

Comparing Generation X and Y Leaders Using the Mouton Grid: Employees Perception and Self-Efficacy

Claire Ann L. Garcia, Rainciel B. Reyes and Ramon George Atento
claireanngrc@gmail.com, raincielrb@gmail.com
Lyceum of the Philippines - Laguna

ABSTRACT

This study sought to find out the generational differences of Generation X and Generation Y leaders using the Blake mouton Theory and the self-efficacy of their employees; and to discover the connection between the leadership and self-efficacy of employees. The researchers used a descriptive approach in this study and utilized a survey questionnaire as a tool in data gathering. The respondents of the study were 200 selected employees in manufacturing companies in Calamba City, Laguna. The results revealed that whatever generational group a leader belongs, they will still execute the people orientation and task orientation. Further, Generation X and Y has equal leadership and self-efficacy and there is a significant relationship on Generation X and Y leadership and self-efficacy of the employees. Generation X and Y leadership affects the self-efficacy of their employees and leadership is a factor on the self-efficacy of its employees.

Keywords: Generational Differences, Generation X, Generation Y, Leadership, Self-efficacy, Blake and Mouton Theory

INTRODUCTION

Leadership plays an important role in organization, employee performance, and productivity. The leader in an organization motivates and guides the employees through the work process to sets a clear vision in organization. Effective leadership is a factor for organizational success. Leaders' performance is a very significant factor to leadership effectiveness. The leader also affects a person's emotional functioning and efficiency.

The Blake Mouton Managerial Grid, also recognized as Leadership Grid, is a widespread managerial grid because it is all about the task against people's orientation of a leader. This leadership grid focused on two developmental extents; the concern for person where the leader is concerned on its team members desires, interest and concern for task; and result where a leader is concerned on achieving a goal, task by making sure of using concrete objectives on decision-making (Thrash, A., 2012).

There are three generational groups: Baby Boomers, the Generation X, and Generation Y. Individuals must share generational connections in a workplace born within the equal historical and traditional environment and be open to mutual experiences and event. Generally, Generation X or also called as the *Xers* are people who were born between 1965 and 1980 also called the "middle child" of generations. The generation X's characteristics are fairly mutual in the workplace and they are expected to contribute in organization. The generation Y is a group of people are also called as the "DotCom" generation who were born after the year 1980. Today, the *DotCom* generation are just starting to work and its influence is still developing.

This study focused on understanding two generations, the *Xers* and the *DotCom* generation and how they are as a leader. Using the Blake Mouton Grid, the study aims to determine who among those two generational groups were task oriented or people oriented. It assessed whether the work attitudes of the professionals were different between two generations. The goal of this study was to determine the main leadership characteristics that Generation X and Generation Y has. Through the perception of the employees and their self-efficacy determining leadership characteristics will be achieved. As stated by Bandura, self-efficacy is a person's belief that she is proficient of acting out a certain task productively as well as being

the indicator of leader's effectiveness (Gibson, Ivancevich, Donnelly, & Konopaske, 2012). The effectiveness of these generational leaders is based on its employee's performance, their style of giving instructions, motivating team members and administering of plans. Through leaders, employees were able to do their job based on how their leaders guide them.

Review of literature

The research on generational differences has developed over the last decades. According to Kraus (2017), the term and the context of generation are the same but individuals who are born in the similar time and share the same past, social life and involvements consistency reflected in the work of generational group. According to Williams (2011), each generational group shares same social, political, past, and trade and industry environment that separates them from one another.

According to Gargasz (2014), issues on diversity in the organizations is one of the focuses of generational differences. He concluded that every aspect about generational differences is important to know such as its impact. Additionally, to achieve organizational success, the leaders should make an environment with common respect and cooperative effort.

Working age of a person now fall into four main generations: the traditional generation, the Baby Boom generation, Generation X, and Generation Y (Abrams, Von Frank, 2014).

