

Transformational Leadership Affecting Work Motivation of Generation Y: A Case of Private Company in Phitsanulok

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Abstract

This research aims to study factors of transformational leadership affecting the work motivation of Generation Ys in Phitsanulok Province, Thailand. Data were collected by 350 working Generation Y employees (from year 1981 to 1995) at private companies in Phitsanulok province, located in the lower northern part of Thailand, with a significance level of 0.05. The data were analyzed by using descriptive statistics which are frequency and percentage, mean, and standard deviation, and inferential statistics which are ANOVA, Correlation and regression analysis were applied to analyze a relationship and influential affect among the variables. The results found that transformational leadership positively influences work motivation of Generation Y employees. Organization and top management are required to set the policy and strategy to cope with Generation gap with attention for the organization reputation in the long run which leads to the sustainability.

Keywords: Transformational Leadership, Work Motivation, Generation Y

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Introduction

The world's changing rapidly with technological advancement that stimulate both public and private organizations stimulates strategy in order to be survived in the era of social movement, economic turbulence as well as the generation gaps are now concerned among HR practitioners and top management. To adopt their own Generation Ys into the workforce emerged in any organization. From the US. Generational proportion found that Generation Ys are the highest by 35% of the total workforce (Pew Research Center Analysis, 2018). So, figure 1 shows the Generational proportion of the U.S.A.

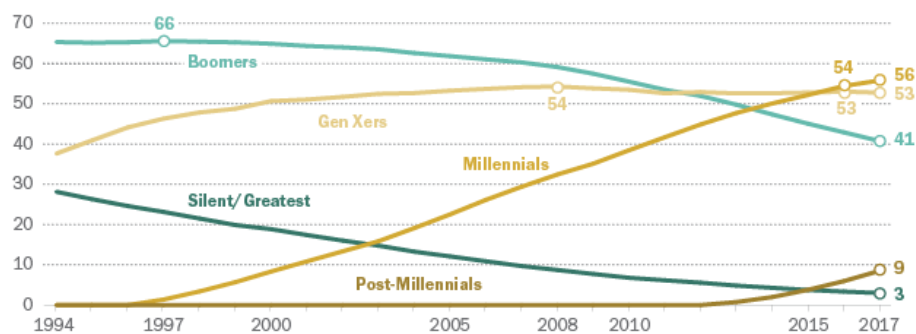


Figure 1 Generational proportion of the U.S.A

Source: Pew Research Center Analysis (2018)

This increasing trend of Generation Ys are unavoidable for organization to manage the generational gaps in their organizations effectively. However, compared to other Generations such as Silent's Generation, Baby Boomers, Generation X, and Generation Z, Generation Ys are one-third, then Generation X, Generation Baby Bloomer, Generation Z, and Generation Silent respectively. This trend leads to how organizations could cope with Generation Ys' work motivation efficiently in order to utilize their potential to fully work actively.

The research found that leadership especially transformational leadership could predict not only employee engagement, creativity and innovation, job design as well as employee's involvement (Otieno, Linge & Sikalieh, 2019) but also work motivation significantly (Susilo, 2018) Furthermore, Cetin and Kinik (2015) claimed that transformational leadership is the best leadership concept in explaining the leaders' characteristics by driving employee to be confident and engage with their performance work to achieve a given task.

Sooner or later, not more than a decade, Generation Ys will be claimed up the ladder of advancement in organization to be top management replacing Generation Baby Bloomer, and Generation Xs. So, enhancing transformational leadership in Generation Y would be beneficial for the sage of preparing workforce, career succession planning, including talent

management on order to handle with technological, economics, and the world that are changing with a single moment.

