

Exploring the Work Values, Self-Leadership, and Leadership Styles of Millennials

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ABSTRACT

Because millennials are now dominating the workplace accounting for a significant share in the labor force, their influence on the workforce is inevitable. This study determined the millennials' leadership style, self-leadership strategies, and work values. The study involved 202 randomly selected millennial employees from six organizations located in a major city and province of Southern Philippines. Structural equation modeling (SEM) was employed to confirm the hypothesized model. Findings revealed that the millennial employees' practice of both transformational and transactional leadership styles is promising and shows their capability to be directive and empowering in any situation. The structural model showed a strong influence of self-leadership on leadership style, sending a powerful message to organizations about the urgency of enhancing further the millennial employees' self-leadership. The model also revealed that self-leadership was strongly associated with work values, encouraging organizations to enhance self-influence considering the high values of self-transcendence and openness to change. Findings suggest that strong self-leadership skill leads to greater transformational and transactional leadership styles, suggesting that high awareness of oneself leads to understanding others better.

Keywords: Millennials, work values, self-leadership, leadership styles

INTRODUCTION

The twenty-first century has introduced a new breed of workforce, the millennial generation. The millennials are already dominating the society, culture, and the workplace. Several books and articles, both online and print, have them as their focus and currently, they have become the hot topics among various organizations. The millennial generation has already accounted for a significant share in the labor force with numbers soaring above that of other generations. As of 2021, they were the largest adult cohort: around 1.8 billion worldwide, equal to 23% of the global population, with 1.1 billion coming from Asia (Neufeld, 2021). Furthermore, in the Philippines, the report released in April 2022 by the Philippine Statistics Authority showed that the highest percentage (28.6%) of employed labor force as of July 2021 were from ages 25 to 34, all are millennials. This is followed by those with ages 35-44 (23.4%), a portion of which is also part of the millennial generation (PSA, 2022). Businesses and other industries need to understand the dynamics of this workforce to maximize their potentials (Neufeld, Ford, and Meltzer, 2011). A phenomenon called global aging is taking place. Countries will encounter declining supply of highly skilled and most experienced labor as these workers start leaving the workforce due to retirement and mortality. With this, the vitality of organizations is hooked on their ability to attract, retain, motivate, and develop millennials (Espinoza, Ukleja, and Rusch, 2010).

Because of their large numbers, millennials have the potential to significantly influence the workforce (Engelman, 2009). They possess distinct values and expectations, often favoring new leadership styles. Understanding millennials and their impact on the workplace can give organizations a competitive advantage. By gaining a deeper understanding of their work values, self-leadership strategies, and leadership preferences, organizations can create tailored programs for coaching, training, mentoring, and developing millennial employees. These initiatives can also provide valuable insights to leaders from other generational cohorts who may not fully understand the expectations of their millennial counterparts. Ultimately, this collaboration between millennials and other generational cohorts can lead to a more productive and harmonious workforce (Khadar, 2012).

This study hopes to contribute to the scarce studies on millennials in the local setting, an addition to the local literature on leadership and a basis for developing future research on how this generational cohort will influence organizational leadership in the future.

FRAMEWORK

This study is anchored on Strauss and Howe's generational theory, Schwartz's work values, Manz's self-leadership, and Bass and Avolio's three distinctive leadership styles. The generational theory was developed by Inglehart in 1977 and made popular by Strauss and Howe in 1991. It classifies individuals based on their birth date and happenings in their lifetime (Crain, 2015). Strauss and Howe (1991) established their generational theory from their book *Generations: The History of America's Future, 1584 to 2069* that discussed the history of United States using this backdrop as a series of generational biographies that dated back to 1584. They conducted research on generations from year 1584 to year 2069, which led to the development of generational theory. They studied generational trends elsewhere in the world and observed similar cycles in other developed countries.

Strauss and Howe asserted that generations are shaped and determined by the interaction, lack of parental interaction, and major social movements that occur during the generational period (Engelman, 2009). Each generation possesses certain beliefs, attitudes, and behaviors influenced by the events and social disposition that occurred through their childhood and young adulthood (Murray and Chua, 2014). The generation theory helps in determining how individuals think, act, behave and feel, as well as predicting their reactions to specific situations (Crain, 2015).

