: A person with the good communication skills should be a good listener. She/he finds the right assignments to employees, and work with them for a common purpose. When a leader of their team works together as a teammate, the team members will increase their ability to work instead of doing nothing to achieve a goal.

Participant #10 stated: I think my communication skills are the key to success. My job is to negotiate with clients. So I have to improve the skills. Many speakers are not good, but good listeners are the best. I instruct my staff to communicate with the customers as thoroughly as possible.

Participants were suggested to discuss further the idea of good leadership and redefine what they already have. Most of the common characteristics are that a good leader should be good listeners, optimistic, happy as they are in their minds, which is the key to success in leadership. Another group believes that they often use examples to motivate employees and work with their subordinates to solve problems. By using cross-sectional data analysis, empowerment is a drawn personality. They shared that they did this by providing successful examples to motivate their team members. A leader has his or her abilities and unique skillsets; she/he chooses the right person to deliver the right job. These findings were consistent with previous studies (20). After all the accomplishment, the findings showed that the Millennials seem to be focused on teamwork, and bring their teams up better and better. To sum up, the above results have confirmed that the Millennials have pursued the approach of participative and democratic leadership.

4.2 Research Question 2

In this part, all participants were asked about the leadership abilities. Q3, Q11, Q12, Q13, Q14, and Q15 were used to explore this

theme. During the interviews, some common themes were withdrawn in conducting an inductive analysis. They include knowledge acquisition, positive reinforcement of leadership through previous relationships, and fulfillment over task objectives. Figure 2 shows the three common components of leadership abilities.

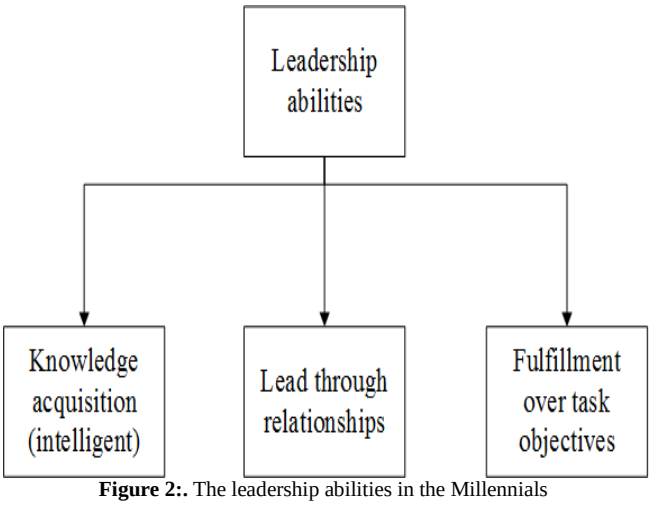


Figure 2:. The leadership abilities in the Millennials

Knowledge acquisition (Intelligent). All participants were asked, "Is a leader they regularly seek for higher education and indications from books written?" There are twelve interviewees, who had a keen interest in reading to gain insights into leadership as well as employee and client psychology. This implies that they would like to be an effective leader and influential person within the organization. Most of them appreciate the formal and informal education. All participants also acknowledge that the value of knowledge from books and practical experiences provides their deep insights and constructive criticism. Leaders love to be interested in positive and frequent feedback; they do not like criticism and censure.

Participant #2 stated: I tried to work and learn the world's best leaders. I always imitate their behavior because it is my creative point of origin. I also asked for feedback from my superiors and subordinates, to make sure I did not forget my behavior.

Participant #5 shared: I completed the leadership courses at the university and returned to the program as a team leader. Moreover, I have participated in many workshops on leadership and soft skill training activities, and I regularly seek feedback from my subordinates, working with my supervisor.

Lead through relationships. Twelve interviewees insisted that they were good listeners. This played an important role in their leadership. Most participants specifically stated that listening from the subordinates and others in the organization enable them to generate a significantly positive relationship with co-workers. Participants reflect the essential role of empowerment in their team.

For example, Participant #1, #3, #4 and #5 agreed:

Every internal operation, team effort, business network, satisfied customer and interested prospect relies on personal interactions. They are the daily activities at work that bring the better outcomes.

Participant # 2, #6, # 7 and # 10 have a similar argument: Lead through the lens of relationship enables you to differentiate yourselves best.

Fulfillment of task objectives: Most participants think that while they are in the position of a leader, they will do everything to keep their position in making more money, but it is worth noting that most leaders realize that the group creates the power of success at work. Some participants add that profit and incomes are important, but often the most important thing to measure success is in the individual. If you put money into the crux of the problem to solve, it is qualified to say that money provides all the affordability, cares for their families. However, outside the comfort of money, they continue to value the feeling of worth and fulfillment over money.

