

# *Servant Leadership Style Perceived by Millennial Employees*

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**Abstract**— Millennial employees are entering global workforce that needs particular treatment by a company due to the uniqueness of the millennial generations' attitude towards working in a company. Servant leadership style is needed to be applied by managers to handle the millennial employees. This leadership style is effective to motivate the millennial employees to be more productive and support the company's business. This research was conducted in a mining company in Indonesia and aimed to determine the perceived servant leadership style by millennial employees about their managers. 204 employees filled out the questionnaires who were selected by convenience sampling method. The results gained by this study are the majority of millennial employees perceived that the managers apply servant leadership style in low category and millennial employees' career stage does not differ their perception about managers' servant leadership style. The implications of this study is as company's guideline for training and development program for managers to improve the leadership in managing millennial employees.

**Keywords**— servant leadership, millennial employees, millennial generations

## I. INTRODUCTION

By 2020, 35% of millennial generations are globally entering the workforce [10] so that arising particular reactions from companies due to issues on how to handle millennials generations as employee [6]. Millennials are those who were born during 1980-2000 [1] have distinct characteristics compare to X generations and baby boomers [8]. For millennials, having a good leader is the notable reason to have a career in a company [11]. They eager to have a good feedback, effective communication and and coaching form their leader [7].

In order to meet the business targets and goals, a company should direct the managers to be a good leader because leaders may influence the choice of objectives and strategies to pursue, influence members' motivation to achieve the objectives, and influence members' coordination of work activities [14]. Because more than 50% of Indonesian millennials are also workers in productive age [1], it is essential for a company to apply servant leadership style as one of company's strategy to win the business. Therefore servant leadership style is the appropriate leadership style that should be adopted by every manager who has millennials in the team.

Servant leaders put followers' growth and development first above their own development [12]. This style of leadership is effective to enhance millennials employees motivation to be more productive and loyal to company they work for [9]. By focusing on followers' wellbeing and satisfaction [4], servant leadership style fits the millennials generation needs of having good relationship with leader to have a career in a company [11]. Furthermore, Zakwan and Jantan [15] found that servant leadership style is fruitful to increase millennials employees in giving their best contribution at work.

Servant leadership is a leadership style that combining leaders motivation to lead with the need of serving others that emphasizing of followers' growth [2]. Servant leader is someone who develops and empowers others to reach their own potentials [13]. Dierendonck [3] explained that there are 8 characteristics of servant leadership styles, they are empowerment, standing back, accountability, forgiveness, courage, authenticity, humility, and stewardship. As servant leadership brings advantages to a better followers' behavioral dan attitudinal outcomes [5], researchers are interested in determining the servant leadership style perceived by millennials employees in a company.

II. PURPOSE AND METHODS

This study aims to examine the servant leadership style perceived by millennials employee in a mining company in Indonesia. The subjects in this study are 204 millennials employee (aged 20-40) selected using convenience sampling. Servant leadership was measured using Servant Leadership Survey proposed by Dierendonck and Nuijten [2]. The measurement scale used Likert scale consist of favorable and unfavorable items of 8 servant leadership aspects, they are empowerment, standing back, accountability, forgiveness, courage, authenticity, humility, and stewardship. Each item includes five possible choices consisting of Strongly Agree (SS), Agree (S), Neutral (N), Disagree (TS), and Strongly Disagree (STS) with a score of 1 to 5. The score acquired from the scale will present the servant leadership level perceived by the millennials employees.

The research instrument scale used adaptation procedure that first processed with back translation by two bilingual translators to ensure the similarity of the meaning from each item. The content validity obtained by professional judgement , then the construct validity used CFA (confirmatory factor analysis). The coefficient reliability of the instrument is .968 which has a high reliability degree. The total item before being tested was 30 and dwarfed to 26 items after given the reliability and validity tests. Data anlaysis was carried out with descriptive statistics and One-Way ANOVA.

III. RESULTS AND DISCUSSION

The descriptions of respondents in this study are :

Tabel 1. Respondents Based On Gender

Gender	Number (N)	Percentage (%)
Female	24	11.8 %
Male	180	88.2 %
Total	204	100 %

It can be seen that most of the respondents are males with 88.2% and few of them are females with 11.8%.

Tabel 2. Respondents Based On Career Stage

Career Stage	Number (N)	Percentage (%)
0-2 years	12	5.9 %
3-10 years	167	81.86 %
>10 years	25	12.25 %
Total	204	100 %

Based on tabel 2, the respondents are divided into three career stages which are early career stage (0-2 years), mid career stage (3-10 years), and late career stage (more than 10 years). Most of the respondents are in their mid career stage with 81.86%, 12.25% of the respondents are in the late career stage, and only 5.9% of the respondents are in their early career stage.

Tabel 3. Categorization of Servant Leadership

Raw Score	Category	Number	Percentage %
$X < 125.67$	Low	195	95.60%
$125.67 \leq X < 160.33$	Medium	9	4.40%
$X \geq 160.33$	High	-	-

It is clearly seen from the table 3 that majority of employees (95.60%) perceived that their managers have low servant leadership style and only 4.40% of employees perceived that their managers apply servant leadership style in medium category. While none of the employees discerned that their managers apply high servant leadership style in everyday working context. In order to know more about the mean differences of every career stages of employee in discerning the servant leadership style, the descriptive data is as follows :

Tabel 4. Descriptive of Servant Leadership Perception Based On Career Stages

**Descriptives**

ServantLeadership

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
EarlyCareer	12	90,75	21,976	6,344	76,79	104,71	59	130
MidCareer	167	93,84	18,052	1,397	91,09	96,60	26	130
LateCareer	25	92,04	20,057	4,011	83,76	100,32	52	128
Total	204	93,44	18,467	1,293	90,89	95,99	26	130

The descriptive data shows that employees in the early career stage perception’s mean of servant leadership style is 90.75, employees in the mid career stages perception’s mean of servant leadership style is 93.84, then those who are in their late career stages perception’s mean of servant leadership style is 92.04.

Furthermore, in determining the perceived servant leadership style by employees based on their career stages, one-way Anova is used through SPSS. This data aims to identify about the differences perceived servant leadership style among career stages group.

Tabel 5. Servant Leadership Differences Based On Career Stages

**ANOVA**

ServantLeadership

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	163,132	2	81,566	,237	,789
Within Groups	69063,162	201	343,598		
Total	69226,294	203			

The significance value from the table 5 is 0.789 which is  $p > 0.05$ , therefore  $H_0$  is accepted. It can be said that there is no mean differences of perception about servant leadership style based on the three career stages.

Based on the results given, it is clearly seen that majority of millennial employees in this study perceived that their managers only implement the servant leadership style in low level. Most of employees are in the mid career stages which already have a stable position in the company. As the matter of fact, employees from every career stage have similar perception of servant leadership style regarding to their managers which is in low category. Therefore, company supposed to notice about this fact that the managers should be trained for servant leadership style in order enhancing millennial employees' contribution to the company. It also a mandatory suggestion since there are more than 50% of millennial employees in the company who need servant leadership to support their productivity, loyalty, and good relationship [9]; [11] in working for a company.

#### IV. CONCLUSION

This study describes servant leadership style perceived by millennial employees in a mining company. A great number of millennial employees which is 95.60% perceived that servant leadership style is applied in a low level by managers. The significance value of Anova is 0.789 that is higher than 0.05. This indicates that there is no mean differences in servant leadership perception of millennial employees about their managers based on the career stages. This research can be used as a guideline for Human Resources training and development division to train the managers about servant leadership style implementation in order to direct their millennial employees better.

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