Based on the generational theory, a cycle creates a pattern as a generation joins and leaves the workforce, prompting organizations to anticipate the needs and motivation of employees (Engelman, 2009). Members of one generation show comparable personalities. They tend to behave and react under a common umbrella of values and behaviors. Due to the common events and environment that they were exposed to, they have developed personalities parallel to each other. They can possibly be distinguished from one generation to another. The generational theory implies that a certain generation produces a set of personalities creating a different set of patterns from the preceding or succeeding generations. This may also mean that millennials possess distinct preferences in terms of their work values, self-leadership, and leadership style.

On leadership styles, Bass and Avolio (1997) advocated a leadership theory that focused on the behavior of leaders towards the workforce in different work situations. The proponents established the Full Range of Leadership Model (FRLM) based on the previous work of Burns in 1978 and influenced by the work of House (1976) on path-goal theory and charismatic leadership.

Leadership styles are influenced by an individual's values. The values of environmental leaders influence their leadership styles, which encompass both the transformational and transactional behaviors of leadership (Egri & Herman, 2000). Likewise, the study of Sarantopoulos (2008) suggested significant link between the leaders' values and leadership styles. The study determined the relationship between leadership styles and values of leaders in the U.S. The constructs of values (Rokeach, 1973) and leadership styles (Bass & Avolio, 1997) on the existing body of literature gave rise to the examination of the leadership paradigm and its relationship with ethical values. In a study, it was established that leadership behaviors' motivating factors served as predictors of leadership styles (Zaccaro, 2007), and leadership styles were associated with values. Additionally, results of a study revealed low correlation between all four types of values with laissez-faire and leadership style indices (Sarantopoulos, 2008).

Schwartz' (1973) Theory of Basic Human Values that emanated from Hofstede's Cultural Dimensions Theory supports the association of values and leadership styles. The theory explains the effects of a society's culture on the values of its members and how these values relate to behavior. At the heart of the theory is the idea that values form a circular structure that reflects the motivations each value expresses (Schwartz, 2012). Crain (2015) supported Schwartz and asserted that work values are determined by the importance that individuals place on specific workplace characteristics, including work settings and outcome. They serve as a guiding principle in the selection, evaluation, and justification of behavior at work (Wohrmann, Fasbender, & Deller, 2016). A person's value structure can provide considerable insight into one's career aspirations. However, jobs vary to the extent that these values are satisfied (Greenhaus, Callanan and Godshalk, 2019). It is important for superiors to identify the different work values that each subordinate possesses and understand how much these work values mean to them. The career decisions and the environment an individual chooses are influenced by one's own values.

Individuals' desired leadership styles emanate from their own – their self-leadership. Manz (1983) argued that self-leadership is a journey to self-discovery and self-satisfaction, a method of self-influence, a technique of self-efficacy, a source of behavioral control, and a process of self-fulfillment. Self-leadership is intentionally influencing oneself to achieve the set goals and objectives. It works on whatever position a person holds in the organization (Bryant and Kazan, 2013).

Being able to practice conscious influence over one's thinking and behavior to attain predetermined objectives and come up with the desired results, a self-

leader can impact one's organization. Self-leadership is the foundation of any organizational development (Bryant and Kazan, 2013). An individual with such leadership engages and empowers the workforce, resulting in faster and better decision-making and improving goal setting and results. Self-leadership fuels more creativity and innovation and enhances collaborative team efforts. In their study (Baldegger and Rauthmann, 2013), a positive correlation between self-leadership and the leaders' active styles of leading (transformational and transactional leadership) was found, thus suggesting a significant link between leadership style and self-leadership. Thus, if self-controlling processes have impact on interpersonal processes, then leadership styles of leaders are influenced by their self-leadership. This notion was developed when recent scholarships started incorporating interpersonal and social aspects within self-leadership dimensions, since the original concept of Manz in 1983 was only focused upon the intra-individual self-regulatory processes rather than inter-individual relational processes. The above discussions imply that the leadership style of millennials may have bearing on their work values and self-leadership.