The first two research questions focused on the special characteristics of the Millennials leadership traits. As a leader, encourage the team to evaluate its ability to communicate and to listen very well. Throughout building the relationship at work creates the environment for the team development. The result showed that a collective learning and feedback mechanism could achieve knowledge acquisition. This finding was consistent with previous findings (9; 4). Besides, the Millennials are willing to take formal training activities to acquire the knowledge. This is also consistent with the research result of (13). Specifically, they are always looking for feedback from their subordinates, colleagues to overcome their situation and improve their team. They always ask about employee satisfaction with the job, their level of supervision for employees. They have been opening policy dialogue between boss and staff. This result is also supported by (20). It is worth noting that the relationship between colleagues is good, but the job has not been started yet. Mostly, the young people want to find out about the personal lives of their employees to derive personal benefits. It is important to understand your employees to help them know the pros and cons of their daily works. In addition, young leaders will help employees overcome the dilemma to get involved in the workforce, enable employees to return to work in a better spirit. The findings are consistent with prior studies (3,14,18). In general, the Millennials have all characteristics of charismatic and transformational leadership.

4.3 Research Question 3

The third research question is about the strengths of the leaders. Q12, 13, and 16 were used to analyze the strengths of Millennials. Figure 3 shows the pattern of the strengths that emerged main factors related to positive reinforcement, relationship, participation, and equality.

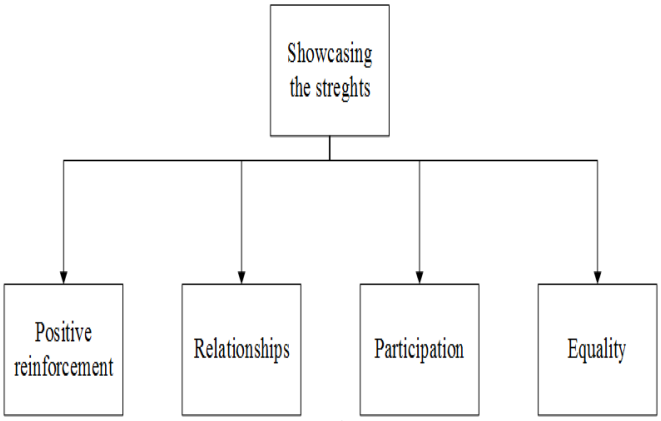


Figure 3.: The pattern of leadership strengths

Positive Reinforcement. The Millennials often pursue positive reinforcement as their leadership styles. They always ensure that the teammates are engaged and motivated, thus achieved the desired objectives. Most of the participants admitted that using positive reinforcement, concentrating less on what employees are doing wrong, and more on what they are doing right, is the process of rewarding or incentivizing performance. By doing so, leaders create an attractive workplace where employees feel happier, more confident, and appreciated when their efforts are being recognized and acknowledged.

Participant #7 stated: I appreciate and support my teamwork; I often take employees to eat out at a fine dining restaurant. This makes them happier after they accomplished a partial duty of a working project. This enables them to keep up and be accountable for their work.

Particularly, the same idea of offline meetings, Participant #1, #3, #15, and #16 agreed: When your subordinates are newly graduated

students, food and beverage enable you to motivate them. Working lunch or working dinner is a great opportunity for developing new business ideas or finding appropriate solutions.

Relationships. Most interviewees were too excited to talk about the business relationship. They all recognized that: The more relationship you create, the greater the asset you are. However, to build good relationships, you have to start with good people skills. This is not an easy task.

Building a positive and supportive work relationship will enable you to feel happier, more confident and satisfied with your lives.

As Participant # 7 uses the famous statement of Theodore Roosevelt to emphasize the prominent role of developing positive relationship: "the most important single ingredient in the formula of success is knowing how to get along with people."

Participation. The idea of engagement stands out and is consistent with the idea of relationships. Many participants commented on the important role when they delegate tasks to employees instead of giving orders. Besides, to assign tasks effectively, team leaders should ask employees what they want to be done and leave the remains up to their efforts. By doing so, they are free to come up with their best approach to finishing the task. Particularly, the constructive and collective ideas should be discussed and compromised before performing a new policy or rule in the manufacturing industry. Because the key features of this industry are to produce on a large scale and meet the standard, managers cannot change the production procedure or process in the short term.