The Baby Boomers advocate and believe in the participative style of leadership. However, Baby Boomers have lack some soft skills like understanding, listening, communicating, motivating, and delegating. They have a difficult time implementing themselves in the workplace according to Jurkiewicz, Arsenault, and Bartley (2010).

Kian & Yussof (2012) asserted that generation X and Y employees remain dominated by many companies and businesses. Generation X are those born from 1965 to 1980 is the currently main in the workplace as Baby Boomers are retiring. Generation X can remain characterized by adaptability, individuality, self-government, and originality. Additionally, they do not usually respect authority. They value righteousness, equality, competency, and honesty from their superiors and they are focus on skill expansion and efficiency rather than on position and tenancy. Millennials which also called Generation Y or *GenMe* born from 1981 to 1999 are the newest generation group, replacing their elder generation. Millennial generation has been categorized by economic success, progression of instant communication technologies through the Internet, social networking, and globalization. Similar to *Gen Xers*, Millennial value autonomy and work-life balance compare in Baby Boomers.

Efforts are necessary on the part of the leaders in the association to develop workforces to succeed at work. The different perspectives of an organization can also be a result from a successful workforce (Lyons & Kuron, 2014). According to Locke, a positive or pleasing emotional state resulting from his/her own job experience from persons' obligation is defined as job satisfaction (Yousef, D. A., 2017).

As cited from thesis of Thrash, A. (2012), the concern for production and concern for people is related with the task purposes of workplace and with receiving outcome and the other dimension is concern for people, relays to the relationships that a leader maintains with bosses, coworkers and others. Cherian, Jacob and Jacob, Jolly (2013) stated that the connection between self-efficacy, employee motivation, and work-related performance are the results of their individual research. The study stressed that in work performance, self-efficacy can encourage the employees. The researcher makes an effort to assess the influence of the self-efficacy theory in terms of the performance of the individuals at workplace, by which it defines their work-related performance and also motivation. Therefore, in order to motivate and improve employee's performance, it is essential to classify the implications of the results related to cultivating workers self-efficacy. In the leadership literature, studies expose that there is relationship between successful leadership and leader's confidence. And yet, in the literature theoretical explanation is still absent. According to Bandura, He anticipated a new leadership style that is based on social cognitive theory in which a factor for leaders' effectiveness in the workplace is self-efficacy. Considering a leader's thoughts

together with its behavior and the situation can make a broader understanding of the leadership method (Jamal, A. H., 2014).

As self-efficacy is a characteristics of being creative and improves creative behavior when they have a high degree of confidence when it comes to self-efficacy (Gong et al., 2009; Tierney & Farmer, 2002, 2011).

Objectives of the study

This study focused on understanding the Generation X and Y and how are they as a leader. Using the Blake Mouton Grid, and to determine what dominant leadership characteristics through the perception of the employees and their self-efficacy. Specifically, it aimed to determine the respondents profile in terms of sex, employment status, age, leader's age and position of their leaders; to determine the perception of the respondents as to the leadership style of their superior using the Mouton Theory; to determine the profile of the respondents as to their self-rating of their own performance in terms of work performance and motivation; to determine if there is a significant relationship on the respondents as to their perceptions as to the leadership style of their superior using the Mouton Theory and respondents as to their self-rating of their own performance to Work performance and Motivation when grouped based on their leaders own generation, and to determine if there is a significant difference among Gen X and Y of the leaders on: Rating of the respondents as to their perceptions as to the leadership style of their superior using the Mouton Theory and Respondents as to their self-rating of their own performance to Work performance and Motivation. When grouped according to their profile variables.