Research Objectives

1. To study the level of transformational leadership and work motivation of Generation Y: A case of Private Company in Phitsanulok
2. To study the significant level of demographic data and work motivation of Generation Y: A Case of Private Company in Phitsanulok
3. To study the relationship between transformational leadership and work motivation of Generation Y: A Case of Private Company in Phitsanulok
4. To study the transformational leadership affecting work motivation of Generation Y: A Case of Private Company in Phitsanulok

Literature Reviews

Generation Theory

The general of Generation Theory by Kupperschmidt (2000) explained that generation is “an identifiable group that shares birth years, age location, and significant life events at critical developmental stages”. According to Strauss and Howe (1991) said that each generation has a common and shared similar period around 20 to 25 years about the world and the nation in terms of political, economic, social values, and culture which leads to their specific characteristics of the generation as a whole. Wuttaphan (2018) consisted that each generations embraced such experiences to their characteristics through an attitude, personal’s core values, motivation, live capital including human capital into workplace.

At the presents, there five generations found in the literature which are 1) The silent generation (born in pre-1945), 2) Baby Boomers generation (1945 to 1960), 3) Generation X (1960 to 1981), 4) Generation Y, Generation Ys (1981 to 1995) and 5) Generation Z (1995 to 2010) (Seemiller & Grace, 2016). Thus, each generation had their own characteristic by Generation Silents are conformity, insulted by continuous feedback, sacrificed life for company, hardworking, while Generation Bloomer is having more informal, emotional security, open more to communication, workaholic and fast learning. On the other hands, Generation Ys, are called “Millennium” and “Y” came from “Why”. The reason why Generation Ys, are often ask “Why Questions”. Generation Ys are technological savvy, team-oriented, multitasking skills, tenacious, and goal-oriented. The last is Generation Z which are called “Net Generation”, unlikely to other generations, Generation Zs are high entrepreneurial skill, responsible, determined, concern to “Me” rather “you” (Tolbize, 2008; Twenge, Campbell, Hoffman, & Lance., 2010; Srinivasan, 2012; Papas, 2016; Seemiller & Grace, 2016; Wuttaphan, 2018).

Transformational Leadership

The concept of transformational leadership was developed by Bass and Avolio (1993) during 1980s. Northouse (2016) defined that “transformational leadership is a process that changes and transforms people”. According to Mushinsky (1997) determined that transformational leadership is the process that influenced employee and team’s attitudes to work including the process of motivating people to work for the goals and organization’s strategies that suits the changing contexts. Four elements of transformational leadership are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1990). Idealized Influence refers to challenging the status quo with creativity among employees and learning new ways and opportunities. Inspirational motivation means supporting and motivating employees, communicating, and opening for discussing their ideas including instantaneous recognition. Intellectual stimulation is the clear visions, and direction to achieve with passion, and individualized consideration refers to the admiration, respect for each individual in the team, ideas that go beyond self-interest, and sacrifices for the team.

Work Motivation

The concept of work motivation derived from many theories such as Expectancy Theory (Vroom), Equity Theory of Adams, Goal Setting Theory, Stress Theory of Skinner, McClelland Need’s Theory, and Maslow’s Hierarchy of Need Theory. However, it is clearly defined by Herzberg, Mausner and Synderman (1959) crystalized that employee work motivation variables divided into two factors which are Hygiene and Motivator Factors (Two Factor Theory). Later, scholars have extended this theory into factors in detailed. For the hygiene factors refer to a basic factor that led to a job satisfaction such as salary and benefit, vacations, rules and regulations, job security, roles and responsibility, parks, etc. in addition, the motivator factors refer to a stimulation factors contributed to engagement and led employee perform the job effectively. In this study, work motivation factors are selected by the frequently examined in the literatures as well as adopted from Leventhal (1980), Herzberg, et al. (1959), and Charoenkul (2020) which measured by six observable variables consisted of job achievement, responsibility, job security and advancement, interpersonal relationship, compensation and benefit, work environment.

