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Resilience of Millennial Leaders in 21st Century Organizations

Bargavi. N¹ P. James Daniel Paul² and Anand A. Samuel³

¹Doctoral Research Scholar, VITBS, VIT University, Chennai, India. Email: bargavi.n2014@vit.ac.in

²Director, Capability Management and Data Services, World Vision International Global Centre, Manila.

³Senior Professor, VIT University, Vellore, India.

ABSTRACT

Purpose : With huge number of Millennials entering the workforce since a decade and their gradual promotion into leadership roles within the organizations, it is important to recognize what personality traits are exhibited by Millennial leaders in the workplace. This study intends to explore what are the dominant personality traits of Millennial leaders, and whether there is resilience (flexibility) in these young leaders.

Design/Methodology : Resilience of Indian I.T team leaders is quantified by adding items based on an extensive review of literature to the prior existing Leader's Personality Resilience Inventory. The scale's psychometric properties are validated using exploratory factor analysis, confirmatory factor analysis and Cronbach's alpha test. The sample comprised of 525 responses from Millennial leaders working in the Indian I.T industry. Moderation analysis is implemented using Multiple Hierarchical Regression to test the hypothesis that resilience moderates the relationship between personality and Millennial leadership behaviors.

Findings : The results show that for every unit of increase in personality, leadership increases by 0.347 and for every unit of increase in resilience, leadership increases by 0.079. The effect of a minimal change in Resilience has a high impact on the Leadership behaviour of Millennials. Resilient leaders are found to be the best leaders as they have the flexibility in their personality to succeed in any work environment.

Originality/value : While there are numerous works which studied the behaviors and characteristics that distinguish Millennials from previous generations; they were hindered by the dearth of quantitative data on how Millennials worked as leaders – particularly about their resilience. This paper unravels the flexi-behaviour of young leaders, placing high importance in the field of behavioral sciences.

Keywords: Millennial Leadership, Resilience, Personality, Resilient leaders.

1. INTRODUCTION

Today's global organizations consist of different generations of employees who array from Traditionalists to Millennials. The Traditionalists are born before 1945, the Baby Boomers are born from 1945 to 1965, Generation X's are born from 1965 to 1980 and the Millennials or Generation Y's are born from 1980 to 1995. The prime detriment of this generational variegation is that the young workforce perceives the elder workgroups to be old guards and orthodox, being outdated in technology. This happens vice-versa with the traditionalists who occupy senior roles in multi-national organizations, as they cognize these young blood to be wavering, impatient for promotions¹, uncommitted to work, and their unwillingness to give up their lifestyle for their work careers². In today's global scenario, there are many Millennials already prevalent as leaders in several booming industries like Information Technology and its related services, Manufacturing, and Banking³. With large number of Management post-graduates joining the organizations in leadership roles having senior members much elder in age and experience as their team members, a pertinent dilemma that needs to be addressed is what are the special attributes of Millennial leaders, what dominant personality traits these Millennial leaders have, and whether there is a resilience (flexibility) in these young leaders. These also form as the basis of the research questions. While quoting the viewpoints of several authors, several viewpoints of authors are discussed below. In a research survey among 186 respondents using quasi experimental design, the aim was to find the preferred leadership styles of Millennials. It was found that servant style was ranked first, charismatic leaders came second, and pragmatic leaders were the last style preferred by Millennials⁴. Transformational and situational leadership style would be a new direction of leading knowledge professionals in the 21st century⁵. Tulgan⁶ suggested the important role played by leaders in the productivity, performance, morale, and retention of employees. The effectiveness of these role responsibilities is closely aligned with managers' leadership styles⁷. So, there was a close link between the leader's style and his efficacy. An effective leader was perceived as displaying the qualities of transformational leadership and sharing his follower's altruistic values and congruent behaviours^{8,9}. A leader's efficiency also depended upon his preferences. Millennial preferred being interpersonal leaders who were people-oriented rather than task-oriented¹⁰. As a leader, it is necessary to understand one's own preference which ensures maximum performance, personal satisfaction and team harmony¹¹. The preferences of leaders were hugely influenced by their leadership traits. Northouse¹² stated that the attributes of being a leader were recognizing the style of leadership, developing leadership skills, creating visions, listening to group members and overcoming conflicts. There was also congruence between the traits of leaders and their empowerment. Empowered leaders had four intrinsic traits like sense of self-determination, meaning, competence and impact¹³. High levels of psychological empowerment resulted in a predicted higher job satisfaction and satisfaction with work¹⁴. This proved that there was an association between leader's empowerment and their satisfaction. Similarly, there was congruence between leadership and personality in several research works of the literature. A series of research findings were linked to trait theories of leadership, suggesting that personal qualities, such as dimensions of personality, were related to effectiveness as a leader. Although not much research existed on why leaders fail, it appeared that leadership success depended on a combination of both exhibiting positive behaviours and also not exhibiting negative or derailing behaviours¹⁵. However, regardless of the numerous positive behaviours, a leader will be less effective and potentially will fail if his negative behaviours do not change¹⁶. This explains the importance of understanding a leader's personality in the workplace. There is a consensus that a five-factor model of personality (Big Five) can be used to describe the most salient aspects of personality¹⁷. Their dimensions were Neuroticism, Extraversion, Openness to Experience, Agreeableness, and Conscientiousness. Overall,

