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INFORMATION TECHNOLOGY AND CULTURAL DIFFERENCES BETWEEN CHINA AND THE USA

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ABSTRACT

The power distance in Chinese culture is about twice as much as in the United States. In Chinese culture is one of the highest when it comes to this category. It's normal and acceptable to have inequality between different people. In American culture, it's very unusual to have people believing that there are some people that aren't equal to others. The difference between American and Chinese culture when it comes to individualism is huge! In American culture, the independence on society is very low. Unlike the Chinese culture, where the dependence on society is very high. The level of indulgence in Chinese society is very low. This means that society is very constraint. Unlike the US, where there aren't many restrictions or constraints on people. There are many difference and similarities within the comparison of China and The United States of America on Hofstede's six dimensions. More different than similar it seems. Out of the six dimensions there are large differences in four between both of these countries. Everybody is unique, yet society control makes sure that most people will not deviate from the norm in both countries as well. Through the analysis provided we can see that 'individualism', 'long term orientation', and 'power distance' have the biggest difference between these countries. Let's take a look. Individualism is the degree of interdependence a society maintains among its members. The American premise of "liberty and justice for all" puts explicit emphasis on equal rights in all aspects of American society and government. Both manager and employees expect to be consulted frequently within an organization in America. There is also a high degree of geographical mobility in the United States. On the other hand we have China with a highly collectivist culture where people act in the interests of the group and not necessarily of themselves. China has a low rate of loyalty within an organization. Employee commitment is quite low compared to USA. Relationships with colleagues are viewed quite differently in both countries. In China, personal relationships prevail over task and company where in America it is quite different. Long term orientation describes how every society has to maintain some links with its own past while dealing with the challenges of the present and future, and societies prioritize these two existential goals differently. China scored very highly in this dimension, which means that it is a very pragmatic culture. They teach the young to plan for the future at an early age. Chinese culture believe that truth depends very much of the situation, context and time. In comparison, the USA scored normative on this dimension. This shows that Americans are prone to analyze new information to check whether it is true. This doesn't make most Americans pragmatic. The US is one of the only "Caucasian" countries in the world where, since the beginning of the 20th century, visiting church has increased. Also American businesses measure their performance on a short-term basis striving for quicker results within the work

place. Lastly, power distance. This dimension deals with the fact that all individuals in societies are not equal, and it expresses the attitude of the culture toward these power inequalities. At a score of 80, China sits in the higher ranking of the power distance index. This means that inequalities among people are acceptable. Where in America with a score of 40 showing that Americans are less likely to believe that inequalities are acceptable. In China individuals are influenced by formal authority and sanctions and are in general optimistic about people's capacity for leadership and initiative. In other words, China believes that people should not have aspirations beyond their current rankings whereas in the USA believes that people should always seek out bigger and better opportunities. Not aspiring to grow in American society is called being lazy. China is a more collectivist society while the U.S. is more individualistic. The Chinese also tend to be much more long term oriented than Americans. This is why intellectual property is much more protected in the United States than in China. China is notorious for hacking into U.S. companies and stealing their intellectual property. It is estimated that china has stolen over 360 billion dollars' worth of material from U.S. companies. This stealing of intellectual property has put a strain on already tense U.S. china relationships. Not only is the stealing of intellectual property from the United States a problem in china but also the counterfeiting of goods from U.S. and other foreign manufacturers.