Participant #10, #5 and #3 have the same opinion: I think a leader must be open-minded, willing to speak to the subordinate errors so that they overcome. However, employees have to follow the strict regulations of safety production and quality control. Everything must follow the standardization. If employees made a defective product, they have to report to the manager to solve the issue. If they attempt to hide the critical issue, they will be punishment.

Furthermore, making good use of employees' strengths such as skillsets, preferences, and talents, will result in more overall efficiency.

Equality. Equality was recorded many times during the discussion with the participants. Most participants say that everybody should be treated equally and with dignity no matter what their circumstances.

Participant #8, #9, #10, and 11 have the same opinion: To become a good leader, you should be interested in ensuring that equality is considered at all times. Leaders should treat employees fairly based on their unique characteristics, rather than assigning job duty on biases derived from an internal circle.

The third question is designed to explore the popular leadership styles of the Millennials. The results have provided some fascinating insights into the group. The findings have confirmed that different factors instead of money could motivate subordinates. This result was consistent with a previous study (7). Some groups work at a very high frequency because they get very high motivation from the leader, they like to work and require a level of friendship between the two. The Millennials will be required to change suitably with the workforce (5). They not only prefer to leading by successful case studies but also avoid aggressive behavior. The authoritarian leadership is the old style, which is the unilateral style of decision and designation. This style restricts the right to participate in democracy, even banning employee comments. This is an outdated style. The young leaders treat subordinates fairly and follow the employee conduct and work rules policy. They appreciate democracy in their work. In the workforce, the democratic process involves participants, equal rights, the principle about how decisions were made. The research result also shows that most of the decisions made by the leadership are solicited from subordinates. The more democracy, the higher performance the young leaders feel more excited. They need a lot of positive feedback, which is believed to be the most appropriate leadership style in the manufacturing industry. To sum up, the Millennials have been pursuing the style of democratic and transformational leadership.

5. Recommendations

The findings showed that the young managers are pursuing the leadership style so that employees join the team. It is supposed that organizations should work more closely with the additional challenges that will enhance the sustainability and maintain better relationships. Specifically, when the relationship is too strong to create their network with the same interest, and subordinates become loyalty to their leader. Such powerful teamwork, the young leaders are willing to face difficult tasks to make a significant change (1; 20; 16). However, it takes time to plan, identify, assign the organization to prepare for the change, which will lead to the loss of lead time. A change in the leadership system will require responsible stakeholders, a rubric for the results and an approach to keep all units in the agency, not an individual leader. Teamwork also takes time, as a team will need to be professional, trained, and formulated into a norm and integrity. Based on the interviews, the findings illustrated that the Millennials have all the strengths for bringing great profit margins for the team, with the participation of potential employees, relationships, perceptions the responsibility between subordinates and leaders is no longer far off. Like a previous study, (15) mentioned that the young workers expected to participate in the decision process.

In general, the young leaders can create the business network and utilize its effect. Therefore, good leaders should pursue a cutting-edge management system that enables to build participative communities. They should be coaching the team much emotion and passion rather than worrying about running the kinds of conventional management approaches that attempt to evaluate how hard or fast employees are doing. Therefore, a good leader can pursue a democratic leadership approach that has been proved to be more prosperous in managing young employees instead of using an authoritative leadership style. Like prior studies, the young generation leaders would not compromise a single-center behavior or limit autonomy (2, 6, 8, 17). Figure 4 illustrates the key characteristics of a good leader.

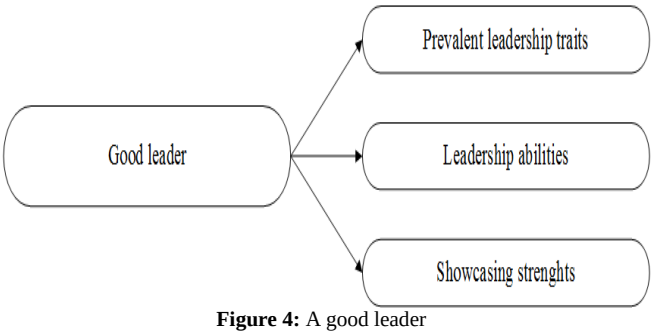


Figure 4: A good leader

A good leader who helps a company develop as planned has the big vision. It is normal but not abnormal. With revolutionary leaders, they will co-ordinate democratic and transformational to make the challenges in the decision and help the development of the company become dominant in the competitive market. They are also young and active people and have happiness in their experiences, so they feel self-confident to inspire subordinates. Besides, they own the knowledge acquisition, so it was applied to make bold ideas in the workplace. As mentioned above, building a relationship is one of the most important roles to make a circle up in the company. They will create motivation to their employees, of course, an organization always has employees with different qualities, they use soft skills as well as knowledge to reward the talent and give positive criticism to the worse. Moreover, they have the abilities to learn how to balance their passions best so that they do not ruin effective teamwork. Young leaders are playing an essential role in fostering passion around the team and motivating them to be willing to make substantial personal sacrifices when they believe they are part of strategic management for success. Specifi-