the five-factor model had a multiple correlation with leadership, indicating strong support for leadership trait when traits were organized accordingly¹⁸. The authors described about the type of leadership styles used by leaders having different personality traits. Visionary leaders were open to new ideas, assertive leaders were task masters, analyzing leaders were conscientious, and motivating leaders were agreeable in nature¹⁹. A low agreeableness could be consonant with leadership; showing male leaders had a less democratic leadership style²⁰. The leaders who reported a higher proactive orientation had a higher charismatic leadership rating²¹. Rigidity in personality increased in transformational and transactional styles during the process of becoming a leader²². There was an added aspect of self-esteem prevalent in the studies that examined about the personality traits of leaders. The rise in self-esteem was directly related to increase in narcissistic traits like assertiveness, agency, self-esteem, and extraversion²³. The efficacy of a leader was positively correlated to extraversion, agreeableness, openness, conscientiousness, and narcissism. Generation Me was particularly narcissistic which was a result of participation in self-esteem enhancement programs²⁴. As there is already adequate work about these personality traits, it is further explored how resilience (flexibility) influences the personal characteristics of individuals.

Resilience is referred to those personal qualities or skills that are regarded as unfixed and changeable over time²⁵. Individuals, who possess more traits of resilience, tend to take high risks and adapt to disruptive events in life easily. Psychologists have identified few factors of resilience as positive attitude, optimism, and the ability to regulate emotions. A higher level of resilience is linked not only to adaptive behaviours but also to a physiologically and psychologically balanced growth²⁶. Several studies have enlightened that factors linking the organization play an important role in work-related and mental health problems. This is due to the truth that individuals spend most of their time at work, and that the work expectations are constantly withering. Organizations tend to expect more from their employees due to which employees are anticipated to keep performing higher and higher. This widens the possibility of risk because employees strive hard, get stressed and become exhausted to give their best potential to organizations. Emotional exhaustion is predicted by worries over hassles. The lack of perceived control over one's job is related to exhaustion and depersonalization after controlling stressors²⁷. Gradually, this diminishes their capability, resulting in a change of attitude towards work. The way they perceive work changes, paving way to hatredness to perform any better. Resilience refers to flexibility. When there are fluctuating personalities in leader, the organization gets influenced to a higher extent in times of adversities. Adversity is characterized by the significant impact it has on emotional, mental and physical resources²⁸. Leaders may face a sudden crisis that brings a huge amount of stress and emotional exhaustion. These young leaders should cognize challenges as opportunities of growth and have the ability to be resilient in times of hardship. To cope up with the disruptive changes and downfalls faced at work, every leader should develop the competency of resilience. These young leaders are required to be resilient, emotionally intelligent, absorbing complex changes and helping others to move forward to achieve success²⁹. The prime determinant of resilient leadership is the flexibility and adaptability to change according to circumstances³⁰. The exposure to adversity and positive adaptation despite the odds add to the resilience capabilities of leaders. It is essential to examine the resilience level of leaders and its impact on the organization as it reveals a new dimension of how leaders succeed in adapting to new changes during hard times. The level of flexibility and adaptability differs from one to another, as it is a developed and learnt over time³¹. A non-resilient individual is liable to emotional exhaustion³², which hampers his ability to handle work challenges and results in negativity, affecting the people he works with and the members he leads. A leader who is not resilient suffers emotional exhaustion at work and fails to serve his members with compassion³³. This exhaustion frames as a drawback in his journey of personality

and leadership development³⁴. This explains the importance of understanding a leader's personality in the workplace. Hence, the success of an organization depends on the ability of its workforce to face any number of complex situations in its lifetime. For this, the workforce should comprise of talented leaders who can foresee all kinds of threats and be highly resilient possessing optimistic personalities and be willing to overcome organizational uncertainties in different environments. As it is time for the young Millennial leaders to accomplish success in the workplace, there is a necessity to study how resilience in personality plays a significant role in shaping an effective leader. Hence, the prime intention of this study is to probe the effect of resilience in the leadership and personality of Millennial leaders. In this context, the research hypothesis is framed stating that resilience moderates the relationship between personality and leadership of Millennial leaders (H_1).