Leadership Style. Avolio and Bass (2004) developed a full range leadership model that defines the three distinctive leadership styles – transactional, transformational, and laissez-faire. This model was developed using the Multifactor Leadership Questionnaire (MLQ). The MLQ has been used for decades to describe organizational effectiveness, satisfaction, motivation, and relationships between leaders and subordinates (Walker, 2012). Transactional leadership style maintains the normal flow of operations. It uses disciplinary power and incentives to motivate employees (Ingram, 2016). Transactional leadership is divided into two sub-factors: contingent reward, which provides monetary or extrinsic incentives to the followers and focuses on clarifying roles and task assignments; and active management-by-exception, which is characterized in terms of detecting and monitoring mistakes that deviate from the norm and taking corrective actions when errors occur (Mosson et. al., 2018).

Transformational leadership style involves inspirational motivation and intellectual stimulation, which best serve the interests of the followers instead of the leader. Transformational leaders set goals to push their employees in attaining better outputs while providing them with personal and professional growth opportunities (Ingram, 2016). Transformational leaders focus on their subordinates by meeting the latter's needs and utilizing tactics that are appealing to them while attaining the preferred outcomes (Walker, 2012). Moreover, they have a vision, and they transform the values of followers to support the vision by forming relationships that establish trust (Khadar, 2012). Transformational

leaders motivate employees to accomplish their goals and to achieve a higher level of performance. This type of leaders articulates a clear vision to employees and motivate them to achieve their goals (Mosson et. al., 2018).

Laissez-faire leadership is also known as nondirective leadership. Leaders in the position of authority exert no effort in achieving desired outcomes and give no guidance and direction to the followers. This leadership style has negative impact on follower's job satisfaction and motivation (Walker, 2012). In previous studies, passive management-by-exception and laissez-faire leadership were combined to embody a generalized passive leadership paradigm. Passive management-by-exception refers to acting or correcting employees' action only when it has already been brought to their attention that something has gone wrong. Laissez-faire leadership is one in which leaders abandon responsibility and avoid taking initiative (Mosson et. al., 2018).

There is an ongoing analysis on the issue about which leadership style is better. Most leadership experts suggest that the two leadership styles be integrated by leaders since they are to recognize the need to be directive and empowering depending on the situation. In a study, Bass (2008) recommended the utilization of both transformational and transactional leadership styles within the organization. Transformational leadership, a factor of active leadership, has been associated with beneficial individual and organizational outcomes, employee performance, change process, and organizational innovation. Likewise, contingent reward, which is the most active form of transactional leadership, includes an exchange of relationship between leaders and employees in setting mutually agreed goals and then relating them to rewards. It was then suggested that the combination of both transformational and transactional leadership is most effective in producing positive organizational outcomes (Mosson et. al., 2018). Leadership styles emanate from the individual's attitudes. The theory of reasoned action of Fishbein and Azjen, (1975) explains that persons' behaviors are influenced by their attitudes and beliefs. That is, guiding principles of behavior, such as work values, can influence a person's leadership style.

Work Values. Schwartz and his colleagues identified four values: (1) self-transcendence, (2) conservation, (3) self-enhancement, and (4) openness to change. The four higher order values are outlined into ten discrete value types that are relevant to the work domain. Sedighimornani (2018) stated that these ten values have been derived from three universal needs of human existence: (1) biological needs, (2) needs for effective social interaction, and (3) needs for group survival.

On self-transcendence, which denotes a person's intention to improve the

well-being of others and go beyond his or her own individual concerns, Schwartz (2016) identified the following work values: (1) universalism that deals with enriching the welfare of everyone (Greenhaus, Callanan and Godshalk, 2019) and (2) benevolence that reflects a person's desire for the enrichment of others with whom he or she is in regular contact. Self-transcendence involves altruism and relationship and can be found not only in voluntary work but also in paid work since workplaces usually allow socialization through contact with superiors, colleagues, and external stakeholders (Wohrmann, Fasbender, and Deller, 2016).

The value of conservation refers to seeking out certainty in various aspects of life and includes three value types related to work: (1) conformity, the need to follow societal norms; (2) tradition, the respect for historical customs and culture; and (3) security, the desire for well-being within oneself and society (Greenhaus, Callanan and Godshalk, 2019). Conservation in work context is characterized by individuals' preference for systematic and unambiguous activities, those tasks that are known and familiar to them (Wohrmann, Fasbender, and Deller, 2016).