Transformational Leadership and Work Motivation of Generation Ys

Generation Ys’ characteristics are unified from previous generation with modern eras, so research found that transformational leadership style is suitable for Generation Ys’ work motivation, both hygiene and motivator factors i.e., job satisfaction, compensation, working condition, opportunity to develop, company policy, work environment, relationship and work performance (quantity and quality of work, job knowledge, creativity) significantly (Pancasila, Haryono, & Sulisty, 2020). Kian and Yusoff (2012) found that Generation Ys are motivated by

both intrinsic factors (achievement, promotion, recognition, and work itself), and extrinsic factors (pay and benefits, work condition, company policy and administration). This also confirmed by a study of Setiono, Pangaribuan, and Meilani (2019) by found that all four of transformational leadership influenced work engagement of Generation Ys. However, Mansor, Mun, Farhana and Tarmizi (2017) revealed that transformation leadership style effect Generation Ys work engagement and motivation comparing to other leadership style.

So, this study aims to study the transformational leadership affecting work motivation of Generation Ys especially in Thai's context. To understand the influenced and its relationship that effect to Generation Ys. For the beneficial to the private organization to attract, develop as well as retain their Generation Ys in the organization. Moreover, to prepare talent management and career succession planning in the future.

Conceptual Framework

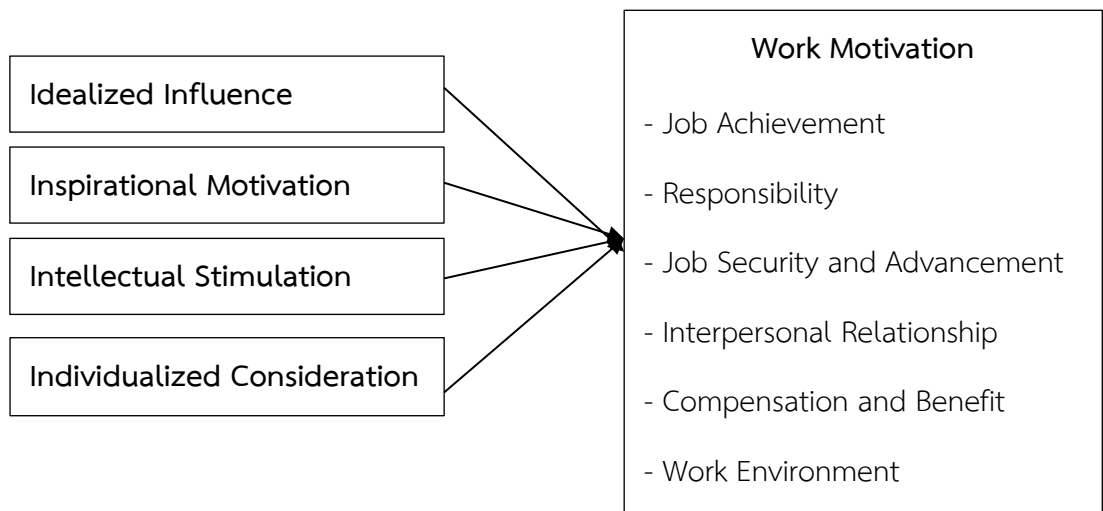


Figure 1 Conceptual Framework

Research Methods

Data Collection

This cross-sectional quantitative research design was implemented by a single time data collection with working Generation Y employees during September 2022 to November, 2022. The structured questionnaires were conducted rely on a paper-pencil preparation which approximated 15 to 20 minutes to fill the questionnaire and handed out after the completion.

Furthermore, no questionnaire questions were stated as ambiguous as well as the language used in the questionnaire was easily understood and simple by the participants.