2. MATERIALS AND METHODS

2.1. Participants and Design

The sample composed of $N = 662$ Millennial leaders who work in the Information Technology industry in Chennai, South India. It comprised of technical leaders who worked in companies registered under National Association of Software and Services Companies in Chennai, possessing middle-senior level managerial positions in their organizations. Millennial leaders are approached through the Human Resource teams of their organizations and the research instrument is disbursed using stratified proportionate random sampling, to record their thoughts and opinions on their leadership behaviours, personality traits and resilience at work. Out of the 662 questionnaires given, only 554 survey forms were received, with a response rate of 83.6 percent. In these 554 questionnaires, only 525 survey forms were valid with all entries complete and no missing values. Hence, the responses of 525 participants are analyzed below.

2.2. Nature of Respondents

The respondents comprise of 80.2 percent male ($N = 421$) and 19.8 percent female ($N = 104$) technical leaders. Among them 28 percent are experienced below five years, 42 percent are experienced between six to ten years and 30 percent are experienced above ten years. Out of the 525 respondents, 239 of the Millennial leaders handle below five projects, 155 of them handle six to ten projects, 55 handle eleven to fifteen projects, 14 handle sixteen to twenty projects and 62 leaders handle above twenty projects. Additionally, 36 percent of Millennial technical leaders had travelled abroad for on-site client support and knowledge transfers, while 64 percent of them are yet to go abroad for work transitions.

2.3. Measures

The leadership behaviours and resilience of Millennial leaders is measured using Leader's Personality Inventory where the instrument consists of forty five statements to evaluate the leadership behaviours, personality traits and resilience of Millennial leaders. Exploratory Factor Analysis (EFA), Reliability tests and Partial Confirmatory Factor Analysis (PCFA) are performed to ensure the validity of the scale. EFA using Varimax rotation is used to identify the underlying dimensions, which influence the leadership behaviors, personality traits and resilience of Millennial leaders. Principal component analysis is used to group the variables, and variables with loadings above 0.5, are grouped under a factor. Factors with the Eigen values greater than one are only considered. Sixteen items got loaded on six factors under leadership. The first

factor has Eigen value of 5.89, explaining 30.1 percent of variance, while the second, third, fourth, fifth and sixth factors have Eigen values 1.96, 1.54, 1.42, 1.17 and 1.04 respectively. The total variance accounted for by all the six factors was 68.6 percent which establishes leadership's validity³⁵. Even though there are few cross-loadings of items exchanged among these factors, the same names as per the literature are decided to be kept, based on the commonality of item groupings³⁶. Additionally, Cronbach's alpha method is performed to check the internal consistency of these constructs. It estimates the internal consistency in case of violations of the tau-equivalence assumption³⁷ or simply as a function of fewer items³⁸. These six factors of 'Leadership' are reported with their Cronbach's scores and are named below as attributes ($\alpha = .808$), styles ($\alpha = .706$), efficacy ($\alpha = .818$), preferences ($\alpha = .761$), psychological dimensions ($\alpha = .875$), and satisfaction ($\alpha = .820$) respectively. Also, the KMO measure of sampling adequacy is measured as 0.809, conveying the sufficiency of sample size. The significance level of Bartlett's test of Sphericity result is .000, which justifies that each variable is sufficiently correlated.

Likewise, sixteen items got loaded on six factors under personality. The first factor has Eigen value of 5.11, explaining 32.4 percent of variance, while the second, third, fourth, fifth and sixth factors have Eigen values 3.18, 1.96, 1.39, 1.24 and 1.09 respectively. The total variance accounted for by all the six factors was 67.8 percent which establishes the validity of personality dimension. These six factors are reported with their Cronbach's scores and are named below as openness ($\alpha = .730$), emotional stability ($\alpha = .854$), extraversion ($\alpha = .849$), agreeableness ($\alpha = .715$), conscientiousness ($\alpha = .719$), and self-esteem ($\alpha = .746$) respectively. The factorial analysis also resulted in a KMO value of 0.797 and Bartlett's value of 0.000. Finally, thirteen items got loaded on five factors under resilience. The first factor has Eigen value of 5.38, explaining 31.3 percent of variance, while the second, third, fourth and fifth factors have Eigen values 1.65, 1.49, 1.08 and 1.07 respectively. The total variance accounted for by all the five factors was 65.6 percent which establishes the validity of resilience. These five factors are reported with their Cronbach's scores and are named below as propensity ($\alpha = .788$), attitude ($\alpha = .805$), perception ($\alpha = .849$), preferences ($\alpha = .858$) and resilience management ($\alpha = .756$) respectively. The dimension reduction also resulted in a KMO value of 0.805 and Bartlett's value of 0.000. PCFA was additionally performed during the scale formation which resulted in values of Normed Fit Index (NFI = 0.892), Comparative Fit Index (CFI = 0.949), Tucker-Lewis Index values (TLI = 0.922), Standard Root Mean Square Residual (SRMR = 0.0011) and Root Mean Square Error of Approximation (RMSEA = 0.0374 *i.e.* $e < .06$). These values validated the psychometric properties of the scale comprising containing leadership behaviors, personality and resilience of Millennial leaders; substantiated by earlier literatures^{39,40,41}.