METHODOLOGY

Descriptive method of research was used in this study. The respondents of this study were 200 selected employees in Manufacturing Companies on Calamba City, Laguna. The respondents were chosen based on the following: (1) Male or female (2) At least 24-53 years old (3) Employees residing or working at Calamba City, Laguna (4) Working at a manufacturing company. A survey questionnaire was utilized as a major tool in data gathering. The questionnaire consists of three (3) adapted parts: Part 1 sought about the profile of the respondent and their leader's information; part 2 is a Likert Scale that will evaluate the perception of the respondents towards their leaders and part 3 uses the rating scale to evaluate the self-efficacy of the employees. Percentage and frequency distribution is used in this study to describe the respondents' demographic profile. Weighted mean was used to determine the average scores of respondents using the questionnaire while using Likert scale. ANOVA (F test) was used in this study to determine if there was a significant difference between respondents as to their perceptions of their leader's behavior based on the leadership grid of moutons and respondents as to their self-rating of their own self-efficacy. Pearson Correlation Coefficient is used to determine the significant relationship between respondents as to their perceptions of their leader's behavior and respondents as to their self-rating.

RESULTS AND DISCUSSION

Table 1 illustrates the respondent's demographic profile in terms of their age. Majority of the respondents were ages 24-38 years old with the percentage of (53.5%), which means most of the number of employees are generation y. Next, is with the Age 39-53 years old with the percentage of (34%). The least number of respondents were the other employees with the percentage of 12.5%.

Table 1. Respondents' profile when group according to age

	Frequency	Percentage
39-53	68	34
24-38	107	53.5
Others	25	12.5
Total	200	100

Table 2 illustrates the respondent's demographic profile in terms of sex. The results show that 138 out of 200 respondents were female with 69% while 62 out of 200 respondents were male with 31%. Today in an organization, female employees are abundant in the workplace.

Table 2. Respondents' profile when group according to sex

	Frequency	Percentage
Female	138	69
Male	62	31
Total	200	100

Table 3 illustrates the respondent's demographic profile in terms of their employment status. Majority of those who responded are full-time employees with 72% which means most of the employees is a full-time employee. Next is the part-time with the percentage 24% and with the lowest percentage of 4% is the others.

Table 3. Respondents' profile when group according to employment status

	Frequency	Percentage
Part-time	48	24
Full-time	144	72
Others	8	4
Total	200	100

Table 4 illustrates the demographic profile of the respondents in terms of their leader's age. Most of the respondent's leaders were 39-53 years old with the percentage of 52.5% and 47.5% of the leaders were 24-38 years old. This result shows that most of the leaders were Generation X.

Table 4. Respondents' profile when group according to leaders' age

	Frequency	Percentage
24-38	95	47.5
39-53	105	52.5
Total	200	100

Table 5 illustrates the respondents' demographic profile in terms of the position of their leader. The result shows that majority of the position of their leaders were supervisor with 51% and the least of the position of the respondent's leader were director or higher with 8% this shows that most of the employees is always with their supervisor because the supervisor has more communication with the employees that's why the employees evaluate more the supervisor.

Table 5. Respondents' profile when group according to the position of the leader

	Frequency	Percentage
Manager	51	25.5
Supervisor	102	51
Director or higher	16	8
Others	31	15.5
Total	200	100

Table 6 shows that the composite mean of the leadership style in terms of their task orientation has a result of 3.43 with the verbal interpretation of strongly agree. Based on the result, both generation X and Y are task oriented which means they both emphasize objectives that are effective and high productivity in order to come up with the greatest decision on accomplishing a task.

Table 6. Perception of the respondents in terms of leadership style in terms of task-oriented

	Mean	Interpretation
My leader motivates and focuses the group to accomplish task.	3.52	Strongly Agree
My leader closely monitors the schedule to ensure task or project will be completed in time.	3.52	Strongly Agree
My leader finds it easy to carry out several complicated task at the same time.	3.41	Strongly Agree
My leader manages my time efficiently.	3.40	Strongly Agree
The more the challenging the task is, the more my leader enjoys it.	3.30	Strongly Agree
Composite Mean	3.43	Strongly Agree

Legend: 1.00-1.74 – Strongly disagree; 1.75-2.49 – Disagree; 2.50-3.24 – Agree; 3.25-4.00 Strongly Agree

Table 7 shows that the composite mean of the leadership style in terms of their people orientation has a result of 3.49 with the verbal interpretation of Strongly Agree. Generally, it is important for leaders to understand their leadership style in certain situations in the work place for showing their subordinates or employees good leadership style. Based on the result, both generation X and Y is People oriented in which a leader is very considerate when it comes to its team members/employee's desires, interests and also some areas of personal growth of its employees in decision making to accomplish a task.