Samples

The samples of this research included 350 working Generation Y employees (the year 1981 to 1995) at private companies in Phitsanulok province, located in the lower northern part of regions of Thailand, with a significant level of 95 percent confidence if the population size is unknown but a lot, the population is known (Cochran, 2007).

$$n = \frac{P(1-P)Z^2}{e^2}$$

When	n	=	Sample Size
	P	=	The Population Proportion (p = 0.5)
	Z	=	Z value at reliability level or significance level (1.96) Reliability level 95% or significance level 0.05; Z = 1.96
	e	=	Acceptable sampling error (e = 0.05)
So,	n	=	$\frac{0.5 (1-0.5)(1.96)^2}{0.05^2}$
		=	$\frac{0.5 (0.5)(3.84)}{0.0025}$
		=	$\frac{0.96}{0.0025}$
		=	384

However, the returned questionnaires were 350, so the returned rate was 91.14 percent. Besides, a convenience random sampling technique was implemented. The score was analyzed as follows: scores measuring the level of transformational leadership and work motivation are 1.00–1.80 means lowest, 1.81–2.60 means low, 2.61–3.40 means average, 3.41–4.20 means high, and 4.20–5.00 means highest (Srisaard, 2002).

Measures

All scales were measured by using a five-point Likert Scale. Thus, the content validity was implemented by three experts in order to seek the Index of Item-Objective Congruence, which was 0.80. Moreover, the Internal Consistency Reliability test by a tried-out for 30 non-sample was 0.92 throughout the questionnaire.

The demographic data consisted of gender, age, work experience, educational level, work position, status, religion, and salary with the nominal and ordinal scales.

The dependent variables are transformational leadership which consisted of four observable variables that are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration adopted from Bass (1990).

The dependents variables of this study is work motivation which is measured by six observable variables consisted of job achievement, responsibility, job security and advancement, interpersonal relationship, compensation and benefit, work environment adopted from Leventhal (1980), Herzberg et al, (1959), and Charoenkul (2020).

Data Analysis

The data of this research is divided into two parts, 1) demographic data consists of age, work experience, educational level, work position, status, religion, and salary were analyzed by using descriptive statistics which are frequency and percentage.

2) The level of work motivation, and significant testing were analyzed by using the inferential statistics which are mean, standard deviation, and ANOVA. Besides, the Correlation and regression analysis were applied to analyze a relationship and influential effect among the variables by using a Statistical Software Package.

Results

The results of this study are categorized into five parts which are 1) the demographic data, 2) level of transformational leadership and work motivation, 3) Significant testing, 4) Correlation analysis, and 5) Regression Analysis.

1. The demographic data

The demographic data of this study from the sample of 350 (n = 350) as shown in table 1 and as follows:

Table 1 The demographic data

Demographic data	Frequency (n = 350)	Percentage
1. Gender		
Male	173	49.4
Female	176	50.3
others	1	0.3
2. Age		
Less than 20 years	18	5.1
20 – 24 years	143	40.9
25 – 29 years	153	43.7
30 – 34 years	31	8.9
More than 35 years	5	1.4

Table 1 The demographic data (Cont')

Demographic data	Frequency	Percentage
3. Work Experiences		
Less than 5 years	98	28.0
5 – 10 years	188	53.7
10 – 15 years	53	15.1
More than 15 years	11	3.1
4. Educational Level		
High School/Vocational	104	29.7
Undergraduate	222	63.4
Graduate	24	6.9
5. Status		
Single	303	86.6
Married	34	9.7
Others	13	3.7
6. Position		
Officer	290	82.9
Supervisor	38	10.9
Others	22	6.3
7. Religion		
Buddhism	334	95.4
Christian	9	2.6
ayalslam	5	1.4
Others	1	0.3
8. Salary		
Less than 15,000 Baht	122	34.9
15,001 – 25,000 Baht	178	50.9
25,001 – 35,000 Baht	39	11.1
35,001 – 45,000 Baht	5	1.4
45,001 – 55,000 Baht	4	1.1
More than 55,001 Baht	2	0.6

Table 1 indicated the demographic data of this study, which most of the samples were female (n = 176, 50.3%), male (n = 173, 49.4%). Most of them had aged between 25 – 29 years old (n = 153, 43.7%), and 20 – 24 years old (n = 143, 40.9%). While they have been working in the organization for 5 to 10 years the most (n = 188, 53.7%), and less than

5 years (n = 98, 28%). Educational level was undergraduate degree (n = 222, 63.4%), single (n = 303, 86.6%), the officer position (n = 290, 82.9%), as well as they are Buddhism (n = 334, 95.4%) the most. The salary range between 15,001 – 25,000 Baht the most with 50.9 percent.