2.4. Analysis: Moderating Effect of Resilience between Millennial Leadership and Personality

In this segment of the analysis, the imperial determinant of the research study is assayed. The ultimate question of this study assays if there is a moderation effect of resilience in the personality of Millennial leaders. The research hypotheses are framed on this basis that resilience moderates the relationship between personality and leadership of Millennial leaders (H_1). Since resilience has five facets underneath namely resilience propensity, resilience perception, resilience attitude, resilience preferences and resilience management, the moderating effect of each facet is diagnosed with each of the personality traits namely emotional stability, extraversion, openness, agreeableness, conscientiousness and self-esteem. Therefore, the sub-hypotheses are formed stating that resilience propensity moderates the relationship between

leadership and personality traits (H1_d), resilience perception moderates the relationship between leadership and personality traits (H1_b), resilience attitude moderates the relationship between leadership and personality traits (H1_c), resilience preference moderates the relationship between leadership and personality traits (H1_d), and resilience management moderates the relationship between leadership and personality traits (H1_e).

In order to validate this research hypothesis, Hierarchical Multiple Regression is implemented to assess the effects of resilience, using an interaction effect between personality and resilience; and whether this interaction product is significant in predicting the outcome *i.e.* Millennial leadership. The composite scores of Resilience variables, Personality facets and Leadership are utilized to ascertain the moderation effect. This consolidation of scores has been implemented with reference to the earlier literature works. Research works in the area of leadership have shown that facets nested within several domains exert independent effects, even when there is no relationship at the domain level⁴². Working at the facet level, Fein and Klein⁴³ developed composite constructs made up of facets from different personality domains. Their analysis showed that the composites performed as well or better than any single domain score in predicting the outcomes. Similarly, in all the three dimensions, items are randomly divided, summed, and averaged to form representative item composites for each factor. Forming composite parcels grants fewer parameter estimates and higher stability of estimates⁴⁴. Hence, the use of composite scores for all items under leadership, personality and resilience is implemented respectively.

Moderation analysis is performed in this study using the Hayes method⁴⁵ in SPSS 21. It has proved to be highly efficient as it centers the mean prior to analysis of moderating effect of variables. As there is a conventional approach that moderating variables should generally be categorical in nature, median splits should be applied to change the continuous or dichotomous variables into categorical variables⁴⁶. Median splits are applied by forming two categories namely ‘low’ where any value below the median point is entered here; and ‘high’ where any value above the median point is entered. In this study, the above splitting is performed by centering the mean scores; where the mean values are first centered; after which the low values below centered means are formed in one group and the high values into other group. The low values for quantitative moderators are the mean and minus of one standard deviation from the mean. The high values for quantitative moderators and the mean and plus of one standard deviation from the mean. The values for dichotomous moderators are these two values of the moderators⁴⁵. Therefore, it is explored if the relationship between leadership and personality is moderated by resilience using an interaction effect.

Table 1
Moderation Summary -Hierarchical Multiple Regression

Model	Independent variables Moderating variables	R	R Square	R Square Change	Change Statistics			Coefficients		
					F Change	Sig. F Change	Std. Error	B	Std. Beta	Sig.
1.	Personality	.522 ^a	.272	.272	97.550	.000	.370	.347	.398	.000
	Resilience							.079	.076	.000
2.	Personality x Resilience	.556b	.310	.037	28.253	.000	.361	.279	.178	.000
1.	Openness	.601 ^a	.362	.362	147.889	.000	.346	.860	.414	.000
	Resilience Propensity							.631	.403	.000

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Model	Independent variables Moderating variables	R	R Square	R Square Change	Change Statistics			Coefficients		
					F Change	Sig. F Change	Std. Error	B	Std. Beta	Sig.
2.	Openness xResilience Propensity	.670 ^b	.398	.036	31.121	.000	.337	.147	.411	.000
1.	Emotional Stability							608	.859	.000
	Resilience Perception	.592 ^a	.351	.351	141.020	.000	.349	.258	.563	.008
2.	Emotional Stability xResilience Perception	.600 ^b	.360	.009	7.680	.005	.347	.068	.658	.005
1.	Openness							973	.374	.000
	Resilience Attitude	.627 ^a	.394	.394	169.406	.000	.338	.838	.313	.000
2.	Openness xResilience Attitude	.652 ^b	.425	.031	28.262	.000	.329	.180	.483	.000
1.	Openness							.816	.752	.000
	Resilience Preferences	.593 ^a	.352	.352	141.865	.000	.349	.506	.440	.000
2.	Openness xResilience Preferences	.626 ^b	.392	.040	34.434	.000	.338	.126	.385	.000
1.	Emotional Stability							.932	.716	.000
	Resilience Management	.602 ^a	.362	.362	148.173	.000	.349	.707	.589	.000
2.	Emotional Stability xResilience Management	.640 ^b	.410	.048	42.085	.000	.333	.167	.039	.000