Ethics are a series of square blocks being forced into round holes. Quantifying an invisible moral compass is a seemingly difficult task. In efforts to quantify ethics, by world region, Dutch professor and doctor Geert Hofstede has created a model method to accomplish this. Using geographic samples, of random variables, a relative a frequency distribution method measures cultural qualities. Hofstede's 6 Dimensions of national culture and ethics are described by 6 variables; power distance, individualism, masculinity, Uncertainty avoidance, long-term orientation, and indulgence. By comparison of the countries ratings in these six measurements we see culture has 6 benchmarks on perceived values differed by each region. Each measure is expressed on a scale of 1-100. A bar chart with each measurement is displayed per country. Analytically approaching a foreign market, oriented by geographic ethics in customer service, is important to research for the foreign introduction of a consumer good or service. I find this chart useful for U.S. companies aspiring to reach new markets in foreign nations. This measurement of ethics is beneficial in work habits and company policy and procedure. I believe a basic approach should consult geographic and ethical values before determining a marketing and business strategy abroad. In the case of a U.S. consumer good being introduced or currently existing in the Chinese market place, the following metrics are indicated. U.S.,China. Power distance: 40, 80 Individualism: 91, 20 Masculinity: 62, 66 Uncertainty Avoidance: 46, 30 Long-term Orientation: 26,87 Indulgence: 68,24 In some aspects, such as Masculinity and Uncertainty Avoidance, we see a small margin of difference in our cultures. Where the differences become far are Power Distance, Individualism, Long-term Orientation, and Indulgence. Focusing on the perspective of Chinese culture mitigates communication, social, and ultimately business disasters. My recommendation is to have extensive training in the cultural expectations of the Chinese before approaching or sending employees into their market.

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INDIA AND THE USA: CULTURAL DIFFERENCES

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ABSTRACT

The united states believe more in looking after yourself and your family while ignoring everything else as it does not matter as much. But in India people as a whole are concerned about others opinions. The employee and employer nature is also quite different. India believes more in having the employer protect the employee, like family, with the employee is expected to be loyal. This is the other side of the spectrum in comparison to the US corporation norms, where it is a cut throat world where the smart, strong, and cunning move up and the unmotivated, and less efficient fall down the pecking order in terms of the corporate structure, if they don't get fired. In terms of masculinity The United States and India are actually very similar. In both countries is work the center of life. The idea of achieving higher status, then putting such achievements in ones face, whether it be in the form of a new home, or designer labels, such is the norm in both societies. Both societies are also generally widely accepting of new ideas and mistakes. In America there is the sense of the American Dream and one's way of achieving that is through innovation, new ideas, and trying new things. Whereas India has a more relaxed mentality, simply believing that one must adjust. The United States and India are both huge countries, while their sizes are relatively similar, they differ in cultural and ethical norms. The United States, as a populous whole, tends to be more short term oriented and now seeking. We believe more in supporting and looking after one's self, and family. Society in The United States in very individualistic, people expect one another to take care of themselves, whereas in India, while still individualistic, believes in more of a wholesome, greater good society. Meaning that they tend to look out for one another and more importantly they tend to look out more for the greater good in ones defined-groups. Customer service for these should be more readily available and more widespread in The United States as it is more of an indulgent country. Seeking more now pleasure means more purchasing, meaning more products that one may need help with in some way, whether it be set up or someone in store trying to sell the product.

Ethics in the United States and ethics in India are dramatically different, to say the least. For example, if you were to bribe a government official in each of these two countries, you would have a dramatically greater chance at succeeding in one over the other. The Republic of India has been ranked by Forbes to be one of the least ethical countries in the world. I have experienced this truth first hand, due to the fact that I am a citizen of America, who has family in India. I have seen officers bribed out of issuing tickets for traffic violations; while in America, the chances of that occurring is close to impossible. Some of the greatest differences between these two countries, according to Hofstede's 6 dimensional model, are in power distance, individualism, and indulgence. Indian power distance is nearly twice as big when compared to America. Also, individualism is much greater in America than in India, which shows Indian culture is much more group-oriented. Finally, the United States is much greater in indulgence

when compared to India, which shows that Americans take more time to enjoy their lives while also balancing a career. When looking at strategic customer service in the two countries, India is much more skilled in the area of technology. This causes many companies to outsource their customer service positions to India. America on the other hand, is much more skilled in customer satisfaction. This may be due to more training or a lack of a language barrier.