The value of self-enhancement stands for the desire to improve one's personal qualities and status and pertains to three work values: (1) power, which refers to a person seeking out status, prestige and authority over other people or resources; (2) achievement, which reflects the drive for success through accomplishments; and (3) hedonism, which is the need for self-indulgence and gratification (Greenhaus, Callanan and Godshalk, 2019). In work setting, self-enhancement involves income and prestige (Wohrmann, A., Fasbender, U., and Deller, J., 2016), hence more concerned with the need and benefit of oneself as opposed to self-transcendence that is more concern with the welfare of others (Sedighimornani, 2018).

Lastly, openness to change pertains to the willingness of a person to undertake new intellectual or behavioral directions. Value types related to work under this higher-order value are (1) stimulation, a person's desire for excitement and challenge in work; and (2) self-direction, the need for autonomy and independence in thoughts and actions (Greenhaus, Callanan and Godshalk, 2019). In vocational setting, openness to change refers to the preference for diversification, task variety, and autonomy, making work activities containing new elements more attractive to individuals having this value (Wohrmann, Fasbender, and Deller, 2016). This value encourages independent thinking and developing new ideas, whereas conservation stresses self-restraint, tradition, and social order (Sedighimornani, 2018).

Openness to change is not new to the millennials. They generally demand development of new skills in their work that point towards a stronger attention

on competency (Weber, 2017). Millennials have high perceptions of themselves and high expectations of their employers. They want managers to be involved in their professional development (Espinoza, Ukleja and Rusch, 2010). Millennials want to put their career into their own hands. Knowing what is expected of them and providing them with all the necessary skills and resources for them to perform the former are a must. They want to have a clearer vision of everything for them to be able to understand their duties and perform better in their work.

Self-Leadership. Before one can lead others, he or she must be able to lead oneself first. This concept of effectively leading oneself will lead to effectively leading others has been supported by the study of Furtner, Baldegger and Rauthmann (2013). The study concluded that leaders' self-leadership is positively associated with active styles of leading (transformational and transactional leadership). The three main sets of self-leadership strategies are (1) constructive thought strategies, (2) behavior-focused strategies, and (3) natural rewards strategies. Constructive thought strategies are simply changing patterns of thinking by replacing negative thoughts with optimistic ones. Under this set are mental strategies to attain constructive thoughts, such as improving one's belief system, using imagination to facilitate performance, and using self-talk to advantage. Improving one's own belief system involves an assumed truth that can come from one's own experiences or from blind acceptance of what people say (Rokeach 1979). Behavior-focused strategies, on the other hand, are strategies focused on self-awareness and controlling one's own actions, such as self-observation, self-goal setting, self-reward, self-correction, and self-cuing. Natural reward strategies focus on the enjoyable features of the task to make it look naturally rewarding instead of brutally challenging. Enhancing natural reward on tasks makes them more pleasant to be accomplished and increases one's intrinsic motivation, self-determination, and feelings of competence. This strategy does not avoid or ignore the difficult aspects of the task but rather dealing with them constructively. "By making the pleasant aspects of tasks, the focus of work is a logical strategy in helping workers to experience natural enjoyment" (Manz, 1983).

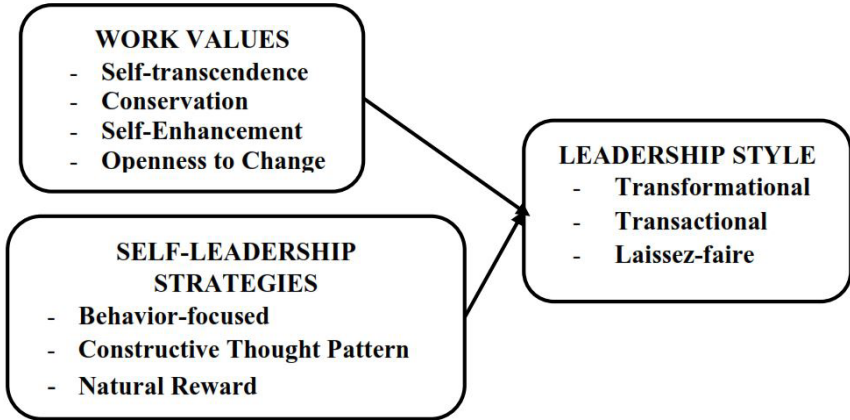
The information and insights gained from the review of literature and studies support the assumption of the study that leadership styles of millennial employees are influenced by work values (Sarantopoulos, 2008) and self-leadership (Furtner, Baldegger & Rauthmann, 2013; Bryant & Kazan, 2013). Understanding this influence provides support for the development of a structural model.