2. Level of transformational leadership and work motivation

The data of transformational leadership and work motivation found in this study as follows in table 2.

Table 2 Level of transformational leadership and work motivation

Variables	\bar{X}	S.D.	Level	Rank
Transformational Leadership				
● Idealized Influence	3.96	0.57	High	1
● Inspirational Motivation	3.89	0.56	High	4
● Intellectual Stimulation	3.90	0.56	High	3
● Individualized Consideration	3.91	0.59	High	2
Total	3.92	0.57	High	
Work Motivation				
● Job Achievement	3.90	0.55	High	4
● Responsibility	3.96	0.52	High	1
● Job Security and Advancement	3.85	0.59	High	6
● Interpersonal Relationship	3.95	0.55	High	2
● Compensation and Benefit	3.89	0.59	High	5
● Work Environment	3.94	0.57	High	3
Total	3.92	0.56	High	

Table 2 revealed the level of transformational leadership and work motivation. The data show that the top three highest average of transformational leadership is idealized influence (\bar{X} =3.96, S.D.=0.57), then individualized consideration (\bar{X} =3.91, S.D.=0.59), and intellectual stimulation \bar{X} =3.90, S.D.=0.56) respectively. Moreover, the highest average of work motivation top three is responsibility (\bar{X} =3.96, S.D.=0.52), interpersonal relationship (\bar{X} =3.95, S.D.=0.55), and work environment (\bar{X} =3.94, S.D.=0.57) respectively.

3. Significant Testing

The significant testing is divided into two parts 1) the demographic and independent variable testing and 2) dependent and independent significant testing, the results have been shown in table 3 as follows:

3.1 Demographic and independent variable testing

According to table 3, the results found that there are differences in work experience, educational level, status, religion, and salary, there are differences in work motivation at the significant level at 0.05. On the other hand, there are differences in gender, age, and position, there are indifferences in work motivation of Generation Ys in the organization.

Table 3 The demographic and independent variable significant testing

Demographic Data	Sum of Squares	df	Mean Square	F	Sig.
Gender	12.007	44	0.273	1.074	0.354
Age	33.324	44	0.757	1.296	0.110
Work Experience	51.049	44	1.160	1.792	0.003
Educational Level	20.144	44	0.458	1.559	0.017
Status	15.737	44	0.358	1.819	0.002
Position	15.737	44	0.358	1.198	0.193
Religion	8.800	44	0.200	2.108	0.000
Salary	50.919	44	1.157	1.857	0.001

3.2 Dependent (Transformation Leadership) and independent (Work Motivation) significant testing

The results from the data revealed in table 4 indicated that all observable dependent factors of transformational leadership significant to work motivation at 0.05. So, there are differences in idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, there are differences in work motivation of Generation Ys significantly.

Table 4 The Dependent and independent (Work Motivation) significant testing

Transformational Leadership	Sum of Squares	df	Mean Square	F	Sig.
Idealized Influence	71.592	44	1.627	12.038	0.000
Inspirational Motivation	74.526	44	1.694	14.502	0.000
Intellectual Stimulation	75.347	44	1.712	14.695	0.000
Individualized Consideration	84.531	44	1.921	16.061	0.000

4. Correlation Analysis

The correlation analysis testing in order to find a relationship between transformation leadership which are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration with work motivation which are job achievement, responsibility, job security and advancement, interpersonal relationship, compensation and benefit, work environment as table 5.