The regression scores in the above table expound the simple correlation between several facets of personality and resilience. All the facets of personality traits showed significance ($p < .05$), while the strongest predictor of leadership alone in the moderation effect is briefed here due to space constraints. There is a positive, significant effect of moderation between leadership and personality traits of Millennial leaders. H_1 enumerates the composite moderation effect of resilience between leadership and personality traits of Millennial leaders. It can be inferred from the first model that personality and resilience are positively related to leadership, where personality and resilience account for a significant amount of variance in leadership by 27.2%. [$R = .522$, $R^2 = .272$, $F(2, 522) = 97.550$, $p < .005$]. The second model construes the interaction effect between personality and resilience, which accounts for a significant proportion of incremental variance in leadership [$\Delta R^2 = .037$, $\Delta F(3, 521) = 28.253$, $p < .005$]. The variance increased from 27.2% in the first model to 31% in the second model, revealing a 3.7% of increase showing high significance. This indicates that there is a potentially significant moderation between personality and resilience which influences the leadership behaviors of Millennials. Additionally, the standardized beta weights indicate that there is a mediocre relationship between leadership and personality, and a weak relationship between leadership and resilience ($\beta = 0.398$, 0.076); having the values of β are significantly different from zero. For every unit of increase in personality, leadership increases by 0.347 and for every unit of increase in resilience, leadership increases by 0.079. The tolerance statistic (T_i) of 0.015 in the interaction effect indicated low multicollinearity⁴⁷. The heteroscedasticity is also examined using a scatter plot containing standardized residuals and predicted values; which displayed no outliers as the plot was evenly distributed.

Similarly, the highest impact of resilience propensity is seen in openness where the moderation effect also showed statistical significance, along with a significant proportion of incremental variance in leadership by 3.6% [$\Delta R^2 = .036$, $\Delta F(3, 521) = 31.121$, $p < .005$]. So, it can be deduced that Millennial leaders who exhibit high level of openness to any kind of experiences tend to be resilient at work. Millennial leaders who are open to experiences ($\beta = 0.414$) and tend to be resilient ($\beta = 0.403$) exhibit moderate level of leadership behaviors. Next, the strongest influence of resilience perception is apparent in emotional stability where there is a statistical significance and a significant proportion of incremental variance in leadership by 0.09% [$\Delta R^2 = .009$, $\Delta F(3, 521) = 7.680$, $p < .005$]. So, Millennial leaders who were emotionally stable had the ability to control their emotions, which resulted in efficient leadership. It can also be surmised that Millennial leaders who are emotionally stable ($\beta = 0.859$) and perceive resilience ($\beta = 0.563$) exhibit high leadership behaviors. Further, the highest influence of resilience attitude is visible in openness where there is a statistical significance and a significant proportion of incremental variance in leadership by 3.1% [$\Delta R^2 = .031$, $\Delta F(3, 521) = 28.262$, $p < .005$]. Millennial leaders who exhibit high level of openness to any kind of experiences have great sense of impulsivity and tend to be cautious at work. Also, Millennial leaders who are open to experiences ($\beta = 0.374$) and have the attitude to be resilient ($\beta = 0.313$) exhibit moderate level of leadership behaviors. Likewise, the strongest impact of resilience preferences is exhibited in openness where there is a statistical significance and a significant proportion of incremental variance in leadership by 4% [$\Delta R^2 = .040$, $\Delta F(3, 521) = 34.434$, $p < .005$]. Millennial leaders who exhibit high level of openness to any kind of experiences prefer to be different when compared to their colleagues and act according to work situations. Millennial leaders who are open to experiences ($\beta = 0.752$) and prefer to be resilient ($\beta = 0.440$) exhibit moderate level of leadership behaviors. Finally, the highest correlate of resilience management is apparent in emotional stability where there is a statistical significance and a significant proportion of incremental variance in leadership by 4.8% [$\Delta R^2 = .048$, $\Delta F(3, 521) = 42.085$, $p < .005$]. Millennial leaders who are emotionally stable managed resilience in their behavior by self-understanding oneself initially and identifying the events where they tend to behave differently. Also, Millennial leaders who are emotionally stable ($\beta = 0.716$) and managed resilience effectively ($\beta = 0.589$) exhibited high level of leadership behaviors.