As defined in Hofstede's 6d model, customer service is influenced by different ethics, moral systems and cultures around the world. Power distance, individualism, masculinity, long term orientation, and indulgence are the dimensions that create large differences in the way business is conducted in different parts of the world. Between the countries India and the United States, it can be observed that customer service is more thorough, uniform, and protocol oriented in the United States, whereas in India, issues are more dealt with on a case-by-case basis. Business in India is conducted through practices that are not acceptable in the United States such as bribery and negotiation. The power distance index and indulgence are the dimensions in which the two countries show the most difference. In India, the power distance is at 77 while the United States is at 44. This shows that India is more accepting of businesses to be set up and function as hierarchical models. Business can be conducted in a way that high priority is given to customers that show more privilege in society (and thus, in Indian culture, more respect). In the United States, a hierarchical system of power based on traditional social roles is not widely accepted and there are strict rules and laws against it. In terms of indulgence, India shows more constraint while the United States tends to show more impulsive and rash consumer behavior trends. This affects the number of customer service issues arising in both countries as well as the attitudes of dealing with such issues. Lastly, both countries show differences (but not too significant) in individualism, uncertainty avoidance, and long term orientation. The United States shows a high level of individualism, while India shows more collective culture trends. This affects different business models as there may be more family owned and operated businesses in collective cultures. In terms of uncertainty avoidance and masculinity, both countries show around the similar levels. Both countries show business climate driven by countable achievement and success. This controls competition among businesses. The similar high levels of uncertainty avoidance shows the thorough nature in which business is conducted between employer and customer.

India, is an eastern country and varies quite differently in Hofstede's six dimensional model from the Western philosophies of the U.S. Almost all six of the dimensions, have almost opposite results for the two countries beside masculinity and uncertainty avoidance. The analysis starts with power dimension, which is identified as how the less powerful members of institutions within the country accept the unequal distribution of power. India scored high on this measure, indicating they have a higher appreciation for hierarchy, while the U.S. scored much lower representing the opposite. Another factor that had a high difference was individuality. Americans are highly individualized; but India had a score of 48, which means they foster both collective and individualistic traits. This compared to power dimension, represents why India scored higher than the U.S. Those who feel a higher influence from their peers would expect a greater return for power distancing. America, on the other hand, is a far more individualistic society, therefore they have an attitude that is more directed to individual effort. Two factors U.S. and India scored relatively similar in were masculinity and uncertainty avoidance. Masculinity is the factor that measures an individuals need for competition, achievement, and success. Both U.S. and India scored high on the masculinity dimension, representing both nations needs to display success and power. U.S. scores higher because India is a spiritual country, and focuses on not

being caught up on materialistic show as symbols of success as much as some other western countries do. Another commonality in the scores was for uncertainty avoidance. This factor is described as a country's understanding of ambiguous situations and the actions on how to avoid them. India welcomes a break from regular monotony, and accepts imperfection. With his being true, they generally adjust to changes and circumstances constantly as they change. America, scored a bit higher, and follows the rule for adaptability. The next two focuses of the study are long-term orientation and indulgence, which again India and America differed in scores. Long-term orientation is how a society links their past experiences to the challenges they work through in the present or future. India has a non-linear appreciation for time due to their long-standing acceptance of karma. Where else, U.S. believes in preparation for the future by focusing on modern education and encouraging constant growth fostered with a sight for desired future achievements. The last measure is indulgence, which is the way people manage their desires and impulses. Nations with low score believe in suppression of immediate gratification and have a negative outlook on impulse behavior driven by desires. India scored very low, meaning they are restrained and show strong necessity for control. U.S. scored much higher than India, showing a less cynical view of the basic human needs for indulgence. The six factors analyzed are representatives of the factors that drive certain behavior in nations. India, with its primary influencing factors being religion and culture, is a high motivated, community oriented, and non-materializing nation. On the other hand, U.S. is a more individualistic, materialistic, and masculine society. U.S. is a far more capitalistic country than India, and represents a need for indulgence and long-term growth. India's religion, that is described as more spiritual and accepting of different views, is far more society oriented yet work driven. Overall both countries are more different than they are similar, but present themselves with similar actions with different mind sets.