In summary, work values and self-leadership weigh on the millennials' leadership style. Work values can influence a person's view of work considering it as guiding principles of man's behavior and, therefore, influence a person's

leadership style. Likewise, self-leadership can be associated with work values, which can influence one's style of leading. This assumption is graphically presented in Figure 1.

Figure 1

The Research Model



OBJECTIVES OF THE STUDY

This study attempted to understand the millennial employees' leadership style through a structural model to determine factors, such as work values and self-leadership, that explain their leadership styles.

METHODOLOGY

This causal-comparative study considered a population of 557 millennial employees coming from manufacturing, merchandising, and service-oriented medium and large organizations with asset size of more than 15 million pesos. These organizations are in a city and province of Southern Philippines. A sample of 295 was established using Cochran's equation. However, only 202 employees participated.

The modification and use of the following research instruments for data gathering had the permission of the authors: Portrait Values Questionnaire (Schwartz, 2012), Revised Self-Leadership Questionnaire (Houghton and Neck, 2002), and Multi-Leadership Questionnaire (Avolio and Bass, 2004). Content

validation by three experts and reliability test using Cronbach’s Alpha Coefficient were conducted. The reliability test yielded the Cronbach’s alpha values greater than 0.65, indicating that the items of all the questionnaires are internally consistent, hence reliable.

The study employed structural equation modeling (SEM) via Amos 20 feature of SPSS 26 to quantify and test the probability and measurement of hypothetical assertions about potential interrelationships involving the variable constructs. The presentation of research results was guided by literature on Mediation and SEM by Kenny, Kaniskan, and McCoach (2014). The estimation procedure utilized “model fit”, “strength of the postulated relations between variables of interest”, and “reliability of the parameter estimates.”

RESULTS AND DISCUSSION

Millennial Employees’ Leadership Styles

Table 1 shows that the millennial employees used transformational leadership more often (2.69, 0.537, ‘fairly often’ used) than the other leadership styles. Transactional leadership style was used sometimes used, while Laissez-faire used once in a while. By using transformational leadership style, millennial employees have the potential to contribute significantly to their organization as this leadership style has been associated with beneficial individual and organizational outcomes, employee performance, change process, and organizational innovation. The findings further suggest that integrating two leadership styles – transformational and transactional, the millennial employees recognize the need to be directive and empowering depending on the situation. Bass (2008) recommended the utilization of both transformational and transactional leadership styles within the organization, and Mosson et. al. (2018) asserted that the combination of both leadership styles is most effective in producing positive organizational outcomes.

Table1

Summary of Mean Ratings on Leadership Style (n= 202)

| Leadership Style | Mean, SD | Interpretation |
|-------------------------|-----------------|-----------------------|
| Transformational | 2.69, 0.537 | Fairly often used |
| Transactional | 2.07, 0.556 | Sometimes used |
| Laissez-faire | 1.21, 0.801 | Once in a while used |

Millennial Employees’ Work Values

Table 2 reveals that the work values of self-transcendence, openness to change, and conservation were highly manifested among the millennial employees while

self-enhancement was moderately manifested. Overall, work values were highly manifested among the millennial employees. The findings suggest that millennial employees, having self-transcendence with the highest mean of 4.90, are concerned with enriching the welfare of everyone, thus confirming the contentions of Walker (2012) that millennials have social and community consciousness and are concerned with being positive contributor to the society and of Crain (2015) that millennials have significantly high altruistic and prestige values.

Table 2

Summary of Mean Ratings on Work Values

| Work Values | Mean | Interpretation |
|---------------------|------------------------|--------------------------|
| Self-Transcendence | 4.90, SD: 0.642 | Highly manifested |
| Conservation | 4.74, SD: 0.650 | Highly manifested |
| Self-Enhancement | 4.32, SD: 0.729 | Moderately manifested |
| Openness to Change | 4.76; SD: 0.667 | Highly manifested |
| Overall Mean | 4.58, SD: 0.571 | Highly manifested |

Millennial Employees' Self-Leadership Strategies

Table 3 shows the three self-leadership strategies had high ratings, indicating that the millennial employees use the three self-leadership strategies most of the time. The findings imply that the millennial employees can effectively lead themselves through consciously influencing their own feeling, thinking, and behavior to achieve their objectives. Studies confirmed that millennials are goal-oriented, productive, and results-driven (Walker, 2012; Khadar, 2012).