Table 5 Correlation analysis

	Ideli	Insp	Intell	Indiv	JobAc	Resp	JobSA	InterP	ComB	WorkEn
Idel	1	.765**	.739**	.752**	.674**	.600**	.673**	.645**	.670**	.609**
Insp	.765**	1	.750**	.762**	.709**	.663**	.686**	.717**	.668**	.670**
Intell	.739**	.750**	1	.758**	.742**	.636**	.675**	.727**	.660**	.664**
Indiv	.752**	.762**	.758**	1	.668**	.664**	.701**	.764**	.712**	.687**
JobAc	.674**	.709**	.742**	.668**	1	.717**	.667**	.677**	.697**	.650**
Resp	.600**	.663**	.636**	.664**	.717**	1	.670**	.650**	.665**	.651**
JobSA	.673**	.686**	.675**	.701**	.667**	.670**	1	.721**	.739**	.698**
InterP	.645**	.717**	.727**	.764**	.677**	.650**	.721**	1	.717**	.744**
ComB	.670**	.668**	.660**	.712**	.697**	.665**	.739**	.717**	1	.738**
WorkEn	.609**	.670**	.664**	.687**	.650**	.651**	.698**	.744**	.738**	1

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

The correlation results as indicated in table 5 revealed that the most three highest correlation values are idealized influence and inspirational motivation ($r = 0.765$), individual consideration and interpersonal relationship ($r = 0.764$), and individual consideration and intellectual stimulation ($r = 0.762$), respectively at significant level 0.01.

5. Regression Analysis

The regression analysis in order to examine the factors of transformational leadership which consisted of four observable variables that are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration affecting work motivation, the results are shown as follows:

Table 6 Collinearity statistics

Variables	Tolerance	VIF
● Idealized Influence	.323	3.095
● Inspirational Motivation	.308	3.249
● Intellectual Stimulation	.332	3.016
● Individualized Consideration	.312	3.203

According to table 6, the collinearity statistics testing by using Tolerance and VIF value, the data revealed the tolerance range between 0.308 to 0.332, and VIF range from 3.016 to 3.249, which mean that the variables have a multicollinearity free by tolerance must greater than 0.10 and VIF must less than 10 (Vanichbumcha, 2007).

Table 7 Model summary of the regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875 ^a	.765	.763	.23646

a. Predictors: (Constant), Idealized Influence, Inspirational Motivation, Intellectual, Stimulation, Individualized Consideration

The data revealed in table 7 that the transformational leadership as independent variable effected work motivation 77%, correlation value at 0.875, and standard error of the estimation is 0.236.

Table 8 The ANOVA testing

Model	df	Sum of Squares	MS	F	p-value
Regression	4	62.923	15.731	281.333	.000 ^a
Residual	345	19.291	.056		
Total	349	82.214			

a. Predictors: (Constant), Idealized Influence, Inspirational Motivation, Intellectual, Stimulation, Individualized Consideration

b. Dependent Variable: Work Motivation

According to table 8 indicated that ANOVA testing by Mean Square for Regression is 281.333 and Residual is 0.056 significant level at 0.000. So independent variable could predict dependent variable significantly.

Table 9 The coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.723	.097		7.424	.000
1 Idealized Influence	.081	.039	.095	2.067	.039
Inspirational Motivation	.229	.041	.265	5.627	.000
Intellectual Stimulation	.236	.039	.274	6.045	.000
Individualized Consideration	.272	.038	.330	7.071	.000

a. Dependent Variable: Work Motivation

The result in table 9 found that independent variables are significant, which means that idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration could predict work motivation of Generation Ys. Moreover, the regression of idealized influence is 0.081 indicated that if Generation Ys are urged by idealized influence by 1, the level of work motivation will be raised 0.081. Besides, of Generation Ys were inspirational motivated, intellectual stimulated, and individualized considerate, Generation Ys' work motivation will increase by 0.229, 0.236, and 0.272 respectively. The regression model is below:

$$\hat{y} = 0.723 + 0.081 (\text{Idealized Influence}) + 0.229 (\text{Inspirational Motivation}) + 0.236 (\text{Intellectual Stimulation}) + 0.272 (\text{Individualized Consideration})$$