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CONSUMER SERVICE THROUGHOUT THE HOTEL INDUSTRY IN JAPAN AND THE UNITED STATES

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ABSTRACT

Japan's modern economic growth took off after the Pacific War in a relatively short period of time; and it has been acknowledged and admired. "Among nations of the world, Japan has been number two in economic size, only next to the United States" ("The Japanese Economy" 2002). Japan is a safe and promising country to expand a business, or do business in, for managers in the Hotel Industry. Nevertheless, the Japanese culture contrasts drastically with the United States'. Japan's society has specific characteristics that have to be taken into consideration in order to provide a high quality consumer service, as it has to be adapted to the Japanese culture. Negligence to acknowledge and understand the cultural differences in the hospitality industry in Japan will surely lead to a weak customer service that will damage the business. In order to succeed in the Japanese hotel industry, managers need to understand the factors both environmental and personal that affect the quality of consumer service in different companies internationally. These influences are such as transformational leadership, service climate in comparison to service quality, and the person-environment in predicting job performance that results in the different levels of customer service. Culture is defined as the total aspect and way of life throughout any society. American culture is defined based on beliefs, actions, ideas, values and behaviors integrated through the understanding of the society. The culture derives from disciplines and history that is taught through American education. Such education through American schools provides students at a young age with knowledge and insight. Such a culture is made up of multiple ethnic groups in one geographic location that have all in different ways contributed to the American society. In America, students study the history of many religions where different racial and ethnic groups are appropriate to understand throughout their adolescent years.

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TRANSFORMATIONAL LEADERSHIP: ENGAGING THE NEXT WAVE OF TALENT

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ABSTRACT

The inevitable departure of the aging workforce, coupled with the synchronous entrance of the millennial group, creates a significant sociological and demographic phenomenon with complex and dynamic implications for today's organizations (Joshi, Dencker, & Franz, 2012). Twenty-first century organizations are operating within an environment of competing, complex, and dynamic influential forces. Generational diversity is one of the most influential forces impacting the functioning of today's organizations (Joshi, et al., 2012). Thus, organizational concentration on this topic is imperative for organizational preparedness. The research question for qualitative study was: How do transformational leadership behaviors interact with and engage the psychological contract of Millennials? The purposeful sample of three millennial cohorts are information rich subjects who illuminated the interplay present between transformative leadership behaviors and the Millennial's psychological contract. Results found leaders who enact transformational behaviors support and engage the psychological contract of Millennial followers by (a) tapping into their needs to fulfill higher order needs, (b) presenting clear objectives and allowing the freedom to reach desired outcomes, (c) promoting feelings of membership, and (d) ensuring there are continuous development opportunities.

Twenty-first century organizations are operating within an environment of competing, complex, and dynamic influential forces (Ivancevich, Matteson, & Konopaske, 2008). Generational diversity is one of the most influential forces impacting the functioning of today's organizations (Ivancevich et al., 2008; Joshi, Dencker, & Franz, 2012). Moreover, a significant number of organizational challenges are deeply-rooted within generational dynamics (Joshi, Dencker, & Franz, 2012). Thus, organizational concentration on managing a heterogeneous workforce, concentrating on the entrance of Millennials in the workplace, is imperative for organizational preparedness (Chaudhuri & Ghosh, 2012; Deal & Levenson, 2016; Joshi et al., 2012; Thompson & Gregory, 2012). This qualitative study explored the interplay between the Millennial cohort's psychological contract and transformative leadership behaviors. The research question for this qualitative study was: How do transformational leadership behaviors interact with and engage the psychological contract of Millennials?