Table 3

Summary of Mean Ratings on Self-Leadership Strategies

| Self-Leadership Strategies | Mean | Interpretation |
|--------------------------------------|------------------------|--|
| Behavior-focused | 3.79, SD: 0.545 | Self-leadership strategy is used most of the time |
| Use of constructive thought patterns | 3.80; SD: 0.615 | Self-leadership strategy is used most of the time |
| Natural reward | 3.81; SD: 0.583 | Self-leadership strategy is used most of the time |
| Overall Mean | 3.79, SD: 0.532 | Self-leadership strategy is used most of the time |

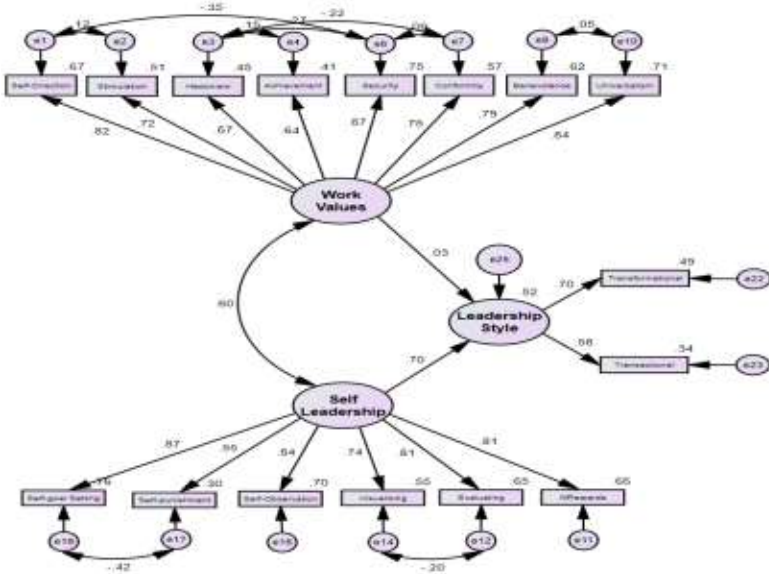
The Best Fit Model

Two models were tested but for want of space, only the second hypothesis is presented. The structural model confirms that leadership style of millennial

employees is influenced by their work values and self-leadership. Estimation procedure using “model fit”, “strength of the postulated relations between variables of interest”, and “reliability of the parameter estimates” (Kenny, Kaniskan, and McCoach, 2014; Kenny, 2012) further confirmed the hypothesis. Figure 2 shows the best fit model.

Figure 2

The Best Fit Model



The above model suggests that transformational and transactional leadership styles are the effect of self-leadership strategies, which covary with work values.

Table 4

Standard Fit Indices and The Best Fit Model Values

| Categories | Absolute Fit | | | Incremental Fit | | | Parsimonious |
|------------------------|--------------|-------|------|-----------------|------|------|----------------------------|
| | RMR | RMSEA | GFI | CFI | NFI | TLI | CMIN/DF |
| The Best Fit Model | .02 | .071 | .918 | .943 | .901 | .925 | 2.199 |
| Standard Fit Criterion | Nearing Zero | <.08 | >.90 | >.90 | >.90 | >.90 | X ² to df < 3.0 |

Table 4 presents the indices for hypothesized Model 2 displayed in the first row using the three model fit categories. The standard fit criterion is shown in the second row and serves as the basis for comparison to determine whether the model best represents the sample data of the study.

The data indicate that the calculation of the best fit model passed the criteria for acceptability. For the incremental fit category, the model fit indices criterion of $>.90$ have all been satisfied given the following values: Comparative Fit Index (CFI = .943), Normed Fit Index (NFI = .901), and Tucker-Lewis Index (TLI = .925). Parsimonious fit calculation is 2.199, which satisfied the standard of less than 3.0. For the absolute fit category, the root mean square residual (RMR=.02), the goodness fit index (GFI=.918), and the root mean square error of approximation (RMSEA = .071) all have satisfied the model fit indices criterion. Likewise, the recommendation for a universal cut-off point for assessing the root mean square error of approximation or RMSEA for goodness-of-fit for structural equation models is based on the literature of Hooper et. al., (2008). With this criterion, Hypothesized Model 2 ($.08 < \text{RMSEA} = .071 < .08$) indicates a reasonable error of approximation.