Table 7. Perception of the respondents in terms of leadership style in terms of people-orientation

	Mean	Interpretation
My leader encourages us to be creative about our job.	3.56	Strongly Agree
My leader recognizes the common purpose of the team and respect our decisions.	3.53	Strongly Agree
My leader does counsel to improve our performance.	3.48	Strongly Agree

Nothing is more important than building a great team for my leader.	3.47	Strongly Agree
My leader enjoys coaching people on new task and procedures.	3.43	Strongly Agree
Composite Mean	3.49	Strongly Agree

Legend: 1.00-1.74 – Strongly disagree; 1.75-2.49 – Disagree; 2.50-3.24 – Agree; 3.25-4.00 Strongly Agree

Based on Blake and mouton grid theory since we got high composite mean for task orientation and people orientation. Generation X and Generation Y Based on the leadership grid, falls to team management and this is said to be the most efficient leadership style. Leaders who belongs to team management is a leader who is very passionate when it comes to its work, and do his best not just for himself but for everyone else, the organization, team members etc.

Table 8 shows that the composite mean of the work performance of the employees has a result of 3.23 with the verbal interpretation of excellent. Performance is one of an important criterion for organizational outcomes and success. The one that got the 1st rank is the task performance which means that employees are really into performing tasks that contributes to the organizations technical core. Generally, this means that the employees have a very good, effective and strong work performance in the workplace by accomplishing their organizational goals.

Table 8. Perception of the respondents in terms of work performance

	Mean	Interpretation
Rate of their level of task performance	3.51	Excellent
Rate their level of contextual performance.	3.46	Excellent
Rate their level of adaptive performance	3.36	Excellent
Rate their level of counter-productive work behavior.	2.59	Very Good
Composite mean	3.23	Excellent

Legend: 1.00-1.74 – Poor; 1.75-2.49 - Good; 2.50-3.24 – Very good; 3.25-4.00 - Excellent

Table 9 shows that the composite mean of the motivation of the employees has a result of 3.46 with the verbal interpretation of excellent. The one that ranked 1st is the first questions which means that the being satisfied about their job is a big factor contributing to the motivation of an employee. Generally, this means that the employees show their love for their work and they are very motivated about their job they believe that productive performance will lead to positive outcomes.

Table 9. Perception of the respondents in terms of job satisfaction

	Mean	Interpretation
They are very satisfied with their job	3.50	Excellent
They get much satisfaction from the work they do	3.49	Excellent
They are very enthusiastic about their job	3.45	Excellent
Their job is worth the effort	3.42	Very Good
Composite mean	3.23	Excellent

Legend: 1.00-1.74 – Poor; 1.75-2.49 - Good; 2.50-3.24 – Very good; 3.25-4.00 - Excellent

Table 10 shows that the composite mean of the self-efficacy of the employees has a result of 3.37 with the verbal interpretation of excellent. Generally, this states that the workers learn, do, and make an effort at point of consistency in their self-efficacy. The highest weighted mean is the first question which means that remaining calm when facing difficulties is a big factor for them to accomplish a task. High level of employees' self-efficacy will hardly work in learning of new tasks performance and they will be more assured in carrying out and organizing the task successfully.