THE MILLENNIAL COHORT

Consisting of over 75 million members, born relatively between 1980 and 2000, the trajectory of the Millennial entrant is on a progressively upward path (Thompson & Gregory, 2012). The inevitable departure of the aging workforce coupled with the synchronous entrance of the Millennial group creates a significant sociological phenomenon with complex and dynamic implications for today's organizations. According to Joshi et al., (2012), Millennials represent a collective that progresses social and organizational change. The force behind this group is changing the traditional structures of organizations (Joshi et al., 2012).

The traditional industrial-aged closed mechanistic and vertical structures, controlled by the few who possess authoritative positional power, are transforming to organic, permeable, and flattened structures comprised of decentralized decision-making authority (Hatch & Cunliffe, 2012). Organic structures have higher levels of innovation and creativity than closed structures (Hatch & Cunliffe, 2012). According to Yukl (2013), leaders who employ a transformational style of leadership seek to empower followers by removing unnecessary organizational controls. The blurring of organizational boundaries are propelling leaders to gain increased knowledge and understanding surrounding the transformative leadership behaviors that impact the psychological contract of the Millennial group (Cogin, 2012). Gaining an understanding of the group's expectations require leaders to burrow beyond perceived surface level understanding into the embedded contextual factors influencing and shaping the group's reality.

PSYCHOLOGICAL CONTRACT

Rousseau (1989) suggested psychological contract as “individual beliefs, shaped by the organization, regarding terms of an exchange agreement between individuals and their organization” (p. 9). Transactional and relational contracts depict the types of expectancy placed upon organizations by employees (Rousseau, 1989). Transactional contracts encourage rewards for exchange of tasks, and punishment for deficiencies with performance or output. Harmon and Doherty (2014) challenged transactional contracts positing organizations that bind and restrict employees with rules and rigid structures “suck independence and inspiration right out of the talented staff that they work so hard to recruit” (p. 24). However, relational agreements focus on the “social emotional exchanges” (Harmon & Doherty, 2014, p. 688) that occur across a period of time, which Millennials tend to naturally subscribe to.

Millennials expect the organizations they work for to offer career development opportunities, be socially responsible, provide opportunities to develop friendships with peers, and have leaders who offer guidance with their job functions and career pathing (Conway & Briner, 2005; Glass, 2007; Harmon & Doherty, 2014; Thompson & Gregory, 2012; Twenge & Campbell, 2008). In exchange, Millennials offer creativity, innovation, commitment, and a passion for contributing to causes higher than themselves (Conway & Briner, 2005; Glass, 2007; Harmon & Doherty, 2014; Thompson & Gregory, 2012; Twenge & Campbell, 2008). Therefore, leadership's role in creating environments that encourage collaboration, development, and empowerment is imperative.

TRANSFORMATIONAL LEADERSHIP

The essence of transformational leadership manifests within inspiring, empowering, and developing followers (Yukl, 2013). Transformational leadership increases follower motivation through enactment of four types of transformational leadership behaviors: (a) “idealized influence”, (b) “individualized consideration”, (c) “inspirational motivation”, and (d) “intellectual stimulation” (Yukl, 2013, p. 332), as defined in Table 1. Millennials have an intrinsic need for “autonomy, competence, and purpose” (Harmon & Doherty, 2014, p.24). Autonomy in freedom to accomplish goals through creative and innovative strategies (Harmon & Doherty, 2014; Thompson & Gregory, 2012; Twenge & Campbell, 2008; Walumbwa, Wang, Lawler, & Shi, 2004). A participant indicated:

Considering I aspire to be a part of the leadership on day, I value the care, passion, and dedication the leaders demonstrate in connecting with people in the organization.

Competence, as it relates to individualized influence, involves the Millennial’s desire to gain knowledge and experience through development opportunities. Participants indicated:

When discussing career aspirations I am able to be very 13 transparent regarding my future aspirations and direction within the organization.