To test the hypothesis that leadership is a function of personality and specifically, whether resilience moderates the relationship between personality and leadership of Millennials; Figure 1 is examined. There is a potentially significant moderation between resilience and personality on leadership qualities of Millennial. The beta coefficients plotted above shows that there is an acceleration effect as the influence of resilience on leadership tends to increase as the personality traits enhance⁴⁸. It can be inferred from the coefficient values that when personality traits are low, resilience level is also low; which leads to poor leadership behaviors of Millennial leaders. Similarly, when the moderating effect of resilience increases, personality traits tend to increase, resulting in increased leadership behaviors ($\beta = 3.5878$). This is stated as the accelerating effect of moderation. A small change of 0.25% in the composite resilience level influenced their Leadership from low to high. This elucidates that the effect of a small change in Resilience has high impact on the leadership traits of Millennials. Thus, it can be inferred that Millennial leaders who score high in resilience, tend to have enhanced leadership capabilities. This is supported by earlier research studies where Resilience had a determining effect on leadership capacity, comprising of certain interventions – particularly personal analysis which helped individuals to alter their capacities. In addition, there are ways in which the individual can manage this, having understood the role of resilience mechanisms in their behavior⁴⁹.

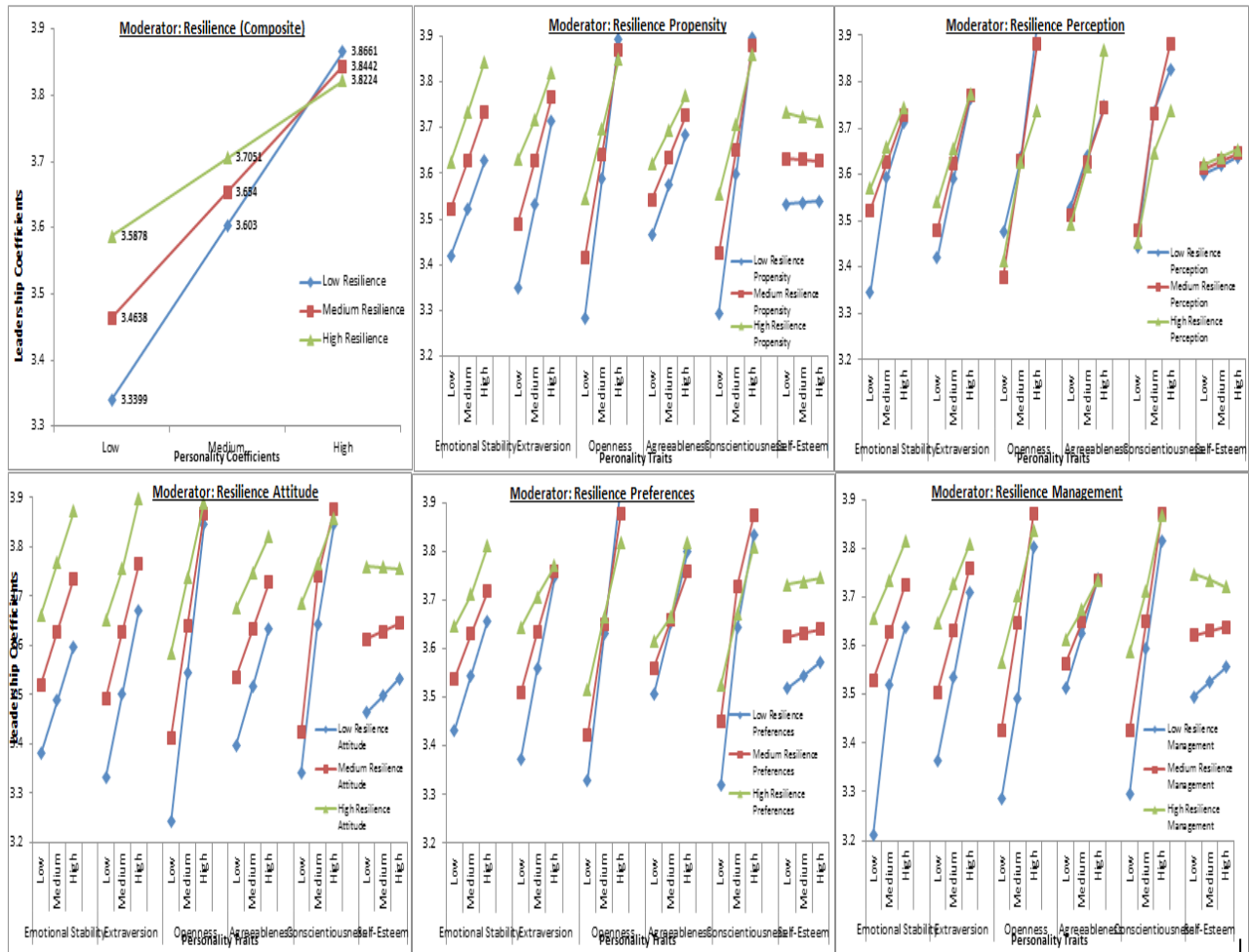


Figure 1: Moderating Effect of Resilience

Further, it can be inferred from resilience propensity that Millennial leaders who are less open to experiences, have less tendency to be resilient which makes them display poor leadership behaviors. Similarly, those young leaders who are highly conscientious and well-planned tend to be highly resilient, which makes them as successful leaders⁵⁰. Likewise, leaders who are less emotionally stable perceive resilience lower which makes them display poor leadership behaviors⁵¹. Similarly, those leaders who are less open to experiences have fewer attitudes to be resilient which makes them display poor leadership behaviors⁵². Congruently, leaders who are less open to experiences prefer to be less resilient which makes them display poor leadership behaviors⁵³. Also, leaders who are less emotionally stable, tend to default while managing resilience. Millennial leaders possessing high emotional stability, and having the talent to manage resilience efficiently are the most effective young leaders in the global workplace⁵⁴. Hence, the criteria of moderation got fulfilled as the first model is significant without the interaction, the second model is significant with interaction and the second model unravels an incremental variance, being highly statistically significant. Thus, the null hypothesis (H_{10}) is rejected, showing that resilience moderates the relationship between personality and leadership; paving way to the acceptance of all the alternate sub-hypotheses (H_{1a} , H_{1b} , H_{1c} , H_{1d} , H_{1e}).

