

**UNIVERSITI TEKNOLOGI MARA**

**IMPACT OF LEADERSHIP STYLE ON  
MILLENNIAL EMPLOYEES' PERFORMANCE**

**NORAZLINA BINTI MAHAT**

Dissertation submitted in partial fulfillment  
of the requirements for the degree of  
Executive Masters of Administrative Science

**Faculty of Administrative Science and Policy Studies**

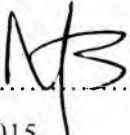
January 2015

## AUTHOR'S DECLARATION

I declare that the work in this dissertation was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the results of my own work, unless otherwise indicated or acknowledged as referenced work. This thesis has not been submitted to any other academic institution or non-academic institution for any degree or qualification.

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

Name of Student : Norazlina binti Mahat  
Student I.D. No. : 2013258986  
Programme : Executive Masters of Administrative Science  
Faculty : Administrative Science and Policy Studies  
Dissertation Title : Impact of Leadership Style on Millennial Employees' Performance

Signature of Student :  .....

Date : January 2015

## ABSTRACT

In today competitive scenario, organization needs effective leadership in order to achieve the organization goals. Indeed leadership is the process of influence between leaders and subordinates in terms of a leader behavior influencing of subordinates behavior to accomplish the organizational objectives. Therefore, the success of an organization in realization its goals and objectives rely on the leaders of the organization and their leadership styles. In fact a rapidly changing world of work, the retirement of Veteran Leaders and Baby Boomers has resulted Millennial to fill more positions in organization. Meaning that, more members of younger generations enter the workforce and its imperative for employers to understand the factors that boost their performance in in organizations. Thus, this dissertation specifically targets millennial employees that have been in the workforce as the future of organization vitality is dependent on the ability of millennial employees effectively accomplishing the desired outcome. As for Millennial, they have different expectations, a new mindset and very technology driven. The employees from millennial generational cohort will be a dominant factor in a few years, making it important that today's organization begin to understand on how to influence these young employees to be useful for future human resource practices in order to manage them effectively. Therefore, it is interesting to investigate the leadership styles and factors that will influence the millennial employees' performance. Leadership styles play a vital role in order to ensure employee to give their best performance to the organizations.

*Keywords:* Leadership; transformational; transactional; millennial employees performance; technology; communication; teamwork; challenging work

# TABLE OF CONTENTS

	<b>Page</b>
<b>EXAMINATION CERTIFICATE</b>	ii
<b>AUTHOR'S DECLARATION</b>	iii
<b>ABSTRACT</b>	iv
<b>ACKNOWLEDGEMENT</b>	v
<b>TABLE OF CONTENTS</b>	vi
<b>LIST OF TABLES</b>	ix

## **CHAPTER ONE: INTRODUCTION**

1.1	Research Background	1
1.2	Problem Statement	2
1.3	Research Questions	3
1.4	Research Objectives	4
1.5	Scope of the Study	4
1.6	Significance of the Study	4
1.7	Definition of Terms/Concept	5

## **CHAPTER TWO: LITERATURE REVIEW**

2.1	Preamble	8
2.2	Introduction	8
2.3	Leadership	8
2.4	Overview of Leadership Theories	9
2.4.1	Traditional of Leadership Theories	10
2.4.2	Contemporary of Leadership Theories	13
2.5	Millennials	16
2.6	Mediating Role of Gender Between Leadership Styles And Performance	16

2.7	Link Between Leadership Styles and Millennial Performance	17
2.8	Conceptual Framework	19
2.9	Hypothesis	20

### **CHAPTER THREE: RESEARCH METHOD**

3.1	Introduction	22
3.2	Research Design	22
3.3	Sampling Unit	22
3.4	Sample Size	23
3.5	Sampling Technique	23
3.6	Measurement/Instrumentation	24
3.7	Data Collection	25
3.8	Data Analysis	26

### **CHAPTER FOUR: FINDINGS**

4.1	Introduction	27
4.2	Exploratory Data Analysis	27
4.3	Preliminary Data Analysis	27
4.4	Demographic Information	28
4.5	Reliability Analysis	29
4.6	Descriptive Statistics	29
4.6.1	Level of Millennial Employees' Performance	30
4.7	Normality Test	31
4.8	Multicollinearity and Autocorrelation Testing	31
4.9	Correlations Among Model Variables	32
4.10	Hierarchical Regression: Transformational Leadership Style	33
4.11	Hierarchical Regression: Transactional Leadership Style	34
4.12	Hypothesis Testing	34