Purpose, as it relates to inspirational motivation, involves the Millennial’s desire to work with an organization with a higher social purpose that is in alignment with personal values (Keeves, 2014; Thompson & Gregory, 2012; Twenge & Campbell, 2008). For instance, one participant indicated:

This organization is a smaller organization and here we have a sense of connection and purpose. People Helping People is our adage.

Similarly, Keeves (2014) suggested similar needs, but added feelings of identification and membership, as it relates to idealized influence, through relatedness.

Leadership is almost like parenting because we are the role model for our kids. We have to give enough rope to succeed and guide them.

Table 1 demonstrates how transformative behaviors meet the intrinsic needs of Millennials:

Table 1
INTERPLAY OF TRANSFORMATIVE BEHAVIORS AND THE
MILLENNIAL CONTRACT
Transformational Leadership Behaviors and Millennials’ Intrinsic Need

Behaviors	Definition	Psychological Contract
<i>Idealized Influence</i>	Individualized influence represents behavior that promotes follower identification with the leader (Yukl, 2013).	Relatedness (Harmon & Doherty, 2014; Keeves, 2014)
<i>Individualized Consideration</i>	Individualized consideration entails providing providing support, encouragement, and coaching to followers. (Yukl, 2013).	Competence (Harmon & Doherty, 2014; Keeves, 2014)
<i>Inspirational Motivation</i>	Inspirational motivation involves relaying a provocative vision and using symbols to focus follower attention. (Yukl, 2013).	Purpose (Harmon & Doherty, 2014; Keeves, 2014)
<i>Intellectual Stimulation</i>	Intellectual stimulation encourages creativity and innovation by allowing followers to address problems through a different lens. (Yukl, 2013).	Autonomy and Competence (Harmon & Doherty, 2014; Keeves, 2014)

Hence, followers of transformational leaders feel admiration, trust, and allegiance

(Yukl, 2013). Managers should continuously engage their employees’ perception of psychological contract fulfillment. The researcher, in Table 2, provides practical suggestions demonstrating how leaders may employ transformative behaviors to meet the expectations of Millennials:

Table 2
INTERPLAY OF TRANSFORMATIVE BEHAVIORS AND THE MILLENNIAL CONTRACT
Psychological Contract Fulfillment through Practical Transformative Behaviors

Element	Psychological Contract	Practical Transformative Behaviors
Management (Leadership) Preferences	A flattened structure to promote open communication and consultative feedback (Glass, 2007).	Individualized Consideration: Leaders should provide regular feedback to Millennial employees.
Motivators	Career advancement, career enlargement, career development and alignment or core values (Glass, 2007).	Individualized Consideration: Coaching and mentoring appeals to the follower’s expectation of individual development. Intellectual Stimulation: Leaders encourages Millennials to view challenges from varied lenses to meet objectives, while fulfilling their own entrepreneurial-spirited desires. Idealized Influence: Leaders appeals by modeling behavior that increase follower identification, such as placing the follower’s needs over self.
Beliefs	Foresees individual and meaningful avenues for growth and development (Shaw & Fairhurst, 2008). Mentoring relationships support individual consideration; and remains committed to organizations that serve a higher purpose (Glass, 2007).	Individualized Consideration: Coaching and mentoring appeals to the expectation of individual development. Inspirational Motivation: Linkage of outcomes to purposeful contributions to society, so Millennials perceive congruent values.

RESEARCH METHOD AND DESIGN

This study sought to generate thick, rich, and in-depth insight surrounding the Millennial group’s perspectives and behaviors. The researcher utilized purposeful sampling to illuminate the information-rich manifestations of the phenomenon, which concentrates on the interactions between transformative leadership behaviors and the millennial cohort, as perceived by the Millennial employee.