And $Z = 0.095 (\text{Idealized Influence}) + 0.265 (\text{Inspirational Motivation}) + 0.274 (\text{Intellectual Stimulation}) + 0.330 (\text{Individualized Consideration})$

Discussion and Implications

The results of this study revealed the factors of transformational leadership which consisted of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration influenced Generation Ys' work motivation in private organization. The demographic data of work experience, educational level, status, religion, and salary found to be significant to work motivation. Moreover, the high correlation between idealized influence and inspirational motivation, individual consideration and interpersonal relationship, and individual consideration and intellectual stimulation, it is indicated that embracing those factors could be related to another, so the organization needs to initiate the leadership program to stimulate each factor and apply to the real workplace. Moreover, the results of regression found all of transformational leadership could predict work motivation, this can be confirmed by Susilo (2018) who determined that transformational leadership play as enable role to work environment as well as stimulated employee behavior to rapidly desire to work optimally in order to be achieved in their duty and career advancement by demonstrating their effort to work with success-oriented mindset, creativity and responsibility. Besides, these results compatible with Otieno, Linge and Sikalieh (2019) that insisted that employee motivation is moderated by transformational leadership especially intellectual stimulation with $P < 0.01$ and positively create employee innovation, as well as engagement. This could be claimed by Mansor et al., (2017) and Sundaray (2011) which revealed that all four transformation leadership styles (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) effect Generation Ys work engagement and motivation as well as drive organization performance which led to productivity, customer satisfaction, and organization profitability comparing to other styles of leadership (Hayati,

Chrkhabi and Naami, 2014). Moreover, Jangsiriwattana (2019) also confirmed that transformational leadership has a strong influence on employee's awareness of organization effectiveness and employee engagement. As the aspect of Generation Ys' characteristics that values work life balance, goal oriented, self-confident, work as team, and clear direction of the policy, and work performance, Thus, Generation Ys require top management with transformational leadership to work with care, positive influence, inspire them, open for communication, individual caring as well as supportive leader who admire, respect each individual, and sacrifices for the team, which led to their work motivation and finally work performance and organization as a whole.

Conclusion

Generation Ys are now hold the largest proportion in the organization both private and public organization. Leadership and work motivation are the concern issues of organization because it contributes to the organization effectiveness. This research aims to discover the level of transformational leadership and work motivation, the research found that both transformational leadership and work motivation are at the high level. Moreover, the demographic data of work experience, educational level, status, religion, and salary found to be significant to work motivation, and different in idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, there are differences in work motivation of Generation Ys significantly. Besides the correlation found positive relationship between transformational leadership and work motivation. Furthermore, the transformational leadership influences work motivation. The benefit of managing Generation Ys based on the research evident are critical, organization and top management are required to set the policy and strategy to cope with Generation gap with attention for the organization reputation in the long run which leads to the sustainability.

Recommendation

General Recommendation

This study found that Generation Ys' work motivation has been influenced by transformational leadership, the organization should implement the clear vision, mission of managing diversity especially the Generation gap. Moreover, a direct training course for enhancing transformational leadership are essential to all management level (from supervisor, middle management to top management) in order to encourage Generation Ys' work motivation, so of they are fully motivated to their work and organization, the effectiveness as well as high performance organization will occurred.

Theoretical Recommendation

The transformational leadership should be revised the four elements whether suitable for a particular context across cultural setting. Moreover in term of generational changing, the transformational leadership might not be kindly adapted to upcoming generation. This could be a future study.

Future Research Recommendation

Like any other research that have recommendations, this research are required to be extended and further study by 1) extent to other areas nationwide, 2) try to examine the other leadership style such as transactional leadership, servant leadership, authentic leadership as well as inclusive leadership with work motivation and then compare the results, and 3) to examine to Generation Zs which soon came to workplace.

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