cally, young leaders should develop policies and procedures addressed at overcoming misbehavior, which is a waste of a talented employee's effort and time. Like a prior study, (20) proposed that leadership style would be the key to successfully leveraging Millennial employees' talents. Besides, attending formal training programs (13) or conducting self-learning help a young leader to improve management skills as well as gain a better understanding of different leadership styles and business environments.

The revolutionary leaders have democratic and transformational leadership styles will send invitations to subordinates or employees to join the meeting such as workflows, promotion activities, and contribution activities within the company. The findings also proposed some cause-effects among key characteristics of young leaders. First, happy leaders have a greater feeling of self-efficacy, self-esteem, and self-confidence (12). Secondly, the greater knowledge acquisition, the more novel ideas the young leaders can create. For instance, building the relationship at workplaces not only generate the environment for the team development (4, 9), but also change appropriately according to the organizational capacity (5). Furthermore, leaders could motivate subordinates to spend more time and effort to complete their tasks by using different beneficial packages instead of focusing only on money (7). Finally, the results show two strong interactions, including i> between relationships and motivation, and ii> between participate and democratic and transformational styles. Figure 5 illustrates how to become a revolutionary leader.

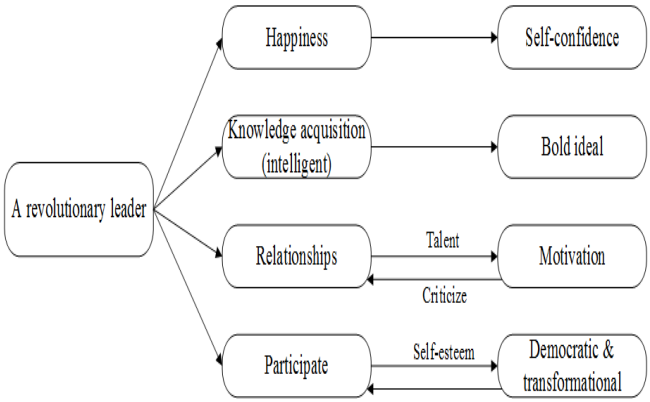


Figure 5: A revolutionary leader

6. Conclusion

The main contribution of this paper is to provide the extension of leadership theories applied for the Millennials in the manufacturing sector. The findings showed that young leaders in Vietnam have leadership abilities to inspire and motivate the subordinates throughout exploring the common characteristics such as good listeners, optimism, and happiness. They have recognized that working in a team will enable them to achieve the employee performance and business goals. The findings suggest that the Millennials acquire knowledge by generating a collective learning and feedback mechanism. They are willing to understand their employees accurately to derive personal benefits from the organization's activities. Also, they can assist employees to overcome their current issues to get involved in the workforce. In general, after answering the first two research questions, we can conclude that they have all the characteristics of charismatic and transformational leadership.

Given the strengths of young leaders, it is recommended from the findings that non-monetary incentives can be effective in the workplace. The employees like to work and require a level of friendship with their supervisors. Specifically, the Millennials not only prefer to leading by successful case studies but also avoid aggressive behavior. Most of the participants supported that the young leaders often made the final decision based on the harmonized regulatory scheme. The more democracy the better performance, the Millennials feel more excited. They need a lot of positive feedback, which is believed to be the most appropriate leadership style in the manufacturing industry. To sum up, the Millennials have been pursuing the styles of democratic and transformational leadership and devoting much effort and time to become a revolutionary leader instead of a good leader.

References

[1] Alexander, C. S., & Sysko, J. M. (2012). A study of the cognitive determinants of generation y's entitlement mentality. *Academy of Educational Leadership Journal*, 16(2), 63-68.

[2] Anantatmula, V. S., & Shrivastav, B. (2012). Evolution of project teams for Generation Y workforce. International *Journal of Managing Projects in Business*, 5(1), 9-26.

[3] Argyris, C. and Scho ¨n, D.A. (1978), Organizational Learning: A Theory of Action Perspective, Addison-Wesley, Reading, MA.