3. FINDINGS AND DISCUSSIONS

There is a simple correlation between personality and resilience, which is elucidated by their tabulated values. Personality and resilience has a positive relationship with leadership behaviors, positing a moderate level of influence. The coefficient scores also expounded that personality traits have a moderate influence on leadership behaviors of Millennials ($\beta = .398$), whereas resilience determinants have a very weak impact on leadership behaviors ($\beta = .076$). There may be several reasons for a weak relationship between leadership and resilience. *With the Millennials entering the workforce in huge numbers and grabbing the roles of leaders in a short period of time, their real ability to lead, adapt successfully and cope up with uncertainties have not been explored so far.* Even though Millennials have attained leadership positions as team leaders or team managers in the Information Technology industry, their basic work characteristics like expecting instant promotions, expecting a praise during work, instant recognition of efforts, carefree lifestyle, high career expectations have challenged their ability to adapt and cope up with hardships during unfavorable moments. This has been exhibited in the statistical results where a weak relationship is found between resilience and leadership of this young generation. Also, while the analytical results state a weak impact of resilience on leadership, the true level of resilience in Millennial leaders may differ from the one they exhibit at work. Resilience as stated earlier, consists of growth or adaptation through disruption rather than to just recover or bounce back²⁶. While many leaders may face life and death situations at work, only few leaders may have the capacity to overcome the hindrances faced and continue to grow successfully. This rare possibility of growth during disruption has been displayed through the above statistical results. The weak influence of resilience on leadership is backed up by this rare event of leaders willing to grow during uncertainties and challenges, rather than just adapting or bouncing back from adversities. These kinds of leaders may be found to be very scanty in number, whose prevalence is very thin in I.T industrial workforce. With reference to the statistical results, significant positive relationships were found between personality and leadership; and resilience and leadership. This was slightly consistent with the previous literatures where there was a moderate influence of resilience on leadership capabilities ($r = .38, p < .01$) of entrepreneurs⁵⁵. Also, the findings from the graphical plot inferred that the slopes showed an enhancing effect that as personality traits and resilience increased; the leadership behaviors also increased. A small change of 0.25% in resilience level influenced the Leadership behaviors of Millennials from low to high. This elucidates that the effect of a small change in Resilience has high impact on the leadership traits of Millennials.