Figure 2 as the best fit model represents the structural equation model. Leadership style is strongly influenced by self-leadership strategies ($r=.70$), but work values' ($r=.03$) direct influence is weak but could not be removed from the model because it is strongly associated or covaries with self-leadership ($\text{CVR}=.60$). However, it can be noticed that after the modification, only transformational and transactional leadership styles remained in the model. This can also be supported with the descriptive data in Table 3, where laissez-faire leadership style is remotely used by the millennials in this study. Furthermore, self-leadership influences leadership style in the following strategies: self-goal setting ($r=.87$), which covaries with self-punishment ($r=.55$); self-observation ($r=.84$); visualizing ($r=.74$), which is associated with evaluating ($r=.81$); and natural rewards strategies ($r=.81$).

The structural equation is Leadership Style = 0.70 Self-leadership + $.03$ work values. It further means that 70 percent of the changes or variations in leadership style can be explained by self-leadership, while only 3 percent can be explained by work values. Work values are associated with self-leadership, which means that some changes in self-leadership may also be linked with the changes in work values considering the correlation (0.60). Specifically, self-direction ($r=.82$) covaries with stimulation ($r=.72$) and security ($r=.87$); hedonism ($r=.67$), which is associated with achievement ($r=.64$) and conformity ($r=.75$); and benevolence ($r=.79$), which is linked with universalism ($r=.84$). The model further suggests that transactional and transformational leadership styles are strongly influenced

by self-leadership strategies, thus confirming the contention of Furtner, Baldegger and Rauthmann (2013) on the positive link between leaders' self-leadership and active styles of leading – transformational and transactional leadership. The same study initially argued that if self-regulatory processes have some impact on interpersonal processes, then leaders' leadership styles should be influenced by their self-leadership. Bryant and Kazan (2013) pointed out that self-leadership is the foundation of any organizational development; it engages and empowers the workforce, resulting in faster and better decision-making and improved goal setting and results; fuels more creativity and innovation; and enhances collaborative team efforts. A self-leader would have impact on his or her organization. Self-leadership does not manage others, but self-leaders make great leaders.

Another direct influence that the structural model shows, even though weak, is the link of work values with leadership style, which is supported by the study of Egri & Herman (2000) concluding that the values of environmental leaders inform their leadership styles, which encompass both transformational and transactional leadership behaviors. Zaccaro (2007) considered values as a motivating factor of leadership behaviors and actions and a predictor of leadership styles. The findings further imply that the millennials' leadership style is largely grounded on their self-leadership. They have the capability to shift from transactional to transformational leadership style, which can also be reflective of their work values.

Since this study tried to establish the actors that bear on the millennials' leadership style, the generated model explains that their self-leadership, which is also significantly associated with their work values, predicts the millennials' leadership style. Enhancing this study can be done by exploring other factors that influence the millennials' leadership styles. Also, since this study hopes to contribute to the scarce studies on millennials in the local setting, further studies may be conducted among millennial employees in other organizations of different types and sizes.

CONCLUSIONS

Millennials are now dominating the society, culture, and the workplace. What motivates them and what they seek from their leaders find answers to what they are as leaders, too. It is crucial to know their leadership dynamics and factors that could influence it. Awareness of their self-leadership strategies and work values is crucial. That millennial employees practice transformational and

transactional leadership styles is promising and suggests their capability to be directive and empowering depending on the situation. Because leadership style is largely influenced by self-leadership, it sends a strong message to organizations on the urgency of enhancing further the millennials' self-leadership. Not all self-leadership strategies figured out in the generated model and, therefore, the need to further heighten self-leadership impact on leadership style. Since self-leadership is strongly associated with work values, enhancing this self-influence process is highly plausible considering that the millennials highly manifest self-transcendence and openness to change. These values accentuate their intention to improve the well-being of others and their willingness to undertake new intellectual and behavioral directions.

Work values are also significantly linked with self-leadership. A change in work values also creates a change in self-leadership. However, not all work values figured out in the generated model. Thus, organizations need to review their human capital development program to boost the work values of the millennials.

The millennial employees' leadership styles tell what kind of leadership that they want from their leaders. A strong self-leadership skill allows greater transformational and transactional leadership styles, implying that high awareness of oneself leads to understanding others better.

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