Table 10. Perception of the respondents in terms of self- efficacy

Self-efficacy	Mean	Interpretation
They can remain calm when facing difficulties in their job because they can rely on their abilities.	3.31	Excellent
Whatever comes in their way, they can usually handle it.	3.38	Excellent
When they are confronted with their problem in their job, they can usually find several solutions	3.37	Excellent
Their past experiences in their job have prepared them well for occupational future.	3.32	Excellent
Composite mean	3.37	Excellent

Legend: 1.00-1.74 – Poor; 1.75-2.49 - Good; 2.50-3.24 – Very good; 3.25-4.00 - Excellent

Table 11 shows the relationship between leadership style of generation X leaders and self-rating of self-efficacy of the employees. The results show that it has a weak positive relationship ($r= 0.278$), highly significant at $p=0.004$. Coefficient of determination (r-square) is at 7.7%

Table 11. Relationship of leadership style of generation X leaders and self-rating of self-efficacy of the employees

Leadership style	Pearson Square test	P-value	Interpretation
Generation X leadership vs Self-efficacy	.278**	.004	Significant

Correlation is significant at the 0.01 level (2-tailed)

Table 12 shows the relationship between leadership style of generation Y leaders and self-rating of self-efficacy of the employee strong positive relationship ($r= 0.639$), highly significant at $p=0.000$. Coefficient of determination (r-square,) is at 40.83%

Table 12. Relationship of leadership style of generation Y leaders and self-rating of self-efficacy of the employees

Leadership style	Pearson Square test	P-value	Interpretation
Generation Y leadership vs Self-efficacy	.639**	.000	Significant

Correlation is significant at the 0.01 level (2-tailed)

The table 13 shows that the gen y leaders got the highest rating of 17.73 while the gen x leader got the lowest rating of 17.23 based on people oriented. However, the difference is not significant $P=.129$ On the other hand, in task oriented the Gen Y has also got the highest result of 17.17 compared to Gen X leaders with the rating of 17.11 However, the difference is not significant $P= .876$

Table 13. Difference between Generation X and Generation Y on leadership style using the Mouton theory

Leaders' Age	People-Oriented	Task-Oriented	P-value	Interpretation
Gen Y	17.73	17.17	.129	Not Significant
Gen X	17.23	17.11	.876	Not Significant

If p-value is <.05, then it is significant; If p-value is >.05, then it is not significant

Table 14 shows above that the Gen Y leaders got the highest rating of 40.49 while the Gen X leader got the lowest rating of 39.99 based on self-efficacy. However, the difference is not significant with a p-value of .486.

Table 14. Difference between Generation X and Generation Y on self-efficacy

Leadership style	Self-efficacy	P-value	Interpretation
Gen Y	40.49	.486	Not significant
Gen X	39.99	.486	Not significant

If p-value is <.05, then it is significant; If p-value is >.05, then it is not significant

CONCLUSION

Based on the results of the study, the respondents strongly agreed on the leadership style of their generational leader which means that leaders are concern in people's needs and task. The demographic profile of the respondents in terms of age revealed that most of the number of employees are Generation Y. All of the respondents have a high rating of their own work performance except the level of counter-productive work behavior which means that employees slightly go against the legitimate interests of an organization. The respondents also have a high rating of their motivation which means that the employees are highly motivated in their work. This also applies with their self-efficacy that means employees with high level of self-efficacy will work hard in learning of new task and will be more assured in carrying out and organizing the task successfully. There is a significant relationship on the Generation Y leadership and the self-efficacy of the employee. On the other hand, there is also a significant relationship on the Generation X leaders and the self-efficacy. This study asserts that whether they are Generation X or Generation Y leaders, their leadership affects the self-efficacy of the employees. It can be stated that both generations value the commanding leadership style and it shows that every generation has a preference for a certain leadership style. Each generation expect that this leadership style can have an effect on the performance of people.

Additionally, age is not a factor to determine the leaders. Both Generation X and Y are giving importance to their job even if not on the same extent, which could describe why either of them value the performance of their subordinates and leadership commanding style. The study asserts that there is no effect on whether what generational group that they belong on the kind of self-efficacy that their employee possessed.

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