4. MANAGERIAL IMPLICATIONS AND CONCLUSION

Millennial leaders with enhanced personality traits having high resilience are found to be the best leaders as they had the flexibility in their personality to succeed in any work environment. This is also inferred from the analysis that Millennial leaders *who score high in resilience, tend to have enhanced leadership capabilities.* This is supported by earlier research studies where Resilience had a determining effect on leadership capacity, comprising of certain interventions – particularly personal analysis which helped individuals to alter their capacities. In addition, there are ways in which the individual can manage this, having understood the role of resilience mechanisms in their behaviour⁴⁹. These findings have few implications for developing resilient leaders in organizations. The first one is the assaying of resilience level of leaders to

understand how likely they react to adversities. This will provide insights on how every leader is different in resilience, and will throw light on their cognitive capabilities and personality. The second implication is that organizations should equally concentrate on the specific strengths and pitfalls of leaders which will influence their career promotions. This can be exercised through intervention programs that balance their internal development and external support structures. The third and final implication is a reduced locus of control. This enables a leader to cognize less stress and burnouts when situations change and helps them to adapt more constructive behaviours over a period of time. Thus, a high level of resilience is a pure requisite for leaders to persevere through struggling moments, bounce back from adversity and adapt to external stress. It can be statistically inferred that there is a potentially significant moderation between resilience and personality on leadership qualities of Millennial. It shows an enhancing effect that as personality traits and resilience increased; leadership qualities also increased. When personality traits are low, resilience level is also low; which leads to poor leadership behaviors of Millennial leaders. Thus, it can be concluded that Millennial leaders who had high personality traits with high level of resilience exhibited high leadership capabilities. They were found to be the best leaders as they had the flexibility in their personality to succeed in any work environment.

In order to promote resilient leadership, the organization must also put in some efforts to develop resilience among their young leaders using mentoring programs, practice communities, leader development interventions etc. The ability to be resourceful according to situations and the ability to be flexible are two practices³⁴ that help to build resilience in leaders. Hence, this study signifies the moderating relationship between personality and leadership by resilience. Future research will be necessary to measure resilience on a collective level and its influence on the organization to adapt and increase sustained performance.

5. APPENDIX – I: SURVEY QUESTIONNAIRE

This research is titled *“Personality related Leadership effects of Millennials in 21st century organizations”*, which is about how our generation’s attitude keep changing and how they behave as leaders in organizations. This survey is collected as a part of my research process, and all the details will be strictly kept confidential.

Your name please: _____ **Age:** _____

Gender: (a) M (b) F **Education:** _____ **Experience:** _____

Designation: _____ **Marital Status:** _____ **No. of projects handled:** _____

No. of superiors you report to: _____

No. of team members under you: _____

How often you travel abroad for official work: _____

If yes, which country you travel to: _____

(These are collected to understand the flexibility in the psychological behavior of the Millennial generation at work. I assure that it will strictly be kept confidential.) Please TICK Strongly Agree (S/A), Agree (A), Neutral (N), Disagree (D) or Strongly disagree (S/D).

Table 2

<i>S. No</i>	<i>Statements</i>	<i>S/D</i>	<i>D</i>	<i>N</i>	<i>A</i>	<i>S/A</i>
1.	I communicate effectively with others					
2.	I am satisfied with the technical competency of my team members					
3.	I stay fixed on goals despite interference					
4.	I provide constant feedback to my members					
5.	I develop teamwork with my members					
6.	I provide employees with opportunities for professional growth					
7.	I use different leadership styles in different situations					
8.	I emphasize having a collective mission					
9.	I consider an individual as having different needs and aspirations from others					
10.	I don't implement changes when necessary					
11.	I feel efficient when I take good decisions in less time					
12.	I doubt frequently and am less self-assured					
13.	I feel my work is not worth my time and energy					
14.	I like to have a greater say while giving suggestions					
15.	I am satisfied with the way my members share information with me					
16.	I am contented with the way I stimulate learning among members					
17.	I express my thoughts boldly in any situation					
18.	I share positive feelings with others					
19.	I enable a trusting atmosphere					
20.	I understand other's emotions and make them comfortable					
21.	I don't feel good when I am around people					
22.	I plan my work in advance					
23.	I have a need for personal achievement					
24.	I think once before acting or speaking					
25.	I have sympathy for others					
26.	I feel positive about myself					
27.	I have active concern for the welfare of others					
28.	I like to have authority over people					
29.	I like to be the center of attention					
30.	I don't like to interact with people					
31.	I get stressed and feel guilty easily					
32.	I act on cravings and desires					
33.	I act differently when I view challenge as an opportunity					
34.	I behave differently based on my responsibilities					
35.	I take a chance regularly					
36.	I act differently in various situations due to my involvement in work					
37.	I wish to be different, when compared to my colleagues					
38.	I keep changing my attitude because of the benefit I get being different					
39.	I can minimize my flexibility if I control my emotions					
40.	I feel understanding myself initially can increase my coping behavior					

<i>S. No</i>	<i>Statements</i>	<i>S/D</i>	<i>D</i>	<i>N</i>	<i>A</i>	<i>S/A</i>
41.	I can manage flexibility by identifying events where I tend to behave differently					
42.	I can manage my flexibility by having a fixed mindset					
43.	I am extremely cautious while taking a chance					
44.	I have a great sense of impulsivity					
45.	I see any event as an opportunity					

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