[4] Argote, L., Ingram, P., Levine, J. M., & Moreland, R. L. (2000). Knowledge transfer in organizations: Learning from the experience of others. *Organizational behavior and human decision processes*, 82(1), 1-8.

[5] Barford, I. N., & Hester, P. T. (2011). Analysis of generation y workforce motivation using multi attribute utility theory. *Defense Acquisition Research Journal: A Publication of the Defense Acquisition University*, 18(1), 63-80.

[6] Bass, B. M. (1997). Does the transactional–transformational leadership paradigm transcend organizational and national boundaries?. *American Psychologist*, 52(2), 130-139.

[7] Cınar, O., Bektas, C., & Aslan, I. (2011). A motivation study on the effectiveness of intrinsic and extrinsic factors. *Economics & Management*, 16(5), 690-695.

[8] De Hoogh, A. H., Greer, L. L., & Den Hartog, D. N. (2015). Diabolical dictators or capable commanders? An investigation of the differential effects of autocratic leadership on team performance. *The Leadership Quarterly*, 26687-26701.

[9] Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative science quarterly*, 44(2), 350-383.

[10] Folta, S. C., Seguin, R. A., Ackerman, J., & Nelson, M. E. (2012). A qualitative study of leadership characteristics among women who catalyze positive community change. *BMC public health*, 12(1), 383.

[11] Garcia, D., & Gluesing, J. C. (2013). Qualitative research methods in international organizational change research. *Journal of Organizational Change Management*, 26(2), 423-444.

[12] Goethals, G. R., Sorenson, G. J., & Burns, J. M. (Eds.). (2004). Encyclopedia of leadership. Sage Publications.

[13] Hoch, J. E. (2013). Shared leadership and innovation: The role of vertical leadership and employee integrity. *Journal of Business and Psychology*, 28(2), 159-174.

[14] Kolb, D. (1984), Experimental Learning: Experience as the Source of Learning and Development, Prentice-Hall, Englewood Cliffs, NJ.

[15] Lang, R., Szabo, E., Catana, G., Kinečná, Z., & Skálová, P. (2013). Beyond participation? - Leadership ideals of future managers from central and east European Countries. *Journal for East European Management Studies*, 18(4), 482- 511.

[16] Medyanik, K. K. (2016). A Holistic, Qualitative Case Study Regarding the Leadership Traits and Styles of the Millennial Generation (Doctoral dissertation, Northcentral University).

[17] Ng, E., Schweitzer, L., & Lyons, S. (2010). New generation, great expectations: a field study of the millennial generation. *Journal of Business & Psychology*, 25(2), 281-292.

[18] Sahgal, P., & Pathak, A. (2007). Transformational leaders: Their socialization, self-concept, and shaping experiences. International *Journal of Leadership Studies*, 2(3), 263-279.

[19] Schuh, S., Zhang, X., & Tian, P. (2013). For the good or the bad? Interactive effects of transformational leadership with moral and authoritarian leadership behaviors. *Journal of Business Ethics*, 116(3), 629-640.

[20] Thompson, C., & Gregory, J. B. (2012). Managing Millennials: A framework for improving attraction, motivation, and retention. *The Psychologist-Manager Journal*, 15(4), 237.

[21] Yukl, G. (2012). Leadership in organizations. 8th ed. *Upper Saddle River: Prentice Hall*.

Appendix

Interview Questions

R1. What are leadership traits prevalent in the Millennials?
Q1. Could you describe your responsibilities in the current position?
Q2. How long have you been in this position as the leadership role?
Q3. How do you best differentiate yourselves?
Q4. According to you what is the difference between leadership and management?
Q5. What are the characteristics of a good leader? And which of those characteristics do you believe you have?
Q6. What is the primary experience you deliver as a leader?
Q7. How do you identify different leadership roles and corresponding personality traits?
Q8. What are the key components of leadership traits?
Q9. How do you define happiness in terms of your work?
Q10. How do you describe your interpersonal skills?

R2. How do Millennials distinguish their leadership abilities?
Q3. How do you best differentiate yourselves?
Q11. How do you define happiness in terms of your work?
Q12. What keeps you motivated?
Q13. How do you motivate the staff in your department?
Q14. How do you define success in terms of your job?
Q15. How have you done over the years to improve your leadership skills?

R3. How are Millennials expressing their strengths of leadership styles?
Q12. What keeps you motivated?
Q13. How do you motivate the staff in your department?
Q16. According to you what constitutes fair and efficient management?
Q17. Are there any other topics/themes you would like to add?