Data Collection and Profile of Participants

The researcher used an in-depth interviews to address the central inquiry of the research: How do transformational leadership behaviors interact with and engage the psychological contract of Millennials? Interview questions included:

1. How do you believe leadership enacts behaviors that are modeled by followers? (Idealized Influence)
2. In your opinion, how are the objectives of the organization aligned with your values? (Inspirational Motivation)
3. From your point of view, how does leadership provide individual development opportunities to followers? (Individual Consideration)
4. How does leadership provide challenging tasks and encourage creativity in accomplishing outcomes? (Intellectual Stimulation).

Participants included three Millennial employees who have been employed with an organization that utilizes transformative leadership for a minimum of one year. Demographic information included an African American female, age 23, a Hispanic male, age 25, and a Caucasian female, age 21.

ANALYSIS

The researcher utilized value coding for the analysis. According to Saldaña, values coding is appropriate for most qualitative studies, especially for those that investigate cultural values. The researcher also developed analytic memos, to support investigator reflexivity and reflection, and participant triangulation to validate the study.

RESULTS

The purpose of this study was to explore how Millennials perceive transformative leadership behaviors in meeting their psychological contract. Findings demonstrated corporate social responsibility (inspirational motivation), and development (individualized consideration) as essential expectations, woven throughout the responses:

I feel like I am [here] because the organization provides the opportunity to be involved in meaningful activities that help others.

I am [here] because there are opportunities to learn and grow, be involved, and engage with other employees.

Millennials are collaborative and inclusive, and they want an employer who will allow them the opportunity to contribute to a social purpose that is bigger than themselves (Conway & Briner, 2005; Glass, 2007; Harmon & Doherty, 2014; Thompson & Gregory, 2012; Twenge & Campbell, 2008). The transformational leader's enactment of inspirational motivation provides a provocative vision to focus follower attention and to connect the work to a higher social purpose. Results also indicated that Millennials expect to have a sense of membership within the organization as important contributors. Transformational leaders may support feelings of membership through idealized influence. A participant stated:

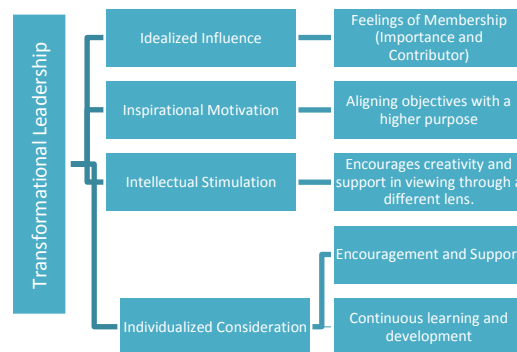
The leadership team display's passion, dedication, and drive in helping others. These are behaviors that I desire to mimic as I continue to grow in my career here.

Finally, results indicated flexibility within the workplace is critical as it encourages and supports creativity (intellectual stimulation). An example statement includes:

We are given the opportunity to have our opinions heard. I am given the creative freedom to openly express ideas. There are constant creativity flows that are not suppress.

Keeves (2014) posited Millennials have a foundational need for autonomy, which is the incumbent's freedom to determine how work objectives are accomplished. Thus, a transformational leader's enactment of intellectual stimulation encourages creativity and innovation by allowing followers to address problems through a different lens. (Yukl, 2013). In short, patterns illuminated around membership, purpose, creativity, encouragement, and learning and development, as shown in Figure 1:

Figure 1



DISCUSSION AND CONCLUSION

Implications of this study suggest leaders who enact transformational behaviors support and engage the psychological contract of Millennial followers by (a) tapping into their needs to fulfill higher order needs, (b) presenting clear objectives and allowing the freedom to reach desired outcomes, (c) promoting feelings of membership, and (d) ensuring there are continuous development opportunities. Strengths of the study include the rigorous analytical methods employed and the practical strategies to meet the expectations of the influential cohort. A weakness of the study is the investigation of only one leadership behavior, transformative. Therefore, future research may consider the interplay of alternative leadership behaviors with millennial expectations, as continual exploration of this phenomenon is imperative for organizational preparedness.

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